I-IV SEMESTER
CURRICULUM AND SYLLABI

Applicable to the students admitted to

MASTER OF BUSINESS ADMINISTRATION

R- 2024 : CBCS

Academic Year 2024-2025
Onwards

PRATHYUSHA ENGINEERING COLLEGE

An Autonomous Institution

Poonamallee- Tiruvallur Road, Aranvoyal Kuppam

Tiruvallur Taluk – 602025

DEPARTMENT OF MBA VISION AND MISSION STATEMENT

VISION

To Develop a stimulating environment for learning to maximize individuals' potential and empower students to meet the challenges of their dynamic environment.

MISSION

- To Disseminate managerial Expertise by developing human resources, to meet country's entrepreneurial and work force need.

- To Cultivate the principles of Management Culture, Ethics and Professional Norms through quality education.

- To Create opportunities to the management students to develop their talents, creativity, global competence and research skills to address the real time issues of the world.

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DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

R- 2024: CBCS CURRICULUM – I To IV SEMESTER

AND I To IV SEMESTER SYLLABI

LIST OF ABBREVIATIONS

S.NO	Abbreviations	Detailed Description
1	PCC	Professional Core Courses
2	PEC	Professional Elective Courses
3	PROJ/EEC	Project work / Employability Enhancement Courses
4	NEC	Non Functional Elective Course

Category Based Credit Split -UP- Semester Wise

Semester	PCC	PEC	PROJ/EEC	NEC	Total Credits
1	23	-	4	3	30
2	28	-	2	-	30
3	8	18	4	-	30
4	-	-	12	-	12
Total Credit	**59 (58%)**	**18 (18%)**	**22 (22%)**	**3 (3%)**	**102**

PROGRAM OUTCOMES (POs):

PO1: Apply knowledge: Apply Management theories and practices to solve business problems

PO2: Critical Thinking: Develop analytical and critical thinking skills to make data- based decisions

PO3: Leadership: Develop value- based leadership skills

PO4: Business Environment: Understand, Analyze, and communicate global, economic, legal, and ethical aspects of Business

PO5: Teamwork: lead themselves and others to achieve organizational goals and contribute effectively to a team environment

PO6: Entrepreneurial Skills: Entrepreneurial ability to turn ideas into action which includes creativity, innovation and risk- taking

PROGRAM EDUCATIONAL OBJECTIVES (PEOs) :

MBA program curriculum is designed to prepare the post graduate students

PEO1: To have a thorough understanding of the core aspects of the business.

PEO2: To provide the learners with the management tools to identify, analyse and create business opportunities as well as solve business problems.

PEO3: To prepare them to have a holistic approach towards management functions.

PEO4: To inspire and make them practice ethical standards in business.

CURRICULUM AND SYLLABI FOR I TO IV SEMESTERS
SEMESTER – I

NOTE: In the first semester students need to choose one elective from the Non-Functional Elective.

SL. NO	COURSE CODE	COURSE NAME	CATEGORY	L	T	P	R	HOURS	CREDIT
1	24MBA112L	Induction Training*	MC	0	0	4	0	-	-
THEORY									
2	243MBC101T	Statistics for Management	PCC	4	0	0	0	5	4
3	243MBC102T	Management Concepts and Organizational Behavior	PCC	4	0	0	0	4	3
4	243MBC103T	Managerial Economics	PCC	4	0	0	0	4	4
5	243MBC104T	Accounting for Decision Making	PCC	4	0	0	0	5	4
6	243MBC105T	Legal Aspects of Business	PCC	4	0	0	0	4	4
7	243MBC106T	Information Management	PCC	4	0	0	0	4	4
8	243MBE101T	Entrepreneurship Development (Non-Functional Elective)	NEC	3	0	0	0	3	3
PRACTICAL									
9	243MBA111L	Indian Ethics and Business Ethics	EEC	0	0	4	0	4	2
10	243MBA112L	Business Communication (Laboratory)	EEC	0	0	4	0	4	2
	TOTAL(* Not included for CGPA and Credit Calculation)			27	0	12	0	37	30

SEMESTER – II

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
THEORY									
1.	243MBC201T	Quantitative Techniquesfor Decision Making	PCC	4	0	0	0	5	4
2.	243MBC202T	Financial Management	PCC	4	0	0	0	4	4
3.	243MBC203T	Human Resource Management	PCC	3	0	0	0	3	3
4.	243MBC204T	Operations Management	PCC	4	0	0	0	4	4
5.	243MBC205T	Business Research Methods	PCC	3	0	0	1	4	4
6.	243MBC206T	Business Analytics	PCC	3	0	0	0	3	3
7.	243MBC207T	Marketing Management	PCC	4	0	0	0	4	4
PRACTICAL									
8.	243MBA211L	Rural Community Engagement	EEC	0	0	4	0	4	2
9.	243MBC211L	Data analysis and Business Modeling (Laboratory)	PCC	0	0	4	0	4	2
			TOTAL	**24**	**0**	**8**	**1**	**35**	**30**

Summer internship – minimum of 4 weeks of internship

The report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER – III

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
THEORY									
1.	243MBC301T	Strategic Management	PCC	4	0	0	0	4	4
2.	243MBC302T	International Business	PCC	4	0	0	0	4	4
3.		Professional Elective I	PEC	3	0	0	0	3	3
4.		Professional Elective II	PEC	3	0	0	0	3	3
5.		Professional Elective III	PEC	3	0	0	0	3	3
6.		Professional Elective IV	PEC	3	0	0	0	3	3
7.		Professional Elective V	PEC	3	0	0	0	3	3
8.		Professional Elective VI	PEC	3	0	0	0	3	3
PRACTICAL									
9.	243MBA311L	Creativity and Innovation Laboratory	EEC	0	0	4	0	4	2
10.	243MBA312L	Summer Internship	EEC	0	0	4	0	4	2
			TOTAL	**26**	**0**	**8**	**0**	**34**	**30**

SEMESTER – IV

SI. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
PRACTICAL									
1.	243MBA411L	Project Work	EEC	0	0	0	24	24	12
			TOTAL	**0**	**0**	**0**	**24**	**24**	**12**

TOTAL :102 CREDITS

Note : MBA programme has dual Specialization. Department is offering Four Specializations such as Human Resource Management, Financial Management, Marketing Management, Operations Management, Supply chain management, Business Analytics.

The students need to select any two Specializations offered.

- In First Specialization they have to select professional elective I, II, III.
- In second Specialization they have to select professional elective IV, V, VI.

NON FUNCTIONAL ELECTIVES(2 electives)

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
1.	243MBE101T	Entrepreneurship Development	NEC	3	0	0	0	3	3
2.	243MBE102T	Event Management	NEC	3	0	0	0	3	3

PROFESSIONAL ELECTIVES (PEC)
FUNCTIONAL SPECIALISATIONS

1. Students can take three elective subjects from **two functional** specializations

Or

2. Students can take six elective subjects from any **one sectoral** specialization

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
Stream/ Specialization: **Financial Management [8]**									
1.	243MBE301T	Security Analysis and Portfolio Management	PEC	3	0	0	0	0	3
2.	243MBE302T	Financial Markets	PEC	3	0	0	0	0	3
3.	243MBE303T	Banking and Financial Services	PEC	3	0	0	0	0	3
4.	243MBE304T	Financial Derivatives	PEC	3	0	0	0	0	3
5.	243MBE305T	Financial Modelling	PEC	3	0	0	0	0	3
6.	243MBE306T	International Finance	PEC	3	0	0	0	0	3
7.	243MBE307T	Behavioral Finance	PEC	3	0	0	0	0	3
8.	243MBE308T	Financial Analytics	PEC	3	0	0	0	0	3
Stream/ Specialization: **Marketing Management [8]**									
9.	243MBE309T	Retail Marketing	PEC	3	0	0	0	3	3
10.	243MBE310T	ConsumerBehavior and Neural Behaviour	PEC	3	0	0	0	3	3
11.	243MBE311T	Integrated Marketing Communication	PEC	3	0	0	0	3	3
12.	243MBE312T	Services Marketing	PEC	3	0	0	0	3	3
13.	243MBE313T	Sales and Distribution Management	PEC	3	0	0	0	3	3
14.	243MBE314T	Product and Brand Management	PEC	3	0	0	0	3	3
15.	243MBE315T	Digital Marketing	PEC	3	0	0	0	3	3
16.	243MBE316T	Marketing Analytics	PEC	3	0	0	0	3	3
Stream/ Specialization : **Human Resource Management [7]**									
17.	243MBE317T	Strategic Human Resource Management	PEC	3	0	0	0	3	3

18.	243MBE318T	Industrial relations and labour legislations	PEC	3	0	0	0	3	3
19.	243MBE319T	Organizational, design, change and Development	PEC	3	0	0	0	3	3
20.	243MBE320T	Negotiation and conflict management	PEC	3	0	0	0	3	3
21.	243MBE321T	Reward and Compensation Management	PEC	3	0	0	0	3	3
22.	243MBE322T	International Human Resource Management	PEC	3	0	0	0	3	3
23	243MBE323T	HR Analytics	PEC	3	0	0	0	3	3
Stream/ Specialization : **Operations Management [6]**								
24.	243MBE324T	Logistics Management	PEC	3	0	0	0	3	3
25.	243MBE325T	Quality Management	PEC	3	0	0	0	3	3
26.	243MBE326T	Materials Management	PEC	3	0	0	0	3	3
27.	243MBE327T	Services Operations Management	PEC	3	0	0	0	3	3
28.	243MBE328T	Reverse and Contract Logistics	PEC	3	0	0	0	3	3
29.	243MBE329T	Project Management	PEC	3	0	0	0	3	3
Stream/ Specialization : **Supply Chain Management [6]**								
30.	243MBE330T	Supply Chain Management	PEC	3	0	0	0	3	3
31.	243MBE331T	Supply Chain Information System	PEC	3	0	0	0	3	3
32.	243MBE332T	Supply Chain Analytics	PEC	3	0	0	0	3	3
33.	243MBE333T	Global supply chain Management	PEC	3	0	0	0	3	3
34.	243MBE334T	Warehouse Management	PEC	3	0	0	0	3	3
35.	243MBE335T	EXIM Management	PEC	3	0	0	0	3	3
Stream/ Specialization : **Business Analytics [5]**								
36.	243MBE336T	Data Mining for Business Intelligence	PEC	3	0	0	0	3	3
37.	243MBE337T	Deep Learning and Artificial Intelligence	PEC	3	0	0	0	3	3
38.	243MBE338T	Social media web Analytics	PEC	3	0	0	0	3	3
39.	243MBE339T	E-Business Management	PEC	3	0	0	0	3	3
40.	243MBE340T	Enterprise Resource Planning	PEC	3	0	0	0	3	3

SEMESTER I

SL. NO	COURSE CODE	COURSE NAME	CATEGORY	L	T	P	R	HOURS	CREDIT
		Induction Training							
THEORY									
1	243MBC101T	Statistics for Management	PCC	4	0	0	0	5	4
2	243MBC102T	Management Concepts and Organizational Behavior	PCC	4	0	0	0	4	3
3	243MBC103T	Managerial Economics	PCC	4	0	0	0	4	4
4	243MBC104T	Accounting for Decision Making	PCC	4	0	0	0	5	4
5	243MBC105T	Legal Aspects of Business	PCC	4	0	0	0	4	4
6	243MBC106T	Information Management	PCC	4	0	0	0	4	4
7	243MBE101T	Entrepreneurship Development (Non-Functional Elective)	NEC	3	0	0	0	3	3
PRACTICAL									
7	243MBA111L	Indian Ethics and Business Ethics (Seminar)	EEC	0	0	4	0	4	2
8	243MBA112L	Business Communication (Laboratory)	EEC	0	0	4	0	4	2
			TOTAL	**27**	**0**	**8**	**0**	**37**	**30**

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Course code	243MBC101T	Semester		I			
Category	PROFESSIONAL CORE COURSE (PCC)		L	T	P	R	C
Course Title	STATISTICS FOR MANAGEMENT		4	0	0	0	4

COURSE OBJECTIVES:

- To learn the applications of statistics in business decision making.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C101. 1	Apply basic statistical concepts to solve real-world problems	K3
C101. 2	Evaluate statistical findings to make data-driven managerial decisions.	K4
C101. 3	Analyze statistical techniques and their effectiveness in interpreting data-driven insights	K4
C101. 4	Explain the importance and value of mathematical and statistical thinking, training, and approach to problem solving.	K3
C101. 5	Evaluate variety of examples where mathematics or statistics helps accurately explain abstract or physical phenomena	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	2	3	_	3	_	_
C101. 2	2	3	2	_	3	_
C101. 3	_	3	_	2	3	1
C101. 4	_	3	2	_	3	1
C101. 5	2	_	2	2	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**PROBABILITY**	**12**
Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.		
UNIT II	**SAMPLING DISTRIBUTION AND ESTIMATION**	**12**
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.		
UNIT III	**TESTING OF HYPOTHESIS - PARAMETIRC TESTS**	**12**
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z- test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way		
UNIT IV	**NON-PARAMETRIC TESTS**	**12**
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann — Whitney U test and Kruskal Wallis test. One sample run test.		
UNIT V	**CORRELATION AND REGRESSION**	**12**
Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.		
	Total: **60 Periods**	

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017
2	Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 7th Edition, TataMcGraw –Hill Publishing Company Ltd., New Delhi, 2017.
3	D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

REFERENCES:	
1	Prem.S. Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
2	Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.

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1e	243MBC102 1		Semester		1	
Category	**PROFESSIONAL CORE COURSE (PCC)**	L	T	P	R	C
Course Title	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR	4	0	0	0	3

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity.
- To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place .

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C102. 1	Apply management concepts and skills to solve real-world business challenges.	K3
C102. 2	Explain the various functions of management in a real time management context.	K3
C102. 3	Analyze the behavior of individuals and groups in organizations	K4
C102. 4	Evaluate the role of organizational factors in shaping workplace effectiveness and adaptability	K5
C102. 5	Analyze complications related to Organizations	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	1	_	3	_	_
C101. 2	1	_	3	3	3	_
C101. 3	_	_	3	3	3	2
C101. 4	_	_	3	3	3	2
C101. 5	_	_	3	3	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**NATURE AND THEORIES OF MANAGEMENT**	**09**
Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo- Classical-Mayo & Hawthorne Experiments. • Modern era ─ system & contingency approach Managerial Skills.
UNIT II	**PLANNING AND ORGANISING**	**09**
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.Control: meaning, function, Process and types of Control.
UNIT III	**INDIVIDUAL BEHAVIOUR**	**09**
Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.
UNIT IV	**GROUP BEHAVIOUR**	**09**
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.
UNIT V	**EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR**	**09**
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.
**Total**: **45 Periods**

LEARNING RESOURCES:

TEXT BOOKS:

1	McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
2	Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.
3	Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013

REFERENCES:

1	Stephen P. Robbins, Timothy A.Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014
2	Jerald Greenberg, Behavior in Organizations, PHI Learning. 10th edition. 2011

Course code	**243MBC103T**	**Semester**		**I**			
Category	**PROFESSIONAL CORE COURSE (PCC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**MANAGERIAL ECONOMICS**		**4**	**0**	**0**	**0**	**4**

COURSE OBJECTIVES:

* To introduce the concepts of scarcity and efficiency
* To explain principles of micro economics relevant to managing an organization
* To describe principles of macroeconomics to have the understanding of economic environment of business.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C103. 1	Apply the principles of scarcity and efficiency to optimize resource management in real-world scenarios	K3
C103. 2	Explain the principles of micro economics relevant to managing an organization	K3
C103. 3	Evaluate macroeconomic policies and their effectiveness in economic growth and stability	K4
C103. 4	Apply economic principles to assess risks and opportunities in the business environment	K3
C103. 5	Analyze the policies that regulate economic variables	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	3	_	2	_	_
C101. 2	_	3	2	_	2	_
C101. 3	1	_	2	_	2	2
C101. 4	_	3	_	2	2	2
C101. 5	_	3	2	2	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**INTRODUCTION**	**12**
The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability ─ Production possibility frontiers (PPF) ─ Productive efficiency Vs economic efficiency ─ economic growth & stability ─ Micro economies and Macro economies ─ the role of markets and government – Positive Vs negative externalities		
UNIT II	**CONSUMER AND PRODUCER BEHAVIOUR**	**12**
Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour ─ consumer equilibrium ─ Approaches to consumer behaviour ─ Production ─ Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale ─ Analysis of cost ─ Short-run and long-run cost function ─ Relation between Production and cost function		
UNIT III	**PRODUCT AND FACTOR MARKET**	**12**
Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital ─ Demand and supply ─ determination of factor price ─ Interaction of product and factor market – General equilibrium and efficiency of competitive markets.		
UNIT IV	**PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**	**12**
Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory		
UNIT V	**AGGREGATE SUPPLY AND THE ROLE OF MONEY**	**12**
Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact ─ reasons for inflation ─ Demand Vs Supply factors –Inflation Vs Unemployment trade-off ─ Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy		
		Total: 60 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, New Delhi,2017.
2	Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.

REFERENCES:	
1	Panneerselvam. R, Engineering Economics, 2 nd Edition, PHI Learning, 2014.
2	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011

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Course code	243MBC104T	Semester		I			
Category	PROFESSIONAL CORE COURSE (PCC)		L	T	P	R	C
Course Title	ACCOUNTING FOR DECISION MAKING		4	0	0	0	4

COURSE OBJECTIVES:

- To Acquire a reasonable knowledge in accounts analysis and evaluate financial statements
- To identify and analyze complex financial accounting problems and opportunities in realtime

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C104. 1	Apply financial accounting concepts to record, analyze, and interpret financial data.	K3
C104. 2	Analyze financial statements to interpret key financial ratios and trends	K4
C104. 3	Evaluate the effectiveness of management and cost accounting techniques in cost control and budgeting	K5
C104. 4	Examine the role of management and cost accounting techniques in strategic financial decisions	K3
C104. 5	Analyze the accountancy standards of practices in India	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	1	3	_	_	_
C101. 2	_	1	3	3	_	_
C101. 3	_	_	3	3	2	_
C101. 4	_	_	_	3	2	1
C101. 5	_	_	3	3	2	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**FINANCIAL ACCOUNTING**	**12**
Introduction to Financial, Cost and Management Accounting — Generally accepted accounting principles– Double Entry System — Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements		
UNIT II	**ANALYSIS OF FINANCIAL STATEMENTS**	**12**
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios — Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis — Trend Analysis.		
UNIT III	**COST ACCOUNTING**	**12**
Cost Accounts — Classification of costs — Job cost sheet — Job order costing — Process costing — (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.		
UNIT IV	**MARGINAL COSTING**	**12**
Marginal Costing and profit planning — Cost, Volume, Profit Analysis — Break Even Analysis — Decision making problems -Make or Buy decisions - Determination of sales mix - Exploring new markets - Add or drop products - Expand or contract.		
UNIT V	**BUDGETING AND VARIANCE ANALYSIS**	**12**
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.		
		Total: 60 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2	M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018
3	T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014

REFERENCES:	
1	N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting — Text and cases,3 rd edition PHI Learning, 2018
2	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsiever, 2012.

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Course code	**243MBC105T**	**Semester**		**I**			
Category	**PROFESSIONAL CORE COURSE (PCC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**LEGAL ASPECTS OF BUSINESS**		**4**	**0**	**0**	**0**	**4**

COURSE OBJECTIVES:

- To familiarize the students with various laws

- To understanding of how law affects the different aspects of business.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C105. 1	Apply fundamental legal principles to develop and evaluate business contracts and commercial laws	K3
C105. 2	Analyze the different forms of business associations and their impact on corporate governance	K4
C105. 3	Evaluate the industrial laws to assess and improve workplace safety and legal compliance.	K3
C105. 4	Apply corporate tax and GST principles to optimize tax planning strategies for businesses.	K3
C105. 5	Analyze role of consumer rights and cyber laws in the modern business environment.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	**PO**	**PO**	**PO**	**PO**	**PO**
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	2	3	_	_
C101. 2	2	_	2	3	3	_
C101. 3	_	_	2	3	3	2
C101. 4	_	2	_	3	3	2
C101. 5	2	_	_	3	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**COMMERCIAL LAW**	**12**

THE INDIAN CONTRACT ACT 1872
Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

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

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

UNIT II	**COMPANY LAW AND COMPETITION ACT**	**12**

COMPANY ACT 1956&2013 Major principles — Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

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

UNIT III	**INDUSTRIAL LAW**	**12**

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

UNIT IV	**CORPORATE TAX & GST**	**12**

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

UNIT V	**CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**	**12**

Consumer Protection Act — Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

	Total: 60 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
2	Daniel Albuquerque, Legal Aspect of Business, Oxford,2 nd edition, 2017
3	Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15 th edition 2017

REFERENCES:	
1	Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
2	V.S. Datey, GST Ready Reckoner, 9 th edition, 2019

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Course code	**243MBC106T**	**Semester**			**I**		
Category	**PROFESSIONAL CORE COURSE (PCC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**INFORMATION MANAGEMENT**		**4**	**0**	**0**	**0**	**4**

COURSE OBJECTIVES:

- To comprehend the fundamental chemical principles that governs biological systems. To understand the importance of information in business
- To know about the recent information systems and technologies.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C106. 1	Apply data and information system concepts to improve business decision-making.	K3
C106. 2	Analyze the strengths and weaknesses of different system development methodologies in project management.	K4
C106. 3	Evaluate the effectiveness of various database management systems in handling big data and enterprise solutions.	K5
C106. 4	Apply security technologies to safeguard information systems against cyber attacks..	K3
C106. 5	Analyze the effective applications of information systems in business.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	3	3	2	_
C101. 2	_	_	3	3	2	_
C101. 3	_	_	3	3	_	2
C101. 4	1	_	3	_	2	2
C101. 5	_	1	3	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	INTRODUCTION	12
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.		
UNIT II	SYSTEM ANALYSIS AND DESIGN	12
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.		
UNIT III	DATABASE MANAGEMENT SYSTEMS	12
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.		
UNIT IV	INTEGRATED SYSTEMS, SECURITY AND CONTROL	12
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.		
UNIT V	NEW IT INITIATIVES	12
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing		
		Total: 60 Periods

LEARNING RESOURCES:
TEXT BOOKS:

	TEXT BOOKS CONTENT
1	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager' s View, Tata McGraw Hill, 2008
2	Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

REFERENCES:
1	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.

COURSE OBJECTIVES:

Course code	243MBE101T	Semester			I		
Category	**NON-FUNCTIONAL ELECTIVE (NEC)**		L	T	P	R	C
Course Title	**ENTREPRENEURSHIP DEVELOPMENT**		3	0	0	0	3

- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C101. 1	Apply entrepreneurial competencies to develop and manage a successful business.	K3
C101. 2	Analyze the businesses in the entrepreneurial environment	K4
C101. 3	Apply strategic planning techniques to develop and execute feasible business projects	K3
C101. 4	Develop and launch their business ventures successful.	K3
C101. 5	Analyze the business effectively towards growth and development.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	3	3	3	_
C101. 2	_	1	3	3	_	2
C101. 3	_	_	3	3	3	2
C101. 4	_	_	_	3	3	2
C101. 5	1	_	3	3	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	ENTREPRENEURAL COMPETENCE	09
Entrepreneurship concept — Entrepreneurshipas a Career — Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.		
UNIT II	ENTREPRENEURAL ENVIRONMENT	09
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.		
UNIT III	BUSINESS PLAN PREPARATION	09
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT IV	LAUNCHING OF SMALL BUSINESS	09
Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching — Incubation, Venture capital, Start-ups.		
UNIT V	MANAGEMENT OF SMALL BUSINESS	09
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.		
		Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.
2	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
3	Arya Kumar. Entrepreneurship, Pearson,2012.

REFERENCES:	
1	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition ,2017
2	Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
3	Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH,2006.

Course code	**243MBA111L**	Semester			I		
Category	**EMPLOYABILITY ENHANCEMENT COURSE (EEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**INDIAN ETHICS AND BUSINESS ETHICS**		**0**	**0**	**4**	**0**	**2**

COURSE OBJECTIVES:

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behaviour and value systems at work..

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C111. 1	Apply the principles of Indian ethos and value systems to ethical decision-making at work	K3
C111. 2	Evaluate ethical challenges in business and recommend strategies for ethical decision-making	K5
C111. 3	Analyze the role of value systems and culture in shaping ethical business practices.	K4
C111. 4	Evaluate ethical business practices and their impact on social and economic well-being.	K5
C111. 5	Analyze the socially effective in undertaking business responsibilities.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	3	3	_	_
C101. 2	_	1	3	3	1	_
C101. 3	_	_	3	3	_	1
C101. 4	_	1	_	3	_	1
C101. 5	_	_	3	3	1	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. Of Credits: 02
UNIT I	INDIAN ETHICS AND PERSONALITY DEVELOPMENT	12
Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.		
UNIT II	WORK ETHICS AND ETHICS FOR PROFESSIONAL MANAGERS	12
Definition and its relevance to Business, Historical Perspective of Ethics, Global perspectives on business ethics. Approaches to managerial ethics.		
UNIT III	INDIAN VALUES, VALUE SYSTEMS AND WISDOM FOR MODERN MANAGERS	12
Meaning- Importance- Principles- Indian Ethos in Management- Ethics in modern working culture- Advantages and disadvantages of Value system - Modern Value system.		
UNIT IV	ETHICS IN LEADERSHIP DEVELOPMENT AND ETHICS IN BUSINESS ISSUES	12
Meaning- Leadership development-Indian System of Leadership- Fundamentals of Leadership - Business issues- Reason for the issues and Solution to the Business Issues.		
UNIT V	INDIAN SYSTEM OF LEARNING — CSR OF BUSINESS	12
Gurukul System Of Learning, Law Of Humility, Law Of Growth, Law Of Responsibility. Process of CSR in Business Environment.		
		TOTAL: 60 PERIODS

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Course code	**243MBA112L**	Semester			I		
Category	**EMPLOYABILITY ENHANCEMENT COURSE (EEC)**	**L**	**T**	**P**	**R**	**C**	
Course Title	**BUSINESS COMMUNICATION (LABORATORY)**	0	0	4	0	2	

COURSE OBJECTIVES:

- To Understand the necessary skills to handle day-to-day managerial responsibilities.

- To understand the group activities and processes, giving effective presentations.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C112. 1	Evaluate different communication strategies for effective management and organizational	K5
C112. 2	Apply different forms of written communication to enhance business effectiveness and professionalism	K3
C112. 3	Develop and apply effective presentation, research, and reporting skills in business and academic contexts	K3
C112. 4	Evaluate different interview strategies and etiquette practices for professional networking and job success..	K4
C112. 5	Analyze the Business reports and communication plan with business context.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	2	_	3	3	1	_
C101. 2	_	2	3	_	_	2
C101. 3	_	2	3	3	1	_
C101. 4	_	2	3	3	_	2
C101. 5	_	_	3	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 02
UNIT I	**INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION**	12
Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback. - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.		
UNIT II	**BUSINESS COMMUNICATION WRITING MODELS AND TOOLS**	12
Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV , job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes		
UNIT III	**EFFECTIVE PRESENTATIONS**	12
Principles of Effective Presentations, Principles governing the use of audiovisual media.		
UNIT IV	**INTERVIEW SKILLS**	12
Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.		
UNIT V	**REPORT WRITING**	12
Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.		
		Total: 60 Periods

Note: The emphasis of the entire subject should be on practical aspects.

Practical: Module 1-This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.

Practical - Module 2-This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations

Practical - Module 3-This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing a boardroom presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Rajendra Pal, J.S. Korlahalli ,Essentials of Business Communication by, Sultan Chand & Sons, 13th Edition
2	Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2 nd edition, 2012
3	Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH , New Delhi , 10 th edition, 2004

REFERENCES:	
1	www.businesscommunicationskills.com
2	www.kcitraining.com
3	www.mindtools.com
4	www.businesscmmunication.org

SEMESTER II

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
THEORY									
1.	243MBC201T	Quantitative Techniquesfor Decision Making	PCC	4	0	0	0	6	4
2.	243MBC202T	Financial Management	PCC	4	0	0	0	5	4
3.	243MBC203T	Human Resource Management	PCC	3	0	0	0	3	3
4.	243MBC204T	Operations Management	PCC	4	0	0	0	4	4
5.	243MBC205T	Business Research Methods	PCC	3	0	0	1	4	4
6.	243MBC206T	Business Analytics	PCC	3	0	0	0	3	3
7.	243MBC207T	Marketing Management	PCC	4	0	0	0	4	4
PRACTICAL									
8.	243MBA211L	Rural Community Engagement	EEC	0	0	4	0	4	2
9.	243MBC211L	Data analysis and Business Modeling (Laboratory)	PCC	0	0	4	0	4	2
			TOTAL	**25**	**0**	**8**	**1**	**37**	**30**

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Course code	243MBC201T	Semester			II		
Category	**PROFESSIONAL CORE COURSE (PCC)**		L	T	P	R	C
Course Title	**QUANTITATIVE TECHNIQUES FOR DECISION MAKING**		4	0	0	0	4

COURSE OBJECTIVES:

- To apply quantitative techniques in modelling and solving business related problems.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C201. 1	Apply the basic concepts of Linear programming in product mix decisions	K3
C201. 2	Evaluate the effectiveness of transportation and assignment strategies in logistics for job allocation.	K5
C201. 3	Assess the effectiveness of heuristics in crisis management.	K5
C201. 4	Apply the Inventory management and replacement models in manufacturing context	K3
C201. 5	Analyze the Queuing and simulation in real time scenario optimization	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	2	1	_	3	_	_
C101. 2	2	_	2	3	2	_
C101. 3	2	_	2	3	2	1
C101. 4	_	_	_	_	2	_
C101. 5	_	_	2	3	_	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04

UNIT I	INTRODUCTION TO LINEAR PROGRAMMING (LP)	12
Relevance of quantitative techniques in management decision making. Linear Programming- formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.		
UNIT II	TRANSPORTATION AND ASSIGNMENT PROBLEM	12
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transhipment Models. Assignment Models (Minimising and Maximising Problems) — Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.		
UNIT III	DECISION AND GAME THEORIES	12
Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.		
UNIT IV	INVENTORY AND REPLACEMENT MODELS	12
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) — Group Replacement Models.		
UNIT V	QUEUING THEORY AND SIMULATION	12
Queuing Theory - single and multi-channel models — infinite number of customers and infinite calling source. Monte Carlo simulation – use of random numbers, application of simulation techniques		
	Total: 60 **Periods**	

LEARNING RESOURCES:		
TEXT BOOKS:		
1	N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
2	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008
3	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.

REFERENCES:	
1	Bernard W.Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
2	G. Srinivasan, Operations Research – Principles and Applications, 2nd edition, PHI, 2011

Course code	243MBC202T	Semester			II		
Category	**PROFESSIONAL CORE COURSE (PCC)**		L	T	P	R	C
Course Title	FINANCIAL MANAGEMENT		4	0	0	0	4

COURSE OBJECTIVES:

- To Understand the operational nuances of a Finance Manager
- To Comprehend the technique of making decisions related to finance functions.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C202. 1	Apply the basic fundamentals required for the foundations of finance in an organization	K3
C202. 2	Analyze the various techniques towards the Investment Decisions for the projects	K4
C202. 3	Estimate the Financing needs and Dividend payout requirement	K4
C202. 4	Evaluate the principles of working capital management	K5
C202. 5	Assess the various long term sources of finance.	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	2	3	4	5	6
C101. 1	2	1	_	3	_	_
C101. 2	_	1	_	3	1	1
C101. 3	_	_	1	3	_	1
C101. 4	2	_	1	3	_	_
C101. 5	2	_	_	3	1	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04	
UNIT I	**FOUNDATIONS OF FINANCE**		**12**
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.			
UNIT II	**INVESTMENT DECISIONS**		**12**
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.			
UNIT III	**FINANCING AND DIVIDEND DECISION**		**12**
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter"s – Model, Gordon"s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.			
UNIT IV	**WORKING CAPITAL MANAGEMENT**		**12**
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management ─ Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance			
UNIT V	**LONG TERM SOURCES OF FINANCE**		**12**
Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.			
		Total: 60 Periods	

REFERENCES:	
1	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning,13th Edition, 2014.
2	Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.

LEARNING RESOURCES:	
TEXT BOOKS:	
1	I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.
3	AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.

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Course code	**243MBC203T**	Semester		**II**		
Category	**PROFESSIONAL CORE COURSE (PCC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**HUMAN RESOURCE MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C203. 1	Explain the role of Human Resources in achieving the Organizational Objective	K3
C203. 2	Assess the Various functions of Human resource management suitable for Best Fit employee.	K5
C203. 3	Apply various techniques available to provide training & development to employees	K3
C203. 4	Evaluate the various techniques to sustain employee interest	K5
C203. 5	Analyze the need for evaluation of employees' performance & the techniques of appraising.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	2	_	_	2	1	_
C101. 2	2	_	1	_	_	_
C101. 3	2	3	3	_	_	_
C101. 4	_	3	1	_	1	_
C101. 5	_	1	1		2	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**	**09**
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.		
UNIT II	**HUMAN RESOURCE PLANNING AND RECRUITMENT**	**09**
Importance of Human Resource Planning — Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction- . Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.		
UNIT III	**TRAINING AND DEVELOPMENT**	**09**
Types of training methods –purpose- benefits- resistance. Executive development programme — Common practices - Benefits – Self-development – Knowledge management.		
UNIT IV	**EMPLOYEE ENGAGEMENT**	**09**
Compensation plan — Reward — Motivation — Application of theories of motivation — Career management — Mentoring - Development of mentor — Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behaviour: Theories, Models		
UNIT V	**PERFORMANCE EVALUATION AND CONTROL**	**09**
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson
2	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012

REFERENCES:	
1	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
2	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.

le	243MBC204T	*An Autonomous Institution* Semester				II		
	PROFESSIONAL CORE COURSE (PCC) Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		L	T	P	R	C	
Course Title	OPERATIONS MANAGEMENT		4	0	0	0	4	

COURSE OBJECTIVES:

• To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C204. 1	Apply the fundamental concepts of Operations Management and its recent trends.	K3
C204. 2	Analyze the need of forecasting, Capacity planning and feasible facility location in Operations Management.	K4
C204. 3	Assess the effectiveness of product, process and work systems to improve productivity.	K5
C204. 4	Evaluate the procedure in material, inventory and stores management.	K3
C204. 5	Examine the operational decisions involved in managing a manufacturing and service organizations.	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	2	3	3	_
C101. 2	_	_	2	3	3	2
C101. 3	_	_	_	3	3	2
C101. 4	_	_	2	3	3	_
C101. 5	_	_	_	3	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**INTRODUCTION TO OPERATIONS MANAGEMENT**	**12**
Operations Management — Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit , framework. Productivity; World-class manufacturing practices		
UNIT II	**OPERATIONS AND THE VALUE CHAIN**	**12**
Capacity Planning — Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.		
UNIT III	**DESIGNING OPERATIONS**	**12**
Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout — Principles, Types, Planning tools and techniques.		
UNIT IV	**PLANNING AND CONTROL OF OPERATIONS**	**12**
Demand Forecasting — Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing		
UNIT V	**QUALITY MANAGEMENT**	**12**
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.		
		Total: 60 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
2	Panneerselvam. R, Production and Operations Management, 3rd Edition,. PHI Learning, 2012.
3	Aswathappa K and Shridhara Bhat K, Production and Operations Management, HimalayaPublishing House, Revised Fourth Edition, 2016

REFERENCES:	
1	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009
2	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning,9 th edition, 2015.

Course Code	24MBG205T	Semester			II	
Category	PROFESSIONAL CORE COURSE (PCC)	**L**	**T**	**P**	**R**	**C**
Course Title	**BUSINESS RESEARCH METHODS**	3	0	0	1	4

COURSE OBJECTIVES:

- To familiarize the students to the principles of scientific methodology in business enquiry.
- To develop analytical skills of business research and to prepare scientific business reports.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C205. 1	Analyze the key steps involved in a Business Research Process	K4
C205. 2	Examine the instrument for achieving the research objectives.	K3
C205. 3	Evaluate the data collection procedure for investigating a business research.	K5
C205. 4	Assess ethical dilemmas in real research case studies	K5
C205. 5	Analyze and prepare research reports and scientific methodology in the business domain.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	3	3	1	_
C101. 2	_	2	3	_	_	2
C101. 3	_	2	3	3	1	_
C101. 4	_	2	3	3	_	2
C101. 5	_	_	3	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**INTRODUCTION**	**12**
Business Research ─ Definition and Significance ─ the research process ─ Types of Research ─ Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research		
UNIT II	**RESEARCH DESIGN AND MEASUREMENT**	**12**
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.		
UNIT III	**DATA COLLECTION**	**12**
Types of data ─ Primary Vs Secondary data ─ Methods of primary data collection ─ Survey Vs Observation ─ Experiments ─ Construction of questionnaire and instrument ─ Types of Validity ─ Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.		
UNIT IV	**DATA PREPARATION AND ANALYSIS**	**12**
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses ─ Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.		
UNIT V	**REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**	**12**
Research report –Types ─ Contents of report ─ need for executive summary ─ chapterization ─ contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format ─ title of the report ─ ethics in research ─ Ethics in research ─ Subjectivity and Objectivity in research.		
		Total: 60 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012
2	Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.
3	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

REFERENCES:	
1	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

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Course code	243MBC206T	Semester		II			
Category	**PROFESSIONAL CORE COURSE (PCC)**		L	T	P	R	C
Course Title	**BUSINESS ANALYTICS**		3	0	0	0	3

COURSE OBJECTIVES:

- To Understand the Use of business analytics for decision making
- To apply the appropriate analytics and generate solutions
- To relate Model and analyze the business situation using analytics.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C206. 1	Analyze the role of Business Analytics in decision-making	K4
C206. 2	Apply the best analytics tool for the business problem.	K3
C206. 3	Examine descriptive analytics tools to analyze business data and generate data-driven solutions	K3
C206. 4	Develop and implement predictive analytics models for business applications	K3
C206. 5	Evaluate the role of prescriptive analytics in improving business processes and provide case-based demonstrations	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	1	_	3	_
C101. 2	_	1	1	3	_	_
C101. 3	_	1	_	3	3	_
C101. 4	_	_	_	3	3	1
C101. 5	_	_	_	3	3	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION TO BUSINESS ANALYTICS (BA)	09
Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage.		
UNIT II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	09
Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.		
UNIT III	DESCRIPTIVE ANALYTICS	09
Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics		
UNIT IV	PREDICTIVE ANALYTICS	09
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics		
UNIT V	PRESCRITIVE ANALYTICS	09
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimization - Demonstrating Business Performance Improvement.		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014
2	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015

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

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Course code	**243MBC207T**	Semester				II	
Category	**PROFESSIONAL CORE COURSE (PCC)**		L	T	P	R	C
Course Title	**MARKETING MANAGEMENT**		4	0	0	0	4

COURSE OBJECTIVES:

- To understand the changing business environment and the fundamental premise underlying market driven strategies and to identify the indicators of management thoughts and practices.
- Describe the process to formulate and manage the B2B marketing strategy including all key components.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C207. 1	Apply the conceptual framework of the marketing environment to business decision-making.	K3
C207. 2	Evaluate and implement marketing strategies in corporate companies to enhance market success	K4
C207. 3	Analyze the Various Marketing Mix decisions in Effective Product Management.	K4
C207. 4	Evaluate the impact of psychological and economic factors on buyer decision-making.	K4
C207. 5	Assess the effectiveness of marketing research methods and analysing emerging trends.	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	_	_	2	3	2	_
C101. 2	_	1	_	3	2	_
C101. 3	1	_	2	3	_	_
C101. 4	_	_	_	3	2	1
C101. 5	1	1	2	_	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	**INTRODUCTION**	12
Defining Marketing − Core concepts in Marketing — Evolution of Marketing − Marketing Planning Process − Scanning Business environment: Internal and External − Value chain − Core Competencies — PESTEL − SWOT Analysis − Marketing interface with other functional areas — Production, Finance, Human Relations Management, Information System − Marketing in global environment — International Marketing − Rural Marketing − Prospects and Challenges.		
UNIT II	**MARKETING STRATEGY**	12
Marketing strategy formulations — Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing − Services marketing – Competition Analysis − Analysis of consumer and industrial markets − Influence of Economic and Behavioral Factors − Strategic Marketing Mix components.		
UNIT III	**MARKETING MIX DECISIONS**	12
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning − Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels − Managing Retailing, Wholesaling and Logistics − Advertising and Sales Promotions – Pricing Objectives, Policies and Methods		
UNIT IV	**BUYER BEHAVIOUR**	12
Understanding Industrial and Consumer Buyer Behavior − Influencing factors — Buyer Behaviour Models — Online buyer behavior − Building and measuring customer satisfaction — Customer relationships management – Customer acquisition, Retaining, Defection − Creating Long Term Loyalty Relationships.		
UNIT V	**MARKETING RESEARCH & TRENDS IN MARKETING**	12
Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing − Ethics in marketing – Online marketing trends - social media and digital marketing		
		Total: 60 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017
2	Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6 th edition, 2018.

REFERENCES:	
1	Philip Kotler , Gay Armstrong, Prafulla Agnihotri, Principles of marketing, 7 th edition, 2018.

Course code	243MBA211L	Semester		II			
Category	EMPLOYABILITY ENHANCEMENT COURSE (EEC)		L	T	P	R	C
Course Title	RURAL COMMUNITY ENGAGEMENT		0	0	4	0	2

COURSE OBJECTIVES:

- To provide practical opportunities for students to participate in rural community mobilization, service engagement and empowerment activities.
- To promote preparation of strategies for building resilience and community responding system in nutrition including water, food safety and healthcare.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C211. 1	Apply rural development strategies based on social, economic, and cultural insights	K3
C211. 2	Analyze rural issues and apply suitable solutions for sustainable development	K4
C211. 3	Examine the effectiveness of participatory learning as an educational approach.	K3
C211. 4	Analyze and categorize different rural community development programs based on their objectives and impact.	K5
C211. 5	Examine the knowledge about networking, inventory models and queuing theory using data analytical tools	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	3	3	1	_
C101. 2	_	2	3	_	_	2
C101. 3	_	2	3	3	1	_
C101. 4	_	2	3	3	_	2
C101. 5	_	_	3	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. Of Credits: 02
1.	**Dynamics of Rural Society:** Social, Economic, political and cultural	6
2.	**Community Goal setting:** Inner Engineering	6
3	**Participatory Learning and social mapping:** Approaches and methods, community project proposal and project management, concept and steps, Thematic maps	12
4	**Village development** including aspects and process of preparation of village disaster management plan	6
5	**Resource Mapping:** Natural and Human resource mapping and management	6
6	**Rural Institutions:** Engagement with school/ street/ Health centre/ Panchayat/ SHGs	6
7	**Community Awareness:** Health & Hygience/ Rights/ Policies & Programmes/ Corruption	6
8	**Disaster Management:** Disaster Preparedness- Risk reduction, Rehabilitation- Physical and Psychological aspects	6
9	**Professional Intervention-** Partnership with Public, Private and Non-governmental organizations	6
		TOTAL: 60 PERIODS

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Course code	243MBC211L	Semester			II		
Category	PROFESSIONAL CORE COURSE (PCC)		L	T	P	R	C
Course Title	DATA ANALYSIS AND BUSINESS MODELING (LABORATORY)		0	0	4	0	2

COURSE OBJECTIVES:

- To understand hands-on experience on data analysis for business modelling.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C211. 1	Analyze the nature of data and apply hypothesis testing using various data analysis techniques.	K4
C211. 2	Apply statistical and data analytical tools to explore and interpret relationships between variables	K3
C211. 3	Assess the real-time business data to improve forecasting accuracy using advanced analytical tools	K3
C211. 4	Apply risk and sensitivity analysis to optimize portfolio selection using business data.	K3
C211. 5	Evaluate the impact of risk and sensitivity analysis on portfolio optimization using real-world business data	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	_	3	_	_	1	1
C101. 2	2	3	1	_	1	_
C101. 3	_	3	1	2	_	_
C101. 4	2	_	_	2	_	_
C101. 5	2	3	_	2	_	1

Note: 1: Slight, 2: Moderate, 3: Substantial

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Parametric Tests	4
3	3	Non-parametric Tests	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

TOTAL: 60 PERIODS

SEMESTER III

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
THEORY									
1.	243MBC301T	Strategic Management	PCC	3	0	0	0	3	4
2.	243MBC302T	International Business	PCC	3	0	0	0	3	4
3.		Professional Elective I	PEC	3	0	0	0	3	3
4.		Professional Elective II	PEC	3	0	0	0	3	3
5.		Professional Elective III	PEC	3	0	0	0	3	3
6.		Professional Elective IV	PEC	3	0	0	0	3	3
7.		Professional Elective V	PEC	3	0	0	0	3	3
8.		Professional Elective VI	PEC	3	0	0	0	3	3
PRACTICAL									
9.	243MBA311L	Creativity and Innovation Laboratory	EEC	0	0	0	4	4	2
10.	243MBA312L	Summer Internship(4 Weeks at the end of II Semester)	EEC	0	0	0	4	4	2
			TOTAL	**24**	**0**	**0**	**8**	**32**	**30**

PRFESSIONAL ELACTIVE COURSES (PEC)

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
Stream/ Specialization: **Financial Management [8]**									
1.	243MBE301T	Security Analysis and Portfolio Management	PEC	3	0	0	0	0	3
2.	243MBE302T	Financial Markets	PEC	3	0	0	0	0	3
3.	243MBE303T	Banking and Financial Services	PEC	3	0	0	0	0	3
4.	243MBE304T	Financial Derivatives	PEC	3	0	0	0	0	3
5.	243MBE305T	Financial Modelling	PEC	3	0	0	0	0	3
6.	243MBE306T	International Finance	PEC	3	0	0	0	0	3
7.	243MBE307T	Behavioral Finance	PEC	3	0	0	0	0	3
8.	243MBE308T	Financial Analytics	PEC	3	0	0	0	0	3
Stream/ Specialization: **Marketing Management [8]**									
9.	243MBE309T	Retail Marketing	PEC	3	0	0	0	3	3
10.	243MBE310T	ConsumerBehavior and Neural Behaviour	PEC	3	0	0	0	3	3
11.	243MBE311T	Integrated Marketing Communication	PEC	3	0	0	0	3	3
12.	243MBE312T	Services Marketing	PEC	3	0	0	0	3	3
13.	243MBE313T	Sales and Distribution Management	PEC	3	0	0	0	3	3
14.	243MBE314T	Product and Brand Management	PEC	3	0	0	0	3	3
15.	243MBE315T	Digital Marketing	PEC	3	0	0	0	3	3
16.	243MBE316T	Marketing Analytics	PEC	3	0	0	0	3	3
Stream/ Specialization : **Human Resource Management [7]**									
17.	243MBE317T	Strategic Human Resource Management	PEC	3	0	0	0	3	3
18.	243MBE318T	Industrial relations and labour	PEC	3	0	0	0	3	3

		legislations							
19.	243MBE319T	Organizational, design, change and Development	PEC	3	0	0	0	3	3
20.	243MBE320T	Negotiation and conflict management	PEC	3	0	0	0	3	3
21.	243MBE321T	Reward and Compensation Management	PEC	3	0	0	0	3	3
22.	243MBE322T	International Human Resource Management	PEC	3	0	0	0	3	3
23	243MBE323T	HR Analytics	PEC	3	0	0	0	3	3
		Stream/ Specialization : **Operations Management [6]**							
24.	243MBE324T	Logistics Management	PEC	3	0	0	0	3	3
25.	243MBE325T	Quality Management	PEC	3	0	0	0	3	3
26.	243MBE326T	Materials Management	PEC	3	0	0	0	3	3
27.	243MBE327T	Services Operations Management	PEC	3	0	0	0	3	3
28.	243MBE328T	Reverse and Contract Logistics	PEC	3	0	0	0	3	3
29.	243MBE329T	Project Management	PEC	3	0	0	0	3	3
		Stream/ Specialization : **Supply Chain Management [6]**							
30.	243MBE330T	Supply Chain Management	PEC	3	0	0	0	3	3
31.	243MBE331T	Supply Chain Information System	PEC	3	0	0	0	3	3
32.	243MBE332T	Supply Chain Analytics	PEC	3	0	0	0	3	3
33.	243MBE333T	Global supply chain Management	PEC	3	0	0	0	3	3
34.	243MBE334T	Warehouse Management	PEC	3	0	0	0	3	3
35.	243MBE335T	EXIM Management	PEC	3	0	0	0	3	3
		Stream/ Specialization : **Business Analytics [5]**							
36.	243MBE336T	Data Mining for Business Intelligence	PEC	3	0	0	0	3	3
37.	243MBE337T	Deep Learning and Artificial Intelligence	PEC	3	0	0	0	3	3
38.	243MBE338T	Social media web Analytics	PEC	3	0	0	0	3	3
39.	243MBE339T	E-Business Management	PEC	3	0	0	0	3	3
40.	243MBE340T	Enterprise Resource Planning	PEC	3	0	0	0	3	3

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Course code	**243MBC301T**	Semester		III			
Category	**PROFESSIONAL CORE COURSE (PCC)**		L	T	P	R	C
Course Title	**STRATEGIC MANAGEMENT**		3	0	0	0	4

COURSE OBJECTIVES:

- To understand the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments
- To Entails Specifying the Organization's Mission, Vision and Objectives, and to Equip withSkills required to Manage Business

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C301. 1	Apply the Strategic management process and social responsibility of business organizations	K3
C301. 2	Evaluate the need for developing competitive advantage for organizations	K5
C301. 3	Analyze the various corporate and business level strategies	K4
C301. 4	Develop the various control systems required for organizational strategy implementation process	K3
C301. 5	Analyze the cognitive knowledge about various strategic issues and development of new business models	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	_	2	_	2
C101. 2	_	1	_	2	2	2
C101. 3	_	_	2	2	_	2
C101. 4	_	1	2	_	2	_
C101. 5	1	_	2	_	2	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 04
UNIT I	STRATEGY AND PROCESS	12
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process — Stakeholders in business — Vision, Mission and Purpose — Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study		
UNIT II	COMPETITIVE ADVANTAGE	12
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.		
UNIT III	STRATEGIES	12
The generic strategic alternatives — Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration- Diversification and Strategic Alliances-Building and Restructuring the corporation- Strategic analysis and choice – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model — Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.		
UNIT IV	STRATEGY IMPLEMENTATION & EVALUATION	12
The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change- Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.		
UNIT V	OTHER STRATEGIC ISSUES	12
Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and ChallengesRecent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Strategic management in a new globalised economy		
	Total: 60 **Periods**	

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3	Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
4	AdriauH Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.

	REFERENCES:
1	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013.
2	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management — Concepts and Application, Prentice Hall of India, 2005.

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Course code	243MBC302T	Semester		II			
Category	**PROFESSIONAL CORE COURSE (PCC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**INTERNATIONAL BUSINESS**		**3**	**0**	**0**	**0**	**4**

COURSE OBJECTIVES:

- To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.
- To Understand the Theories International Trade and Global Business.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C302. 1	Apply the driving factors of international Business	K3
C302. 2	Examine the theories of trade and investment practiced in the global world	K3
C302. 3	Evaluate the various market entry strategies followed by Global Organizations	K5
C302. 4	Analyze the various global production and supply chain issues and have an understanding of foreign exchange determination system	K4
C302. 5	Analyze the cognitive knowledge of managing business across the cultures	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	_	1	_	3
C101. 2	_	1	_	1	_	3
C101. 3	_	_	1	_	2	_
C101. 4	2	1	_	_	2	3
C101. 5	2	_	1	_	2	3

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**AN OVERVIEW OF INTERNATIONAL BUSINESS**	09
Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.		
UNIT II	**THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**	09
Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalization-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.		
UNIT III	**GLOBAL ENTRY**	09
Strategic compulsions— Strategic options — Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.		
UNIT IV	**PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**	09
Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.		
UNIT V	**HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**	09
Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict — Conflict resolutions — Negotiation –Ethical issues in international business — Ethical decision-making		
		Total: 45 Periods

LEARNING RESOURCES:

REFERENCES:

TEXT BOOKS: Hill and Arun Kumar Jain, International Business, 6th edition, Tata

1	K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2	Michael R. Czinkota, Ilkka A. Ronkainen, and Michael H. Moffett, International Business,7th Edition, Cengage Learning, New Delhi, 2010.
3	Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009

Course code	**243MBA311L**	Semester			III		
Category	**EMPLOYABILITY ENHANCEMENT COURSE (EEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**CREATIVITY AND INNOVATION LABORATORY**		**0**	**0**	**4**	**0**	**2**

COURSE OBJECTIVES :

- Fundamentals of creativity and problem solving To understand the nuances involved in Creativity & Innovation

- To get hands on experience in applying creativity in problem solving

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C311. 1	Analyze the approaches to creativity and innovation	K4
C311. 2	Evaluate the heuristic models and its applications	K5
C311. 3	Develop the knowledge of nature of creativity	K3
C311. 4	Apply the creativity in problem solving	K3
C311. 5	Analyze the radical and disruptive models of innovation	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	3	1	_	_	2	_
C101. 2	3	_	2	3	2	_
C101. 3	3	_	_	3	2	1
C101. 4	3	1	2	3	_	1
C101. 5	_	_	2	3	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	12
Need for Creative and innovative thinking for quality — Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.		
UNIT II	**MECHANISM OF THINKING AND VISUALIZATION**	12
Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation — Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization — Visualization benchmarking.		
UNIT III	**CREATIVITY**	12
Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity — Basic Principles — Tools that prepare the mind for creative thought — stimulation — Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.		
UNIT IV	**CREATIVITY IN PROBLEM SOLVING**	12
Generating and acquiring new ideas, product design, service design — case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking — Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities		
UNIT V	**INNOVATION**	12
Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model — Segmentive Models — New market disruption -——Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation		
		Total: 60 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Geoffrey Petty," How to be better at Creativity", The Industrial Society 2012
2	Clayton M. Christensen Michael E. Raynor," The Innovator's Solution", Harvard Business School Press Boston, USA, 2007

REFERENCES:	
1	CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013
2	Semyon D. Savransky," Engineering of Creativity — TRIZ", CRC Press New York USA," 1st edition 2000

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Course code	243MBE301T	Semester	III				
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To Understand the nuances of stock market operations.
- To Understand the techniques involved in deciding upon purchase or sale of securities.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C301. 1	Apply the concept of investment and identify the investment alternatives to investors	K3
C301. 2	Examine the knowledge of fundamental analyses and applied valuation techniques	K3
C301. 3	Analyze the technical analysis, its efficiency and application.	K4
C301. 4	Develop to select and construct an efficient portfolio	K3
C301. 5	Evaluate the methods through which portfolio evaluation Could be done	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	2	3	_	_	_
C101. 2	1	2	3	_	3	1
C101. 3	_	_	3	_	3	1
C101. 4	_	_	3	1	3	_
C101. 5	_	2	_	1	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INVESTMENT SETTING**	09
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock.		
UNIT II	**FUNDAMENTAL ANALYSIS**	09
Economic Analysis — Economic forecasting and stock Investment Decisions — Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings — Forecasting Earnings — Applied Valuation Techniques — Graham and Dodds investor ratios.		
UNIT III	**TECHNICAL ANALYSIS**	09
Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI -ROC - MACD. Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.		
UNIT IV	**PORTFOLIO CONSTRUCTION AND SELECTION**	09
Portfolio analysis - Reduction of portfolio risk through diversification — Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.		
UNIT V		09
Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index — Mutual Funds — Portfolio Revision.		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013.
2	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House,2013.
3	S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.

REFERENCES:	
1	V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012
2	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHILearning., New Delhi, 8th edition, 2011.

Course code	243MBE302T	Semester	III				
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**FINANCIAL MARKETS**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To understand the types and functions of the various financial markets in India.
- To relate instruments and Regulations.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C302. 1	Apply the basic concepts of the finance markets in India	K3
C302. 2	Analyze the underlying structure and functions of Indian financial markets	K4
C302. 3	Evaluate the methods of issuing shares and the role of intermediaries in the primary market	K5
C302. 4	Examine the trading mechanism in stock market	K3
C302. 5	Analyze instruments, participants and trading in debt market	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	_	3	1	_
C101. 2	_	2	_	3	_	1
C101. 3	_	_	2	_	1	1
C101. 4	_	2	2	3	_	_
C101. 5	1	2	2	3	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	FINANCIAL MARKETS IN INDIA	09
Indian financial system and markets — structure of financial markets in India –Types- Participants in financial Market — Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market — financial instruments		
UNIT II	INDIAN CAPITAL MARKET- PRIMARY MARKET	09
Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc — Role of primary market — Regulation of primary market.		
UNIT III	SECONDARY MARKET	09
Stock exchanges in India - History and development -listing - Depositaries - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI — BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices — calculation.		
UNIT IV	DEBT MARKET AND FOREX MARKET	09
Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds -Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management		
UNIT V	MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY	09
Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager- Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
2	Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Fourth edition, 2014.
3	Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Fourth edition, 2009.

REFERENCES:	
1	Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.
2	Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.

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Course code	**243MBE303T**	**Semester**			**III**		
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**	**L**	**T**	**P**	**R**	**C**
Course Title	**BANKING AND FINANCIAL SERVICES**	**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To understand how banks raise their sources and how they deploy it and manage the associated risks
- To Understand e-banking and the threats that go with it.
- To Understand about other asset based and fund based financial services in India

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C303. 1	Apply the overall structure and functions of Indian Financial System	K3
C303. 2	Evaluate the regulations governing the Indian Banking system	K5
C303. 3	Examine the various types of loans proposed by banks to various prospective borrowers	K3
C303. 4	Develop the concept of e-banking	K3
C303. 5	Analyze fee-based and fund-based financial services in India	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	3	_	2	3	3	_
C101. 2	3	1	_	_	3	1
C101. 3	3	_	2	3	3	_
C101. 4	3	_	2	3	3	_
C101. 5	_	1	_	3	_	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION	09
Overview of Indian Banking system ― Structure ― Functions ― Key Regulations in Indian Banking sector –RBI Act, 1934/ 2006 –Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA's - Overview of Financial Statements of banks – Balance Sheet – Income Statement - CAMEL		
UNIT II	MANAGING BANK FUNDS/ PRODUCTS & RISK MANAGEMENT	09
Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources ― loan management ― Investment Management ― Asset and Liability Management – Financial Distress –Signal to borrowers – Prediction Models – Risk Management ― Interest rate ― Forex ― Credit market –operational and solvency risks ― NPA's – Current issues on NPA's – M&A's of banks into securities market		
UNIT III	DEVELOPMENT IN BANKING TECHNOLOGY	09
Payment system in India – paper based – e payment –electronic banking –plastic money – e-money –forecasting of cash demand at ATM's –The Information Technology Act, 2000 in India – RBI's Financial Sector Technology vision document – security threats in e-banking & RBI's Initiative		
UNIT IV	ASSET BASED FINANCIAL SERVICES	09
Introduction – Need for Financial Services – Financial Services Market in India –NBFC – RBI framework and act for NBFC ― Leasing and Hire Purchase ― Financial evaluation ― underwriting ― mutual funds		
UNIT V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES	09
Insurance Act, 1938 –IRDA ― Regulations ― Products and services –Venture Capital Financing –Bill discounting –factoring – Merchant Banking – Role of SEBI		
		Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2017
2	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010

REFERENCES:	
1	Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 201

Course code	**243MBE304T**	Semester			**III**		
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**FINANCIAL DERIVATIVES**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To understand the nuances involved in derivatives

- To Understand the basic operational mechanisms in derivatives

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C304. 1	Develop The Skills in Hedging Risks Using Derivatives.	K3
C304. 2	Apply The Knowledge of Future Contract and Delivery Options	K3
C304. 3	Analyze The Importance of Options, Futures and Pricing	K4
C304. 4	Evaluating The Importance of Derivative Markets	K5
C304. 5	Examine The Stock Options and Index Futures In NSE	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	_	2	_	2	2	_
C101. 2	1	2	2	_	_	_
C101. 3	1	_	2	2	_	2
C101. 4	_	_	2	_	1	2
C101. 5	_	2	_	2	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**
Derivatives — Definition — Types — Forward Contracts — Futures Contracts — Options — Swaps — Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.		
UNIT II	**FUTURES CONTRACT**	**09**
Specifications of Futures Contract - Margin Requirements — Marking to Market — Hedging using Futures — Types of Futures Contracts — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.		
UNIT III	**OPTIONS**	**09**
Definition — Exchange Traded Options, OTC Options — Specifications of Options — Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options –Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options. pricing models – Differences between future and Option contracts.		
UNIT IV	**SWAPS**	**09**
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary– Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk		
UNIT V	**DERIVATIVES IN INDIA**	**09**
Evolution of Derivatives Market in India — Regulations - framework — Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	John.C.Hull, Options, Futures and other Derivative Securities", PHI Learning, 9th Edition, 2012
2	Keith Redhead, „Financial Derivatives — An Introduction to Futures, Forwards, Options and SWAPs",– PHI Learning, 2011.
3	Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011.

REFERENCES:	
1	S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2011. Website of NSE, BSE.
2	David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.

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Course code	**243MB305T**	**Semester**		**III**			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**FINANCIAL MODELLING**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

• To understand financial models by including various fields of study.

• To relate Financial Management and Derivatives.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C305. 1	Apply the fast, efficient and accurate excel skills	K3
C305. 2	Evaluate and construct useful and robust financial modelling applications	K5
C305. 3	Examine the efficient financial budgeting and forecasting techniques	K3
C305. 4	Develop the valuation modelling of securities	K3
C305. 5	Analyze the platform to develop various portfolio models	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	1	_	3	_	_
C101. 2	1	_	2	3	3	_
C101. 3	_	_	_	3	3	2
C101. 4	_	_	2	_	3	2
C101. 5	_	1	2	3	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION TO FINANCIAL MODELLING & BUILT IN FUNCTIONS USING SPREAD SHEETS	09
Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling-Introduction to Time value of money & Lookup array functions :FV,PV,PMT,RATE,NPER, Vlookup, Hlookup ,if, countifetc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortisation modelling-Debenture redemption modelling		
UNIT II	BOND & EQUITY SHARE VALUATION MODELLING	09
Bond valuation — Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates		
UNIT III	CORPORATE FINANCIAL MODELLING	09
Alt Man Z Score Bankruptcy Modelling-Indifference point modelling — Financial Break-even modelling -Corporate valuation modelling (Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period, NPV, IRR and MIRR		
UNIT IV	PORTFOLIO MODELLING	09
Risk, Beta and Annualised Return –Security Market Line Modelling –Portfolio risk calculation (Equal Proportions)-Portfolio risk optimisation (varying proportions)-Portfolio construction modelling		
UNIT V	DERIVATIVE MODELLING	09
Option pay off modelling: Long and Short Call & Put options -Option pricing modeling (B-S Model)-Optimal Hedge Contract modelling		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling" , P H I publications, (Microsoft Press), New Delhi,2017.
2	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015

REFERENCES:	
1	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.
2	Chandan Sen Gupta," F i n a n c i a l analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'

Course code	243MBE306T	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE** (PEC)		**L**	**T**	**P**	**R**	**C**
Course Title	**INTERNATIONAL FINANCE**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To understand the International Financial Environment, Management and Risks involved

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C306. 1	Apply the evolution, process and system of International Finance	K3
C306. 2	Evaluate the concepts of international merger and acquisitions, financial techniques and regulations	K5
C306. 3	Examine the international monetary system	K3
C306. 4	Develop the ADR, GDR and bond management	K3
C306. 5	Analyze the learning in international risk assessment	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	1	_	3	_	_
C101. 2	1	1	2	3	_	_
C101. 3	_	_	2	3	2	2
C101. 4	_	_	_	3	2	2
C101. 5	_	_	2	3	2	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTERNATIONAL TRANSACTIONS	09
Overview and Evolution of International Finance –Institutions for International Finance ― Internationalization process –International Monetary and Financial System – Balance of Payments – Exchange rate and money supply ― International parity relations ― Purchasing power parity ― interest rate parity – Forward rate parity.		
UNIT II	MULTINATIONAL FINANCIAL MANAGEMENT	09
Process of overseas expansion – Reasons for cross-border investing – The theory of investment – techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.		
UNIT III	INTERNATIONAL MONETARY SYSTEM	09
Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot Transactions – forward market ― Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments		
UNIT IV	BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE	09
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Eurocredits ― ADR ― GDR ― Managing interest rate risk ― Bond prices and yeils ― Bond Management – tools and techniques		
UNIT V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS	09
Country and political risk analysis ― benefits and risks of international portfolio investment ― assessing country creditworthiness ― futures markets and instruments ― option markets and instruments – option pricing – option pricing theory in financial risk assessment		
		Total: 45 Periods

LEARNING RESOURCES:
TEXT BOOKS:
1   Apte P.G., International Financial Management, Tata McGraw Hill, 2011
2 Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.

REFERENCES:
1	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011
2	Eunand Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011
3	Website of Indian Government on EXIM policy

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Course code	**243MBE307T**	Semester		III		
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**	**L**	**T**	**P**	**R**	**C**
Course Title	**BEHAVIOURAL FINANCE**	**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To identify and understand systematic behavioral factors that influences the investment behavior.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C307. 1	Apply the need of behavioural finance	K3
C307. 2	Evaluate the various decision and behavioural theories	K5
C307. 3	Examine about heuristic and behavioural biases of investors	K3
C307. 4	Analyze and understand about arbitragers and managerial decision	K4
C307. 5	Analyze the price discovery in markets	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	3	_	2	_	3	1
C101. 2	3	2	_	2	3	_
C101. 3	3	_	2	_	3	_
C101. 4	_	2	2	2	_	_
C101. 5	3	2	_	2	3	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION: WHY BEHAVIORAL FINANCE	09
The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework — Equilibrium expected return models — Investment decision under uncertainty — Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage		
UNIT II	DECISION AND BEHAVIORAL THEORIES	09
Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monthy Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospects theory — CAPM - behavioral portfolio theory — SP/A theory — brief history on rational thought — pasacl – Fermat to Friedman - savage		
UNIT III	DECISION MAKING BIASES	09
Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making – cognitive biases – forecasting biases – emotion and neuroscience – group behaviour – investing styles and behavioral finance		
UNIT IV	ARBITRAGEURS	09
Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading		
UNIT V	MANAGERIAL DECISIONS	09
Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.

REFERENCES:	
1	Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.

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COURSE OBJECTIVES:

Course code	243MBE308T	Semester		III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	R	C
Course Title	FINANCIAL ANALYTICS		3	0	0	0	3

- This course introduces a core set of modern analytical tools that specifically target finance applications.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C308. 1	Analyze the financial analysis for decision making using excel, Python and R.	K4
C308. 2	Examine the various bond investment and stock investment	K3
C308. 3	Apply the various models for portfolio analysis.	K3
C308. 4	Analyze the various types of charts used for technical analysis	K4
C308. 5	Develop the credit risk model.	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	_	2	2	3	_	_
C101. 2	2	_	2	3	3	_
C101. 3	2	2	_	3	3	_
C101. 4	_	2	2	_	3	1
C101. 5	2	_	_	3	3	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**CORPORATE FINANCE ANALYSIS**	**09**
Basic corporate financial predictive modelling- Project analysis- cash flow analysis- cost of capital using sensitivity analysis, Indifference point and Financial Break even modelling, Capital Budget model-Payback, NPV, IRR, and MIRR. Bankruptcy Modelling Beaver t test, Ohison logistic regression and Alt man Z score.	
UNIT II	**FINANCIAL MARKET ANALYSIS**	**09**
Estimation and prediction of risk and return (bond investment and stock investment) – adjusting for stock splits, adjusting for mergers, plotting multiple series, data importing from web portal and data cleansing. Time series-examining nature of data, EWMOA, Value at risk, ARMA, ARCH and GARCH.	
UNIT III	**PORTFOLIO ANALYSIS**	**09**
Portfolio Analysis – capital asset pricing model, Sharpe ratio, Markowitz's mean variance optimization model and cluster analysis for categorisation of portfolio. Option pricing models- binomial model for options, Black Scholes model and Option implied volatility.	
UNIT IV	**TECHNICAL ANALYSIS**	**09**
Prediction using chart and fundamentals – RSI, ROC, MACD, moving average and candle charts, simulating trading strategies. Prediction of share prices using machine learning-ANN and SVM.	
UNIT V	**CREDIT RISK ANALYSIS**	**09**
Credit Risk analysis- Data processing, Decision trees, logistic regression and evaluating credit risk model.	
**Total**: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Financial analytics with R by Mark J. Bennett, Dirk L. Hugen, Cambridge university press.
2	Haskell Financial Data Modeling and Predictive Analytics Paperback – Import, 25 Oct 2013 by Pavel Ryzhov.

REFERENCES:	
1	Quantitative Financial Analytics: The Path To Investment Profits Paperback – Import, 11 Sep 2017 by Edward E Williams (Author), John A Dobelman.

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Course code	**243MBE309T**	Semester			III		
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**	**L**	**T**	**P**	**R**	**C**
Course Title	**RETAIL MARKETING**	**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To understand the concepts of effective retailing
- To Know the Major Challenges Involved in The Management of Retailing

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C309. 1	Apply the Insights on Retail Operation	K3
C309. 2	Analyze The Effective Methods and Strategies Required for Retail Management.	K4
C309. 3	Evaluate How to Utilize Resources and Techniques Used in Retail Management.	K5
C309. 4	Analysis of Store Location, Merchandising, Products and Pricing.	K4
C309. 5	Evaluate The Knowledge About Shopping Behavior	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	_	3	1	_
C101. 2	2	2	1	3	_	_
C101. 3	_	2	_	3	_	2
C101. 4	_	_	1	3	1	2
C101. 5	2	2	_	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	**INTRODUCTION**		**09**
An overview of Global Retailing ─ Challenges and opportunities ─ Retail trends in India ─ Socio economic and technological Influences on retail management – Government of India policy implications on retails.			
UNIT II	**RETAIL FORMATS**		**09**
Organized and unorganized formats ─ Different organized retail formats ─ Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.			
UNIT III	**RETAILING DECISIONS**		**09**
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandizing and category management – buying.			
UNIT IV	**RETAIL SHOP MANAGEMENT**		**09**
Visual Merchandise Management ─ Space Management ─ Retail Inventory Management ─ Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.			
UNIT V	**RETAIL SHOPPER BEHAVIOUR**		**09**
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management ─ Challenges in Retailing in India.			
		Total: 45 Periods	

LEARNING RESOURCES:

TEXT BOOKS:	
1	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
2	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
3	Dunne, Retailing, Cengage Learning, 2nd Edition, 2008

REFERENCES:	
1	Ogden, Integrated Retail Management, Biztantra, India, 2008.
2	Dr.JaspreetKaur , Customer Relationship Management, Kogent solution.

Course code	243MBE310T	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**CONSUMER BEHAVIOR AND NEURAL MARKETING**		3	0	0	0	3

COURSE OBJECTIVES:

- To Study and Understand the Consumer' Behaviour In-Order to Effectively Utilise the Market'Potential.
- To Study the External Influences and Purchase Decision Process in The Market.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C310. 1	A p p l y the consumer behavior and consumption	K3
C310. 2	Evaluate the intrinsic influences of consumer behavior	K5
C310. 3	Apply effects of external influences on consumer behavior	K3
C310. 4	Evaluate the models of consumer and industrial buying behavior	K5
C310. 5	Analyze the design and interpret applications of neuromarketing research	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	2	3	2	_
C101. 2	_	_	2	3	2	_
C101. 3	1	_	2	3	_	2
C101. 4	_	_	_	3	2	2
C101. 5	_	1	_	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**
Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour		
UNIT II	**INTERNAL INFLUENCES**	**09**
Influences on consumer behavior — motivation — perception — Attitudes and Beliefs - Learning and Experience - Personality & Self Image.		
UNIT III	**EXTERNAL INFLUENCES**	**09**
Socio-Cultural, Cross Culture - Family group — Reference group — Communication - Influences on Consumer behavior		
UNIT IV	**CONSUMER BEHAVIOR MODELS**	**09**
Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making- Consumer decision making process- Diffusion of Innovation		
UNIT V	**CONSUMER NEUROSCIENCE**	**09**
Introduction to the application of neuroscience to consumer research. Nature of Neuro Marketing, Neuromarketing Versus Traditional Methods-key Benefits and Issues, Mapping the Brain. Attention and Consciousness, Eye Tracking, Senses and Perception, Sensory Neuro Marketing.		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2	Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.

REFERENCES:	
1	Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
2	Paul Peter et al., Consumer Behavior and Marketing Stratergy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

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Course code	243MBE311T	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		L	T	P	R	C
Course Title	**INTEGRATED MARKETING COMMUNICATION**		3	0	0	0	3

COURSE OBJECTIVES:

● To understand the concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C311. 1	Apply the basics of traditional communication forms	K3
C311. 2	Analyze the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication.	K4
C311. 3	Evaluate how IMC fits into the marketing mix.	K5
C311. 4	Develop an awareness about marketing communications tools, and how each can be used effectively.	K3
C311. 5	Examine the process by which integrated marketing communications programs are planned, developed, executed and measured.	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	2	_	2	3
C101. 2	1	1	_	3	_	_
C101. 3	_	_	2	3	_	3
C101. 4	_	_	_	3	2	3
C101. 5	_	_	2	3	_	3

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)	09	
An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools — Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour			
UNIT II	UNDERSTANDING COMMUNICATION PROCESS	09	
Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model			
UNIT III	PLANNING FOR MARKETING COMMUNICATION (MARCOM)	09	
Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget			
UNIT IV	DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME	09	
Planning and development of creative marcom, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.			
UNIT V	DIGITAL MEDIA & ADVERTISING	09	
Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E- PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics			
		Total: 45 Periods	

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch &KeyoorPurani, TATA McGraw Hill 8th edition
2	Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016

REFERENCES:	
1	Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition ,2010
2	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008

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Course code	**243MBE312T**	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**SERVICES MARKETING**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

● To understand the challenges involved in managing the services and analyse the strategies to deal with these challenges.

● To Know the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C312. 1	Evaluate the extended understanding of the similarities and differences in service-based and physical product-based market	K5
C312. 2	Analyze and justify marketing planning and control systems appropriate to service-based activities	K4
C312. 3	Apply the integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction	K3
C312. 4	Apply the blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service.	K3
C312. 5	Evaluate the challenges faced in services delivery as outlined in the services gap model	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	_	2	_	3	1
C101. 2	_	2	_	2	3	_
C101. 3	2	_	_	2	3	1
C101. 4	2	2	2	_	_	_
C101. 5	_	2	2	2	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	09
Introduction– Definition– Service Economy ─ Evolution and growth of service sector ─ Nature and Scope of Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.		
UNIT II	**SERVICE MARKETING OPPORTUNITIES**	09
Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.		
UNIT III	**SERVICE DESIGN AND DEVELOPMENT**	09
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.		
UNIT IV	**SERVICE DELIVERY AND PROMOTION**	09
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.		
UNIT V	**SERVICE STRATEGIES**	09
Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique Services		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Vinnie Jauhari&kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition.
2	Chiristropher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,8th edition, 2016.
3	R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited,4th Edition 2014, New Delhi.

REFERENCES:	
1	John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
2	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.

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Course code	**243MBE313T**	Semester		**III**			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**SALES AND DISTRIBUTION MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To gain insights into the selling and distribution process.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C313. 1	Apply the sales management, theories and strategies	K3
C313. 2	Analyze the process of personal and relationship selling	K4
C313. 3	Evaluate how to Managing sales force	K5
C313. 4	Analyze the concept of Managing distribution channels	K4
C313. 5	Evaluate the Inventory and supply chain	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	_	2	3	2
C101. 2	1	_	_	2	3	_
C101. 3	_	1	1	_	3	_
C101. 4	_	_	_	2	3	2
C101. 5	_	_	1	_	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	**INTRODUCTION**	**09**	
Sales management - nature and scope. Sales management positions. Personal Selling - Scope, theories and strategies. Sales forecasting and budgeting decisions. Online selling - scope, potential, Merits and Demerits.			
UNIT II	**PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS**	**09**	
Selling process and relationship selling. Designing Sales Territories and quotas. Sales organization structures			
UNIT III	**MANAGING THE SALES FORCE**	**09**	
Sales force - recruitment, selection, training, motivating, compensation and control.			
UNIT IV	**MANAGING DISTRIBUTION CHANNELS**	**09**	
Distribution Management - Introduction, need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management			
UNIT V	**BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	**09**	
Logistics - Scope, definition and components. Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness. Use of Information Technology in Online Selling and Goods tracking			
		Total: 45 Periods	

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017
2	Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008

REFERENCES:	
1	Pingali Venugopal, Sales and Distribution Management - An Indian Perspective, Response Books from Sage Publications, 2008.

Course code	243MBE314T	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		L	T	P	R	C
Course Title	**PRODUCT AND BRAND MANAGEMENT**		3	0	0	0	3

COURSE OBJECTIVES:

● To Help the Students Appreciate the Relationship Between Corporate Strategy An Productand Brand Management
● To Provide a Framework to Understand the New Product Development Process and Explorethe Various Issues Related to Brand Management

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C314. 1	Apply the fundamental concepts of product and brand development and management.	K3
C314. 2	Analyze the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.	K4
C314. 3	Analyze competitors and develop positioning strategies using tools and metrics.	K4
C314. 4	Apply the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.	K3
C314. 5	Evaluate the product manager's role in productpricing, sales, and promotion.	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	_	3	_	1
C101. 2	_	_	2	3	1	_
C101. 3	_	1	2	_	_	_
C101. 4	_	_	_	3	1	1
C101. 5	_	1	2	3	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**
Management of New Product Development Process - Managing Product Life Cycle - Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand ChoiceDecisions and Models.		
UNIT II	**BRAND POSITIONING AND CONTROL**	**09**
Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning - Brand Image and Personality - Valuation of Brands- Brand Valuation - Brand Tracking and Monitoring.		
UNIT III	**MARKETING MIX AND BRAND STRATEGIES**	**09**
Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management- Managing Brands Across Geographical Borders.		
UNIT IV	**BRAND EXTENSION**	**09**
Managing Brand Experience - Digital Branding-Employment Branding - Co-Branding-Brand Extension Scorecard-Culture and Branding-Brand Flashbacks-Future Brand Priorities.		
UNIT V	**INTERNATIONAL BRAND MARKETING**	**09**
Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems - Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing -Industrial Product Marketing Product Exports and International Marketing-Critical Success Factors in Brand Management.		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201
2	Product and brand management by U C Mathur;Publisher: Excel Books (December 2012)ISBN- 10: 9350620146;ISBN-13: 978-9350620144

REFERENCES:	
1	Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition (January 2016);ISBN-10: 9780199460496; ISBN-13: 978- 0199460496; ASIN: 0199460493

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Course code	**243MBE315T**	**Semester**		**III**			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**DIGITAL MARKETING**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- The Primary objective of this Module is to examine and explore the role and importance ofDigital Marketing in Today's Rapidly changing Business Environment
- It also focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C315. 1	Examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	K3
C315. 2	Analyze on how digital marketing can be utilized by organizations and how its effectiveness can be measured.	K4
C315. 3	Apply the key elements of a digital marketing strategy	K3
C315. 4	Evaluate how the effectiveness of a digital marketing campaigncan be measured	K5
C315. 5	Analyze the advanced practical skills in common digital marketing tools such as SEO, SEM, social media and blogs.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	**PO**	**PO**	**PO**	**PO**	**PO**
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	1	2	_	_	_
C101. 2	_	_	2	3	2	_
C101. 3	_	_	_	3	2	1
C101. 4	_	_	2	3	_	1
C101. 5	_	1	_	3	2	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	**INTRODUCTION**		**09**
Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation- Content Marketing.			
UNIT II			**09**
Search Engine optimization - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement			
UNIT III			**09**
E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with social media and Mobile- Measuring and maximizing email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns- Profiling and targeting			
UNIT IV			**09**
Social Media Marketing - Social Media Channels- Leveraging social media for brand conversations and buzz. Successful/benchmark social media campaigns. Engagement Marketing- Building Customer relationships - Creating Loyalty drivers - Influencer Marketing			
UNIT V			**09**
Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, social media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.			
		Total: 45 Periods	

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher: Pearson Education; First edition (July 2017);ISBN-10: 933258737X;ISBN-13: 978-9332587373
2	Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press (April 2015) ISBN-10: 0199455449;ISBN-13: 978-0199455447

REFERENCES:	
1	Pulizzi,J Beginner's Guide to Digital Marketing , Mcgraw Hill Education.
2	Barker, Barker, Bormann and Neher(2017), Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning.

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Course code	243MBE316T	Semester		III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	R	C
Course Title	MARKETING ANALYTICS		3	0	0	0	3

COURSE OBJECTIVES:

● To familiarize the students to the basic concepts of Marketing analytics.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C316. 1	Apply the basic concepts of marketing analytics.	K3
C316. 2	Analyze and Implement Business Strategies.	K4
C316. 3	Examine the Use differential Product and Price analytics.	K3
C316. 4	Evaluate the distribution analytics.	K5
C316. 5	Analyze the Use appropriate sales analytics.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	1	3	_	_
C101. 2	_	1	_	3	2	1
C101. 3	_	_	1	_	2	1
C101. 4	_	1	_	3	2	_
C101. 5	1	_	_	3	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**MARKETING ANALYTICS FRAMEWORK**	**09**
Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.		
UNIT II	**BUSINESS STRATEGY AND OPERATIONS**	**09**
Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics. Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard		
UNIT III	**PRODUCT AND PRICE ANALYTICS**	**09**
Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing. Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.		
UNIT IV	**DISTRIBUTION AND PROMOTIONS ANALYTICS**	**09**
Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution. Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.		
UNIT V	**SALES ANALYTICS**	**09**
E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose - Expert Systems with Applications, 2019 - Elsevier
2	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.

REFERENCES:	
1	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2nd edition, Trafford Publishing UK.
2	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, First Edition, Wiley, Indianapolis.

Course code	243MBE317T	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**STRATEGIC HUMAN RESOURCE MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To help students understand the transformation in the role of HR functions from being asupport function to strategic function.
- To understand the E- selection and Recruitment and Career planning and process to supportstrategic function.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C317. 1	Analyze the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.	K4
C317. 2	Apply SHRM in the context of changing forms of organization and will have a better understanding of the tools and techniques	K3
C317. 3	Analyze the HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.	K4
C317. 4	Evaluate the alternative approach to dealing with problem Situations in organizations.	K5
C317. 5	Examine the career development theories and models and gain necessary self- insight	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	_	2	2	3	3	_
C101. 2	1	2	_	3	3	_
C101. 3	_	2	2	3	_	_
C101. 4	_	_	_	3	3	1
C101. 5	_	_	2	3	3	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**CONTEXT OF SHRM**	**09**
SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking.	
UNIT II	**HUMAN RESOURCE DEVELOPMENT**	**09**
Meaning — Strategic framework for HRM and HRD — Vision, Mission and Values — Importance — Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit.	
UNIT III	**E-HRM**	**09**
E- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.	
UNIT IV	**CAREER & COMPETENCY DEVELOPMENT**	**09**
Career Concepts — Roles — Career stages — Career planning and Process — Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.	
UNIT V	**EMPLOYEE COACHING & COUNSELING**	**09**
Need for Coaching — Role of HR in coaching — Coaching and Performance — Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.	
**Total**: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7th edition, 2016.
2	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
3	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.

REFERENCES:	
1	Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
2	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.

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Course code	**243MBE318T**	Semester		**III**			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**INDUSTRIAL RELATION AND LABOUR WELFARE**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C318. 1	Analyze the Industrial relations system and Trade unions	K4
C318. 2	Analyze Industrial Disputes and labor welfare measures	K4
C318. 3	Evaluate the sexual harassment of women at workplace	K5
C318. 4	Apply the Code of Wages, Payment of minimum rate of wages and Payment of Bonus	K3
C318. 5	Apply the Code on Social Security, OSH Committeesand Industrial relations code	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	**PO**	**PO**	**PO**	**PO**	**PO**
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	2	2	_	_
C101. 2	_	1	2	2	_	_
C101. 3	_	_	2	2	2	2
C101. 4	_	_	_	_	2	2
C101. 5	1	_	_	_	2	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INDUSTRIAL RELATIONS**	**09**
Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions- procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.		
UNIT II	**INDUSTRIAL CONFLICTS AND LABOUR WELFARE**	**09**
The Industrial Disputes Act, 1947-Disputes ─ Impact ─ Causes ─ Strikes ─ Prevention ─ Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory- Voluntary- welfare funds-welfare of unorganized labour		
UNIT III	**LABOUR LEGISLATIONS-I**	**09**
Origin and growth of labour legislation in India- Principles of labour legislations- Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-		
UNIT IV	**LABOUR LEGISLATIONS-II**	**09**
The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976**-** Payment of Gratuity act 1972- Employee compensation act in 2013		
UNIT V	**LABOUR LEGISLATIONS-III**	**09**
Employees' Provident fund and Miscellaneous provisions act, 1952- Employees' state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.		
		Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016
2	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.
3	Tax Mann, Labour Laws, 2018.

REFERENCES:	
1	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007
2	C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.
3	P.R.N Sinha, InduBala Sinha, Seema PriyardarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017

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Course Code	243MBE319T Semester III		L	T	P	R	C
Category	PROFESSIONAL ELECTIVE COURSE (PEC)					
Course Title	ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT	3	0	0	0	3

COURSE OBJECTIVES:

- To Help the Students to Gain Knowledge about the Concepts of Change Management andAcquire the Skills Required to Manage any Change Effectively.
- To Understand the Concept and Techniques of OD and Enable the Managerial Skills for the Application of OD in Organizations.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C319. 1	Apply the fundamentals of organizational design and structure	K3
C319. 2	Analyze the process, types, and models of change in Organizations	K4
C319. 3	Evaluate the fundamentals of organizational development	K5
C319. 4	Apply the organizational development interventions	K3
C319. 5	Analyze the organizational evolution and sustenance	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	3	3	2	_
C101. 2	_	1	3	3	_	_
C101. 3	_	_	_	3	2	1
C101. 4	_	1	3	3	_	_
C101. 5	_	_	3	_	2	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	ORGANIZATIONAL DESIGN	09

Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.		
UNIT II	**ORGANIZATIONAL CHANGE**	**09**
Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change ― individual factors ― organizational factors ― techniques to overcome change- Change programs –job redesign.		
UNIT III	**ORGANIZATIONAL DEVELOPMENT**	**09**
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.		
UNIT IV	**OD INTERVENTION**	**09**
Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.		
UNIT V	**ORGANIZATIONAL EVOLUTION AND SUSTENANCE**	**09**
Organizational life cycle ― Models of transformation ― Models of Organizational Decision making ― Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.		
	Total: 45 Periods	

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
2	S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications

REFERENCES:	
1	French & Bell: Organisational Development, McGraw-Hill, 2005
2	Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

Course code	**243MBE320T**	**Semester**	**III**

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PROFESSIONAL ELECTIVE COURSE (PEC)	L	T	P	R	C
NEGOTIATION AND CONFLICT MANAGEMENT	3	0	0	0	3

COURSE OBJECTIVES:

- To develop an understanding of the nature and strategies of negotiation.
- To understand conflict and strategies to resolve the conflict.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C320. 1	Apply the fundamentals of Negotiation, Types, process and techniques	K3
C320. 2	Analyze the Strategies and tactics in Negotiation	K4
C320. 3	Evaluate the Conflict management, models, approaches and process	K5
C320. 4	Evaluate the interpersonal, group and organizational conflict	K5
C320. 5	Analyze the Conflict resolution models and cost of workplace conflict	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	3	2	_	_
C101. 2	1	2	3	_	_	_
C101. 3	_	2	_	2	2	2
C101. 4	_	2	3	_	2	2
C101. 5	_	_	3	2	2	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	FUNDAMENTALS OF NEGOTIATION		09
Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation- Communication and Influence- Techniques of Negotiation- Issues in negotiation.			
UNIT II	NEGOTIATION STRATEGIES		09

strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation- Ethics in negotiation.

UNIT III	INTRODUCTION TO CONFLICT MANAGEMENT	09

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

UNIT IV	MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT	09

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.

UNIT V	CONFLICT RESOLUTION AND COST	09

LEARNING RESOURCES:

TEXT BOOKS:
1	Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2	Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution- Assessing the cost of workplace conflict.

Total: 45 Periods

REFERENCES:
1	Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
2	Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

Course code	243MBE321T	Semester	III

Category	PROFESSIONAL ELECTIVE COURSE (PEC)	L	T	P	R	C
Course Title	REWARD AND COMPENSATION MANAGEMENT	3	0	0	0	3

COURSE OBJECTIVES:

- To impart skills in designing analysing and restructuring reward management systems, policies and strategies.
- To understand the various dimensions of Compensation Management.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C321. 1	Apply the basics of Compensation Management and Reward system, Theories and strategies	K3
C321. 2	Analyze Macro and micro economics of labour market and employee compensation	K4
C321. 3	Examine the Managing employee benefits and rewards	K3
C321. 4	Evaluate Performance related compensation	K5
C321. 5	Analyze the Executive and sales compensation plans, theories and design	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	2	3	_	_
C101. 2	_	1	_	3	3	2
C101. 3	_	_	2	3	3	_
C101. 4	_	_	2	3	3	2
C101. 5	_	_	_	3	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION	09

Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure - types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India.

UNIT II	EMPLOYEE COMPENSATION AND LABOUR MARKET	09

Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation.

UNIT III	MANAGING EMPLOYEE BENEFITS AND REWARDS	09

Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation.

UNIT IV	PERFORMANCE RELATED COMPENSATION	09

Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs

UNIT V	EXECUTIVE AND SALES COMPENSATION PLAN	09

Executive Compensation — Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations.

	Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Richard.I. Henderson: Compensation Management In A Knowledge Based World – Prentice Hall, 2007.
2	Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000
3	Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis, Kogan page business books, 2005

REFERENCES:	
1	Edwarde.E.Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bas
2	Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall

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Course code	243MBE322T	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- The course aims to provide students insights to HR practices followed in Global organizations.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C322. 1	Apply the basics of IHRM, models and practices	K3
C322. 2	Analyze the strategic orientation and cultural context towards IHRM	K4
C322. 3	Examine International practices on recruitment and selection	K3
C322. 4	Evaluate International perspectives on Training, development, performance appraisal	K5
C322. 5	Analyze the International practices on Compensation management	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	3	3	_	_
C101. 2	_	1	_	3	1	_
C101. 3	_	_	3	3	1	1
C101. 4	_	1	3	3	_	_
C101. 5	_	_	3	_	1	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION TO IHRM	09
Definition — Evolution of HRM- Importance of IHRM, Models of IHRM — Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices
UNIT II	HRM STRATEGIES	09
Internationalization and world business — Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM
UNIT III	RECRUITMENT AND SELECTION	09
International Managers staffing — Approaches to staffing — Role of Expatriates — Role of inpatriate — Role of Non expatriates- recruitment and selection methods-Current practices
UNIT IV	TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL	09
Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development — repatriation process and training. International performance Management methods – cultural issues in Performance Management
UNIT V	INTERNATIONAL COMPENSATION	09
Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues
**Total**: 45 Periods

LEARNING RESOURCES:

	TEXT BOOKS:
1	Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7th Edition IE.,2017
2	Monir H. Tayeb: International Human Resource Management,A Multinational Company Perspective Oxford University Press, IE
3	IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5th edition

	REFERENCES:
1	Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication
2	P L Rao, International Human resource Management- Text and Cases, Excel Books

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Course code	243MBE323T	Semester		III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	R	C
Course Title	HR ANALYTICS		3	0	0	0	3

COURSE OBJECTIVES:

- To derive a strong understanding of HR Analytics, Process and impact
- To Know the Different Types of HR Metrics and understand their respective Impact and Application.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C323. 1	Analyze hr metrics and ready to apply at work settings.	K4
C323. 2	Evaluate the human resource issues using people analytics.	K5
C323. 3	Apply the knowledge about analytics of training and development.	K3
C323. 4	Analyze the analytics of employee engagement and career progression	K4
C323. 5	Analyze the analytics of workforce diversity and development	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	2	_	3	_
C101. 2	_	2	_	1	3	_
C101. 3	_	2	_	1	3	1
C101. 4	_	2	2	_	3	_
C101. 5	1	_	2	_	3	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION TO HUMAN RESOURCE ANALYTICS**	09
	Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.	
UNIT II	**STATISTICS FOR HRM**	09
	Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.	
UNIT III	**BEST PRACTICES IN HR ANALYTICS**	09
	Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.	
UNIT IV	**MEASURING HR CONTRIBUTION**	09
	Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI	
UNIT V	**HR REGULATIONS AND REPORTING REQUIREMENTS**	09
	Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.	
		Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.
2	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1st Edition, 2014.
3	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi& Company, 1st Edition, 2012.

REFERENCES:	
1	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1st Edition, 2017.
2	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.

Course code	243MBE324T	Semester			III		
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		L	T	P	R	C
Course Title	**LOGISTICS MANAGEMENT**		3	0	0	0	3

COURSE OBJECTIVES:

- To introduce process and functions of logistics system
- To understand the major building blocks, functions, business process, performance metrics and decision making in supply chain network
- To provide an insight into the role of Internet Technologies in Logistics Management

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C324. 1	Analyze the scope, functions and objectives of logistics to Solve managerial issues.	K4
C324. 2	Apply the knowledge of distribution channels and outsourcing logistics on achieving value proposition to the organization	K3
C324. 3	Analyze the importance of transportation and packaging and its effect on consumer and industry	K4
C324. 4	Analyze the performance measurement of logistics and its impact to the growth of the organization.	K4
C324. 5	Evaluate the current trends in the perspective of logistics And its influence towards organizational change	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	3	3	_	_
C101. 2	_	1	_	_	2	2
C101. 3	_	_	3	3	2	2
C101. 4	_	_	3	3	2	2
C101. 5	1	_	3	3	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**
Definition And Scope Of Logistics – Functions & Objectives – Customer Value Chain – Service Phases And Attributes – Value Added Logistics Services – Role Of Logistics In Competitive Strategy – Customer Service		
UNIT II	**DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS**	**09**
Distribution Channel Structure - Channel Members, Channel Strategy, Role Of Logistics And Support In Distribution Channels. Logistics Requirements Of Channel Members. Logistics Outsourcing – Catalysts, Benefits, Value Proposition. Third And Fourth Party Logistics. Selection Of Service Provider.		
UNIT III	**TRANSPORTATION AND PACKAGING**	**09**
Transportation System – Evolution, Infrastructure And Networks. Freight Management –Vehicle Routing – Containerization. Modal Characteristics, Inter-Modal Operators And Transport Economies. Packaging- Design Considerations, Material And Cost. Packaging As Unitisation. Consumer And Industrial Packaging.		
UNIT IV	**PERFORMANCE MEASUREMENT AND COSTS**	**09**
Performance Measurement – Need, System, Levels And Dimensions. Internal And External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame And Formatting.		
UNIT V	**CURRENT TRENDS**	**09**
Logistics Information Systems – Need, Characteristics And Design. E-Logistics – Structure And Operation. Logistics Resource Management Elrm. Automatic Identification Technologies. Reverse Logistics – Scope, Design And As A Competitive Tool. Global Logistics –Operational And Strategic Issues, Ocean And Air Transportation. Strategic Logistics Planning. Green Logistics		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006

REFERENCES:	
1	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2	S. N. Chary, Production and Operations Management, Tata McGraw Hill,2012.

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Course code	**243MBE325T**	Semester		III			
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**QUALITY MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To learn the various principles and practices of Quality Management

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C325. 1	Apply the evolution of Quality management	K3
C325. 2	Analyze the quality philosophies and practices	K4
C325. 3	Ability to Apply statistical process control to enhance quality.	K3
C325. 4	Evaluate quality tools to enhance organization's quality performance	K5
C325. 5	Examine the Awareness of quality management systems	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	2	1	3	3	_	_
C101. 2	2	1	_	_	1	2
C101. 3	_	_	3	3	_	2
C101. 4	_	_	3	3	1	_
C101. 5	2	_	3	3	_	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION	09
Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality –different perspectives. Concept of total Quality — Design, inputs, process and output - Attitude and involvement of top management. Customer Focus — customer perception - customer retention. Dimensions of product and service quality. Cost of quality.		
UNIT II	QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES	09
Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.		
UNIT III	STATISTICAL PROCESS CONTROL	09
Statistical Process Control (SPC) — Meaning, Significance. construction of control charts for variables and attributes. Process capability — meaning, significance and measurement. Six sigma- concepts of process capability. Reliability concepts — definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.		
UNIT IV	QUALITY TOOLS AND TECHNIQUES	09
Quality Tools - The seven traditional tools of quality, New management tools.Six-sigma, Bench marking, Poka-yoke, Failure Mode Effect Analysis (FMEA) — reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) — Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal tonoise ratio.		
UNIT V	QUALITY MANAGEMENT SYSTEMS	09
Introduction Quality management systems — IS/ISO 9004:2000 — Quality System –Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.		
		Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
2	PoornimaM.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.
3	Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014

REFERENCES:	
1	Douglas C. Montgomory, Introduction to Statistical Quality Control, Wiley Student Edition4th Edition, Wiley India Pvt Limited, 2008.
2	Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

	243MBE326T	*An Autonomous Institution* Semester				III	
	PROFESSIONAL ELECTIVE COURSE (PEC)	Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade	**L**	**T**	**P**	**R**	**C**
Course Title	**MATERIALS MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To understand why materials management should be considered for profit in operations

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C326. 1	Apply the basics of materials management	K3
C326. 2	Analyze the requirement for material planning	K4
C326. 3	Examine Inventory Management Model	K3
C326. 4	Evaluate the process of Purchasing Practices	K5
C326. 5	Analyze the Storage in Warehouse.	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	1	2	_	_
C101. 2	_	2	_	_	3	2
C101. 3	_	_	_	2	3	2
C101. 4	_	2	1	2	3	_
C101. 5	_	2	_	_	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches- master scheduling-manufacturing planning and control system-manufacturing resource planning- enterprise resource planning-making the production plan	
UNIT II MATERIALS PLANNING	**09**
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.	
UNIT III INVENTORY MANAGEMENT	**09**
Policy Decisions–objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models	
UNIT IV PURCHASING MANAGEMENT	**09**
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment- international purchasing	
UNIT V WAREHOUSE MANAGEMENT	**09**
Warehousing functions — types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis- material handling-transportation and traffic management - operational efficiency-productivity-cost effectiveness-performance measurement	
	Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition

REFERENCES:	
1	Ajay K Garg, Production and Operations Management**,** Tata McGraw Hill , 2012
2	S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

	PRATHYUSHA ENGINEERING COLLEGE					
le	243MBE327T *An Autonomous Institution* Semester			III		
	PROFESSIONAL ELECTIVE COURSE (PEC) *Approved by AICTE New Delhi, Affiliated to Anna University, Chennai*	L	T	P	R	C
Course Title	SERVICE OPERATIONS MANAGEMENT *Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade*	3	0	0	0	3

COURSE OBJECTIVES:

- To Analyze how service performance can be improved by studying services operations management

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C327. 1	Apply the nature of service operations	K3
C327. 2	Analyze the ability of Design Services	K3
C327. 3	Examine the inculcate quality in service design and delivery	K4
C327. 4	Apply models to design service facility	K3
C327. 5	Evaluate the ability to grow and sustain service business	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	3	_	3	_	_
C101. 2	_	3	1	_	2	_
C101. 3	_	3	_	3	2	1
C101. 4	1	3	_	3	_	_
C101. 5	_	_	1	3	2	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION	09

Services ― Importance, role in economy, service sector ― nature, growth. Nature of services - distinctive characteristics, Service Package, Service classification, service-dominant logic, open- systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

UNIT II	SERVICE DESIGN	09

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services ― self-service, automation, e- commerce, e-business, technology innovations.

UNIT III	SERVICE QUALITY	09

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.

UNIT IV	SERVICE FACILITY	09

Supporting facility -Service scapes, Facility design ― nature, objectives, process analysis, Service facility layout. Service Facility Location ― considerations, facility location techniques ― metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.

UNIT V	MANAGING CAPACITY AND DEMAND	09

Managing Demand ― strategies; Managing capacity ― basic strategies, supply management tactics,operations planning and control; Yield management; Inventory Management in Services– RetailDiscounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology ofwaiting; Managing for growth- expansion strategies, franchising , globalization.

Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology,McGraw-Hill Education – 8th Edition 2018.
2	Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
3	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

REFERENCES:	
1	CengizHaksever, Barry Render, Service Management, Pearson Education, 2013.
2	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2ndEdition, 2005.

	243MB328T	*An Autonomous Institution* **Semester**		**III**		
le	**PROFESSIONAL ELECTIVE COURSE (PEC)** Approved by AICTE New Delhi, Affiliated to Anna University, Chennai			**T** P	**R**	**C**
Course Title	**REVERSE AND CONTRACT LOGISTICS** Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		**3** 0	**0** 0		**3**

COURSE OBJECTIVES:

- To prepare students successfully implement a contract logistics and closed supply chain in Retail, FMCG and Automobile sectors.
- To explain the concept and principle of contract logistics and closed supply chain

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C328. 1	Apply the basics of contract logistics	K3
C328. 2	Analyze the third-party logistics industry and third-party logistics providers.	K4
C328. 3	Examine the trends and opportunities in business and market.	K3
C328. 4	Evaluate the emerging trends in E- commerce	K5
C328. 5	Analyze the managing process in supply chain	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	3	2	_	_
C101. 2	_	2	_	_	2	1
C101. 3	_	2	3	2	2	_
C101. 4	1	_	3	_	2	1
C101. 5	_	2	3	2	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**CONTRACT LOGISTICS**	**09**
Third party logistics industry overview - A framework for strategic alliances - Evolution of contract logistics - Types of third-party logistics providers — Automobile, FMCG and		

Retail-Third party services and integration	
UNIT II **CLOSED LOOP SUPPLY CHAINS AND LOGISTICS**	**09**
Introduction closed loop supply chains and logistics ─ Logistics and closed loop supply chain service - Overview of return logistics and closed loop supply chain models ─ Introduction product returns - Product Vs Parts returns - Strategic issues in closed loop supply chains	
UNIT III **BUSINESS AND MARKET**	**09**
Overview - Introduction life cycle management - Trends and opportunities ─ Auto Warranty management, return process and benchmarks - Market overview - Reasons for using reverse logistics - General characteristics - Consumer goods Depot repair and value-added services - Operating dynamics - Competitive evaluation - Secondary markets and final disposal.	
UNIT IV **EMERGING TRENDS**	**09**
Emerging trends in Retail, E-Commerce- FMCG and Automobile sectors- Systems and technology - For consumer goods operations, High tech logistics system - Impact and value of advanced logistics	
UNIT V **MANAGING PROCESSES**	**09**
Managing processes - Step by step process - Use of third-party service providers - Additional factors – Contemporary issues ─ Make in India and its impact on Countries GDP and Economic Growth.	
	Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Janat Shah, Supply Chain Management: Text and Cases, Pearson Education India, 2009
2	John Manners-Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2014.

REFERENCES:	
1	Surendra M. Gupta, Sustainability in Supply Chain Management Casebook: Applications in SCM, McGraw Hill, 2013
2	Hsin-I Hsiao, Wageningen, Logistics Outsourcing in the Food Processing Industry, Academic Pub, 2009.
3	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

le	243MBE329T	*An Autonomous Ins* Semester				III	
	PROFESSIONAL ELECTIVE COURSE (PEC)	Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		L	T	P	R	C
Course Title	PROJECT MANAGEMENT		3	0	0	0	3

COURSE OBJECTIVES:

- To learn the fundamental principles and practices of managing projects.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C329. 1	Apply the roles and responsibilities of a project manager	K3
C329. 2	Analyze the ability to plan and budget projects	K4
C329. 3	Examine the schedule and allocate resources to projects	K4
C329. 4	Evaluate to manage project organization.	K5
C329. 5	A n a l y z e the ability to control and complete project.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	3	3	3	_	_
C101. 2	_	3	3	_	2	1
C101. 3	_	3	3	3	2	1
C101. 4	1	3	3	3	_	_
C101. 5	_	_	3	3	2	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION TO PROJECT MANAGEMENT	09

Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.		
UNIT II	**PLANNING, BUDGETING AND RISK MANAGEMENT**	**09**
The Planning Process ─ Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.		
UNIT III	**SCHEDULING & RESOURCE ALLOCATION**	**09**
PERT & CPM Networks - Project durations and floats - Crashing ─ Resource loading and leveling. Simulation for resource allocation. Goldratt's Critical Chain.		
UNIT IV	**PROJECT ORGANISATION & CONFLICT MANAGEMENT**	**09**
Formal Organization Structure ─ Organization Design ─ Types of project organizations. Conflict ─ Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.		
UNIT V	**CONTROL AND COMPLETION**	**09**
Project Control ─ Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.		
		Total: 45 Periods

LEARNING RESOURCES:
TEXT BOOKS:

1	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
2	Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.
3	Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.

REFERENCES:	
1	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

COURSE OBJECTIVES:

- To Analyze the importance of and major decisions in supply chain management for gaining competitive advantage.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C330. 1	Apply the fundamentals of supply chain	K3
C330. 2	Analyze the ability to design supply chain networks to enhance supply chain performance	K4
C330. 3	Examine the demand based on inventory and supply	K4
C330. 4	Evaluate role of logistics in supply chain performance	K5
C330. 5	Evaluate the Awareness of innovations for sustainable supply chains	K5

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	3	_	3	3	_
C101. 2	_	_	2	3	3	1
C101. 3	_	3	2	3	3	_
C101. 4	_	3	2	_	3	1
C101. 5	1	3	_	3	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION	09

Supply Chain — Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.	
UNIT II **SUPPLY CHAIN NETWORK**	**09**
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.	
UNIT III **PLANNING DEMAND, INVENTORY AND SUPPLY**	**09**
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supplychain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.	
UNIT IV **LOGISTICS**	**09**
Transportation — Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing — catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms	
UNIT V **SUPPLY CHAIN INNOVATIONS**	**09**
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends — AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.	
	Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007.

REFERENCES:	
1	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
2	Pierre David, International Logistics, Biztantra, 2011.

le	243MB331T	*An Autonomous Institution* Semester			III	
PROFESSIONAL ELECTIVE COURSE (PEC) Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade			L	T	P	R	C
Course Title	SUPPLY CHAIN INFORMATION SYSTEM		3	0	0	0	3

COURSE OBJECTIVES:

- To explain the various technological aspects that are described in the different logistical background
- To explain the real time description updated technologies in the logistics sector and supply chain industry

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C331. 1	Apply the various enterprise information system	K3
C331. 2	Analyze the benefits and architecture of SCM	K4
C331. 3	Examine and gain knowledge about various e-commerce models	K4
C331. 4	Evaluate the portfolio and programmes of project management.	K5
C331. 5	Analyze the planning and design methodology of SCM	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	1	3	_	_
C101. 2	1	1	_	3	3	_
C101. 3	_	1	_	3	3	2
C101. 4	_	_	_	3	3	2
C101. 5	_	_	1	3	3	2

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	ELECTRONIC SCM, COMMUNICATION NETWORKS		09

Introduction e-SCM — e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM- Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks –EDI - Data security in supply chain networks - Overview of internet able models		
UNIT II	**ENTERPRISE INFORMATION SYSTEMS**	**09**
Overview of enterprise information systems - Information functionality and principles - Introduction enterprise information systems -Classification of enterprise information systems- Information architecture -Framework for managing supply chain information - Describe on popular enterprise application packages -Benefits of enterprise information systems		
UNIT III	**SCM SYSTEMS DEVELOPMENT, DEPLOYMENT AND MANAGEMENT**	**09**
Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design- Defining enterprise architecture - Choosing appropriate system development methodologies - Adopting relevant systems development model		
UNIT IV	**DEPLOYMENT AND MANAGEMENT**	**09**
Information systems deployment - IT Operations and infrastructure management - Portfolio, programme and project management - Management of risk - Management of value		
UNIT V	**INFORMATION INTEGRATION**	**09**
Enterprise application integration and supply chain visibility - Enterprise application integration - Supply chain visibility - Supply chain event management -Supply chain performance -Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation -Decision support systems		
	Total: 45 Periods	

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Bowersox & Closs, Logistical Management, McGraw-Hill Companies, 1996.
2	R.H.Ballou, Business Logistics Management, Prentice-Hall, 2004.

REFERENCES:	
1	Strauss,E-Marketing, 4/e, Pearson Education 2008
2	Chaffey, E- Business and E- Commerce Management, 3/e, Pearson Education 2008
3	Blanchard, Logistics Engineering & Management, 6/e, Pearson Education 2008
4	Donald J. Bowersox and David J. Closs, Logistical Management - The Integrated Supply chain

	PRATHYUSHA ENGINEERING COLLEGE					
	le	243MBE332T	*An Autonomous Institution* Semester		III	
	PROFESSIONAL ELECTIVE COURSE (PEC) Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		L	T	P	R	C
Course Title	SUPPLY CHAIN ANALYTICS		3	0	0	0	3

COURSE OBJECTIVES:

- To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and
- To know its practical aspects and the latest developments in the field.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C332. 1	Apply the basics of supply chain analytics fundamentals	K3
C332. 2	Develop the design warehouse models to enhance supply chain performance.	K3
C332. 3	Analyze the models and strategies in inventory management	K4
C332. 4	Evaluate the network model in transportation.	K5
C332. 5	Analyze the decision using multi-criteria in applications of SCM	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	2	3	_	_
C101. 2	1	1	_	3	3	_
C101. 3	_	_	2	3	3	_
C101. 4	_	_	_	3	3	1
C101. 5	_	1	2	_	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	INTRODUCTION		09

Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains — Basics, transforming supply chains, Barriers to implementation, Road

Map.

UNIT II	WAREHOUSING DECISIONS	09

Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer — Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

UNIT III	INVENTORY MANAGEMENT	09

Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies

UNIT IV	TRANSPORTATION NETWORK MODELS	09

Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms- Deficit function Approach and Linking Algorithms

UNIT V	MCDMMODELS	09

Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM

Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.
2	Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013.
3	Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2013.

REFERENCES:	
1	Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2014.
2	Muthu Mathirajan, ChandrasekharanRajendran, SowmyanarayananSadagopan, ArunachalamRavindran, ParasuramBalasubramanian, Analytics in Operations/Supply Chain Management , I.K. International Publishing House Pvt. Ltd., 2016.

	le	**243MBE333T**	*An Autonomous Institution* Semester			**III**		
		PROFESSIONAL ELECTIVE COURSE (PEC)		**L**	**T**	**P**	**R**	**C**
Course Title		**GLOBAL SUPPLY CHAIN MANAGEMENT**		**3**	**0**	**0**	**0**	**3**

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Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade

COURSE OBJECTIVES:

- To understand the global market force in supply chain
- To Analyze risks and advantages in supply chain
- To appreciate green supply chain indicators

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C333. 1	Apply the basics of global supply chain	K3
C333. 2	Analyze the global strategies.	K4
C333. 3	Examine the issues in importing and exporting of goods.	K4
C333. 4	Evaluate the performance cycle of global supply chain management	K5
C333. 5	A n a l y z e the strategies of green supply chain management.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	3	3	_	_
C101. 2	_	_	3	3	3	2
C101. 3	_	_	_	3	3	2
C101. 4	_	1	3	_	3	2
C101. 5	_	_	3	3	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		**No. of Credits: 03**

UNIT I	INTRODUCTION	09
Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force. Stages of International Development.		
UNIT II	RISK OF GLOBAL SUPPLY CHAIN-	09
Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.		
UNIT III	ISSUES IN INTERNATIONAL SUPPLY CHAIN MANAGEMENT	09
International Versus Regional Product, Local autonomy versus control logistics – Importing & Exporting, Main forces, Barriers		
UNIT IV	THE GLOBAL SUPPLY CHAIN	09
Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force.		
UNIT V	GREEN SUPPLY CHAIN	09
Strategies. Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.		
	Total: 45 Periods	

LEARNING RESOURCES:
TEXT BOOKS:

1	Sunil Chopra & PeterMeindl, SUPPLY CHAIN MANAGEMENT , PHI
2	Donald J. Bouersox David J. closs, LOGISTICAL MANAGEMENT , TATA MC GRAWHILL

REFERENCES:
1	Dr. R.P.Mohanty & Dr. S.G.Deshmukh ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, Jaico Student Edition

	243MBE334T	*An Autonomous Institution* Semester				III	
	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	R	C
Course Title	WAREHOUSE MANAGEMENT		3	0	0	0	3

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COURSE OBJECTIVES:

• To help the students in explaining the significance of Warehousing
• To provide timely customer service
• To keep track of items so they can be found readily & correctly
• To minimize the total physical effort
• To minimize the cost of moving goods in & out of stage.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C334. 1	Apply the basics of complete insight in to warehouse concepts	K3
C334. 2	Analyze the various inventory control techniques	K4
C334. 3	Examine the application of inventory management in supply chain.	K4
C334. 4	Evaluate the various types of material handling techniques.	K5
C334. 5	A n a l y z e the RFID technology and its applications.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	_	3	3	3
C101. 2	_	1	_	3	3	3
C101. 3	_	_	1	3	_	3
C101. 4	_	_	1	3	3	3
C101. 5	_	_	_	3	3	3

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03	
UNIT I	INTRODUCTION WAREHOUSING		09

Introduction Warehousing ─ Basic Warehousing Decisions ─ Warehouse Operations ─ Types of Warehouses ─ Functions ─ Centralized & Decentralized ─ S rage Systems ─ Warehousing Cost Analysis – Warehouse Layout – Characteristics if Ideal Warehouse

UNIT II	INVENTORY MANAGEMENT	09

Inventory: Basic Concepts ─ Role in Supply Chain ─ Role in Competitive Strategy ─ Independent Demand Systems – Dependent Demand Systems – Functions – Types _ Cost – Need for Inventory – Just in Time

UNIT III	INVENTORY CONTROL	09

Inventory Control ─ ABC Inventory Control ─ Multi-Echelon Inventory Systems ─ Distribution Requirement Planning – Bull Whip Effect – Using WMS for Managing Warehousing Operations

UNIT IV	MATERIALS HANDLING	09

Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling ─ Various Types of Material Handling Equipment ─ Types of Conveyors ─ Refrigerated Warehouses- Cold Chain- Agri SCM

UNIT V	MODERN WAREHOUSING METHODS	09

Modern Warehousing ─ Au mated S rage & Retrieval Systems & their Operations ─ Bar Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID

Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:
1	Vinod.V.Sople, Logistics Management, Pearson Education, 2004.
2	Arnold, Introduction Materials Management, Pearson Education, 2009.

REFERENCES:
1	Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2008
2	Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 2003
3	Satish K. Kapoor and PurvaKansal Marketing, Logistics - A Supply Chain Approach, Pearson Education, 2003

PRATHYUSHA ENGINEERING COLLEGE

	243MBE335T	*An Autonomous Institution* Semester				III	
le	PROFESSIONAL ELECTIVE COURSE (PEC) *Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade*		L	T	P	R	C
Course Title	EXIM MANAGEMENT		3	0	0	0	3

COURSE OBJECTIVES:

- To enlighten the students about the major functions in export and import processes
- To provide the expertise for solving issues related to requirements in EXIM management**.**

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C335. 1	Apply the formalities of export and import industry	K3
C335. 2	Analyze the importance of EXIM management	K4
C335. 3	Evaluate the Import documentation and custom clearance procedures.	K5
C335. 4	Analyze the Letter of credit	K4
C335. 5	Apply the role of service providers in EXIM transactions.	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	_	3	3	2
C101. 2	_	_	2	3	3	2
C101. 3	_	1	2	3	_	_
C101. 4	_	_	_	3	3	2
C101. 5	_	_	2	3	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	FUNDAMENTALS OF IMPORT AND EXPORT	09

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010	
UNIT II **OVERVIEW OF EXPORT AND IMPORT**	**09**
Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses	
UNIT III **DOCUMENTATION FRAMEWORK**	**09**
Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import	
UNIT IV **CREDIT AND PAYMENTS**	**09**
Payment methods in Foreign Trade - Documentary Credit / Letter of Credit–LOU-UCP 600 with respect to Shipping Documents and L/C Negotiation ― Export / import financing strategies - Managing payment risks.	
UNIT V **CUSTOMS CLEARANCE AND AGENCIES**	**09**
Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors ― Quarantine Agencies ― Pest Control Agencies ― Chamber of Commerce.	
	Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	

1	Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2	UshaKiranRai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.

REFERENCES:

1	Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015
2	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

	le	243MBE336T	*An Autonomous Institution*	III			
		PROFESSIONAL ELECTIVE COURSE (PEC) Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		**L**	**T**	**P**	**R**	**C**
Course Title		DATA MINING AND BUSINESS INTELLIGENCE		3	0	0	0	3

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COURSE OBJECTIVES:

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C336. 1	Apply the various data mining techniques into various areas of different domains.	K3
C336. 2	Analyze data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants	K4
C336. 3	Apply various prediction techniques.	K3
C336. 4	Evaluate supervised and unsupervised learning technique	K5
C336. 5	Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	2	_	_	3	3	_
C101. 2	2	_	3	_	3	_
C101. 3	2	_	3	3	_	1
C101. 4	_	1	3	3	3	_
C101. 5	_	1	3	3	3	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	INTRODUCTION	09

Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and datamarts.		
UNIT II	**DATA MINING PROCESS**	**09**
Datamining process — KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC;Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random subsampling, and bootstrapping		
UNIT III	**PREDICTION TECHNIQUES**	**09**
Data visualization, Time series — ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.		
UNIT IV	**CLASSIFICATION AND CLUSTERING TECHNIQUES**	**09**
Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;		
UNIT V	**MACHINE LEARNING AND AI**	**09**
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques— Ant Colony, Particle Swarm, DEA		
	Total: 45 Periods	

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
3	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005

REFERENCES:	
1	GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence — Concepts, Techniques and Applications Wiley, India, 2010.
2	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011

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	le	243MBE337T	*An Autonomous Institution* Semester		III			
	PROFESSIONAL ELECTIVE COURSE (PEC)	Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		L	T	P	R	C
Course Title	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE			3	0	0	0	3

COURSE OBJECTIVES:

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C337. 1	Apply the basics of Algorithms of Deep Learning & Artificial Intelligence.	K3
C337. 2	Analyze the knowledge of applying Algorithm to specified applications.	K4
C337. 3	Examine intelligent systems and Heuristic Search Techniques	K4
C337. 4	Evaluate Representation, Semantic Networks and Frames	K5
C337. 5	Apply the Expert systems, applications and Machine learning	K3

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	2	3	2	_	_
C101. 2	_	_	3	_	2	_
C101. 3	_	_	3	_	2	1
C101. 4	_	2	_	2	2	1
C101. 5	_	2	3	2	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	DEEP NETWORKS	09

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.	
UNIT II **MODELS**	**09**
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta- Algorithms	
UNIT III **INTELLIGENT SYSTEMS**	**09**
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.	
UNIT IV **KNOWLEDGE REPRESENTATION**	**09**
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.	
UNIT V **APPLICATIONS**	**09**
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.	
	Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3	YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.

REFERENCES:	
1	SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
2	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi.

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Course code	**243MBE338T**	Semester			III		
Category	**PROFESSIONAL ELECTIVE COURSE (PEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**SOCIAL MEDIA WED ANALYTICS**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To showcase the opportunities that exist today to leverage the power of the web and social media

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C338. 1	Apply the basics of social media skills.	K3
C338. 2	Analyze mass communication strategy and guide campaigns.	K4
C338. 3	Examine idea of social media policies	K4
C338. 4	Evaluate fundamentals and concepts of web analytics	K5
C338. 5	Analyze How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	3	2	3	_
C101. 2	_	_	3	_	3	1
C101. 3	_	_	3	2	3	_
C101. 4	_	1	_	2	_	_
C101. 5	_	_	3	_	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**
Evolution of online communities - History and Evolution of social media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties — Influencers - How ideas travel — Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.		
UNIT II	**COMMUNITY BUILDING AND MANAGEMENT**	**09**
Science of social media - Keys to Community Building - Promoting social media Pages-Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.		
UNIT III	**SOCIAL MEDIA POLICIES AND MEASUREMENTS**	**09**
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.		
UNIT IV	**WEB ANALYTICS**	**09**
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.		
UNIT V	**SEARCH ANALYTICS**	**09**
Search engine optimization (SEO), non-linear media consumption, user engagement, usergenerated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
2	Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3	Bittu Kumar, Social Networking, V & S Publishers, 2013

REFERENCES:	
1	Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
2	TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016

le	243MBE339T	*An Autonomous Institute* Semester			III		
	PROFESSIONAL ELECTIVE COURSE (PEC) Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade		L	T	P	R	C
Course Title	E- BUSINESS MANAGEMENT		3	0	0	0	3

COURSE OBJECTIVES:

- To understand the practices and technology to start an online business.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C339. 1	Apply the ability to build and manage an e-business	K3
C339. 2	Analyze the Knowledge about Technology Infrastructure	K4
C339. 3	Examine customer oriented business applications	K4
C339. 4	Evaluate e business payment protocols and security	K5
C339. 5	Analyze the ethical, legal , privacy issues and encryption policies.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
C101. 1	1	_	_	3	3	3
C101. 2	_	1	1	_	3	_
C101. 3	_	_	_	3	3	3
C101. 4	_	_	_	3	3	3
C101. 5	1	_	1	3	_	3

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION TO E- BUSINESS**	**09**
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce		
UNIT II	**TECHNOLOGY INFRASTRUCTURE**	**09**
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software		
UNIT III	**BUSINESS APPLICATIONS**	**09**
Consumer oriented e-business ─ e-tailing and models - Marketing on web ─ advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals ─ social media marketing.		
UNIT IV	**E-BUSINESS PAYMENTS AND SECURITY**	**09**
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security		
UNIT V	**LEGAL AND PRIVACY ISSUES**	**09**
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies		
		Total: 45 Periods

LEARNING RESOURCES:
TEXT BOOKS:

1	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011
2	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3	Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012

REFERENCES:
1	Bharat Bhasker, Electronic Commerce ─ Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009
2	KamleshK.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.

le	243MBE340T	*An Autonomous Institute*Semester		III	
	PROFESSIONAL ELECTIVE COURSE (PEC)	Approved by AICTE-New Delhi, Affiliated to Anna University, ChennaiAccredited by NBA, New Delhi & Accredited by NAAC with "A" Grade	L T P	R	C
Course Title	ENTREPRISES RESOURCE PLANNING		3 0 0	0	3

COURSE OBJECTIVES:

- To exhibit the theoretical aspects of Enterprise Resource Planning.
- To provide practical implication on ERP Suite implementation.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C340. 1	Analyze the risk and benefits associated with Enterprise Resource Planning.	K4
C340. 2	Apply the ERP solutions and functional modules.	K3
C340. 3	Examine to Exposure to the implementation environment	K3
C340. 4	Evaluate post implementational impact and maintenance of ERP	K5
C340. 5	Analyze the emerging trends on ERP	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	_	1	2	2	2	_
C101. 2	_	_	2	2	2	_
C101. 3	1	1	_	_	_	1
C101. 4	1	_	2	2	_	_
C101. 5	_	_	_	_	2	1

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**INTRODUCTION**	**09**
Overview of enterprise systems — Evolution - Risks and benefits - Fundamental technology - warehouse management.		
UNIT II	**ERP SOLUTIONS AND FUNCTIONAL MODULES**	**09**
Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, master data and document flow		
UNIT III	**ERP IMPLEMENTATION**	**09**
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training — Data Migration. People Organization in implementation- Consultants, Vendors and Employees.		
UNIT IV	**POST IMPLEMENTATION**	**09**
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
UNIT V	**EMERGING TRENDS ON ERP**	**09**
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality.		
		Total: 45 Periods

LEARNING RESOURCES:	

TEXT BOOKS:	
1	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2	Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.
3	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008

REFERENCES:	
1	Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
2	Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.

NON FUNCTIONAL ELECTIVE (NEC)

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK				TOTAL CONTACT PERIODS	CREDITS
				L	T	P	R		
1.	243MBE101T	Entrepreneurship Development	NEC	3	0	0	0	3	3
2.	243MBE102T	Event Management	NEC	3	0	0	0	3	3

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Course code	**243MBE101T**	**Semester**		**III**			
Category	**NON-FUNCTIONAL ELECTIVE COURSE (NEC)**		**L**	**T**	**P**	**R**	**C**
Course Title	**ENTREPRENEURSHIP DEVELOPMENT**		**3**	**0**	**0**	**0**	**3**

COURSE OBJECTIVES:

- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C104. 1	Apply entrepreneurial competencies to develop and manage a successful business.	K3
C104. 2	Analyze the businesses in the entrepreneurial environment	K4
C104. 3	Apply strategic planning techniques to develop and execute feasible business projects	K3
C104. 4	Develop and launch their business ventures successful.	K3
C104. 5	Analyze the business effectively towards growth and development.	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	3	3	3	_
C101. 2	_	1	3	3	_	2
C101. 3	_	_	3	3	3	2
C101. 4	_	_	_	3	3	2
C101. 5	1	_	3	3	3	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**ENTREPRENEURAL COMPETENCE**	**09**
Entrepreneurship concept — Entrepreneurship as a Career — Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.		
UNIT II	**ENTREPRENEURAL ENVIRONMENT**	**09**
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.		
UNIT III	**BUSINESS PLAN PREPARATION**	**09**
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT IV	**LAUNCHING OF SMALL BUSINESS**	**09**
Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching — Incubation, Venture capital, Start-ups.		
UNIT V	**MANAGEMENT OF SMALL BUSINESS**	**09**
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.		
		Total: 45 Periods

LEARNING RESOURCES:	
TEXT BOOKS:	
1	R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018
2	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
3	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition ,2017.

REFERENCES:	
1	Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
2	Arya Kumar. Entrepreneurship, Pearson,2012.

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Course code	**243MBE102T**	**Semester**		**II**			
Category	**NON-FUNCTIONAL ELECTIVE COURSE (NEC)**	**L**	**T**	**P**	**R**	**C**	
Course Title	**EVENT MANAGEMENT**	**3**	**0**	**0**	**0**	**3**	

COURSE OBJECTIVES:

- To understand the principles of event management.

- To develop knowledge on the various events and how these events can be organized successfully.

COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
On successful completion of this course, students will be able to		
C102. 1	Apply the structure and code of ethics of events	K3
C1102. 2	Explain the core concepts in event planning and regulations	K3
C102. 3	Examine the event marketing, planning and strategies	K3
C102. 4	Evaluate the professional skills in event management	K5
C102. 5	Analyze safety measure of event management	K4

COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES (PO) AND PROGRAM SPECIFIC OUTCOMES (PSO):

	PO	PO	PO	PO	PO	PO
	1	**2**	**3**	**4**	**5**	**6**
C101. 1	1	_	3	2	_	_
C101. 2	_	2	_	_	2	1
C101. 3	_	2	3	2	2	_
C101. 4	1	_	3	_	2	1
C101. 5	_	2	3	2	_	_

Note: 1: Slight, 2: Moderate, 3: Substantial

SYLLABUS		No. of Credits: 03
UNIT I	**EVENT CONTEXT**	09
History & Evolution ─ Types of events ─ MICE ─ Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event: Government, Corporate & Community – Code of Ethics.		
UNIT II	**EVENT PLANNING & LEGAL ISSUES**	09
Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept ─ Theme and content development ─ Visualization ─ Event objectives ─ Initial planning ─ Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation		
UNIT III	**EVENT MARKETING**	09
Role of Strategic Marketing Planning - Pricing ─ Marketing Communication Methods & budget ─ Elements of marketing communication ─ Managing Marketing Communication ─ Role of Internet ─ Sponsorship ─ Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.		
UNIT IV	**EVENT OPERATION**	09
Site Selection ─ Types of location ─ Venue Requirements ─ Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography ─ Protocols ─ Guest list ─ Guest demographics – Children at event ─ Invitation ─ Media ─ Freelance Event Operation ─ Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.		
UNIT V	**SAFETY & EVENT EVALUATION**	09
Risk assessment ─ Safety officer, Medical Manager ─ Venue, Structural safety ─ Food safety ─ Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.		
		Total: 45 Periods

LEARNING RESOURCES:

TEXT BOOKS:	
1	Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2014.
2	Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014
3	John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.

REFERENCES:	
1	G.A.J. Bowdin, Events Management ,Elseiver Butterworth
2	Allison ,The Event Marketing Handbook: Beyond Logistics & Planning.