

# ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)

## DEPARTMENT OF MANAGEMENT STUDIES

### Curriculum (Regulation 2018)

#### Choice Based Credit System

#### MBA FULL - TIME

#### SEMESTER - I

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	118BAT01	Business Statistics	PC	4	1	0	5	4
2.	118BAT02	Management Concepts and Practices	PC	4	0	0	4	3
3.	118BAT03	Management Accounting for Business Decisions	PC	4	0	0	4	4
4.	118BAT04	Economic Analysis for Business Decisions	PC	4	1	0	5	4
5.	118BAT05	Organizational Behavior	PC	4	0	0	4	3
6.	118BAE--	Professional Elective I	PE	4	1	0	5	4
7.	118BAE--	Open Elective I	OE	4	0	0	4	4
PRACTICALS								
8.	118BAP01	Executive Communications	EEC	0	0	4		2
TOTAL				28	3	4	35	28

**Course Objective**

To learn the basic concepts of statistics, to impart the knowledge of basic probabilistic theory and to learn one dimensional discrete and continuous probability distributions occurring in natural phenomena.

To introduce the notion of sampling distributions and estimation theory, to acquire the knowledge of statistical techniques useful in decision making.

To study the relationships between the variables, time series analysis and index numbers.

**UNIT-I: Role of Statistics in Business: 9+3**

Introduction to statistics- Measures of Central tendency-Arithmetic Mean, Median, Mode - Measures of dispersion- Standard deviation and Variance – Graphical representation of data- Pie chart, Bar graph, Histogram and Ogives.

**UNIT-II: Theory of Probability: 9+3**

Axioms of probability - Conditional probability - Total probability – Baye's theorem- Random variables - Probability mass function - Probability density function - Binomial, Poisson, and Normal distributions and their properties.

**UNIT-III: Sampling Distribution and Estimation: 9+3**

Introduction to sampling distributions- sampling distribution of a statistic: mean and proportion-application of central limit theorem sampling – standard error of a statistic. Estimation: Point and Interval estimates for population parameters of large sample and small samples- determining the sample size.

**Unit IV: Testing of Hypothesis: 9+3**

Tests for single Mean, Proportion, Difference of means (large and small samples) using Z-test and t-test – Tests for single variance and equality of variances using F-test – Chi-square test for Goodness of fit – Independence of attributes. Analysis of variance (ANOVA): Completely Randomized Design (CRD) (one way classification) – Randomized Block Design (RBD) (two way classification)

**UNIT-V: Business Forecasting: 9+3**

Correlation analysis: Karl Pearson's Coefficient of Correlation- Spearman's Rank Correlation. Regression Analysis: Least Square fit of a Linear Regression -Two lines of Regression - properties of regression coefficients. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

**Total: 45 + 15 = 60 PERIODS**

### **Course Outcomes**

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

**CO1:** To facilitate objective solutions in business decision making.

**CO2:** To understand and solve business problems

**CO3:** To apply statistical techniques to data sets, and correctly interpret the results.

**CO4:** To develop skill-set that is in demand in both the research and business environments

**CO5:** To enable the students to apply the statistical techniques in a work setting.

### **Text Books:**

Levin R.I., Rubin S. David, "Statistics for Management", Eight edition, Pearson, 2017.  
[e-resource: Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 2019].

### **Reference books**

1. Arora.P.N. and Arora.S., "Statistics for Management", S.Chand & Company Ltd, 2009.
2. Keller, G, "Statistics for Management and Economics", Cengage Learning (Textbook/eBook), 2019.
3. e-resource: Anderson D.R., Sweeney D.J. , Williams T.A., Camm J.D., and Cochran J.J., " Statistics for Business and Economics", 13<sup>th</sup> edition, Cengage Learning (Textbook/eBook), 2018. Hard copy: [Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2002.]
4. Black Ken, "Business Statistics: For Contemporary Decision Making", 10<sup>th</sup> edition (Textbook/eBook) ,Wiley, 2019.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	3	2	2	1	1	2	1	1	3
CO2	3	3	1	3	2	3	1	2	2	1	1	3
CO3	3	2	1	2	2	2	1	1	1	1	1	3
CO4	3	2	1	3	2	3	1	2	2	1	1	2
CO5	3	3	1	3	2	3	1	2	2	1	1	2

**118BAT02**

**Management Concepts and Practices**

**L T P C**

**4 0 0 3**

### **Course Objective**

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility

It focuses on the basic roles, skills for effective and efficient achievement of goals

### **Unit I - Introduction**

**12**

Management overview – evolution of management thoughts – Management is science or art? – Manager Vs Entrepreneur-Functions of management – types of business organizations-Environmental factors-Current trends and issues in Management.

### **Unit II -Planning**

**12**

Planning – the meaning and purpose of planning – steps – types – MBO – Policies, Procedures and Methods – Nature and types of policies – Functional Policies – Decision Making – Process – Types of Decisions.

### **Unit III - Organizing**

**12**

Organizing- Formal and informal organization – Meaning and Structure – Span of Control – Line and Staff Relationships – Staffing – Sources of Recruitment – Selection Process – Training – Methods – Departmentation – Organization Charts.

### **Unit IV - Leadership**

**12**

Direction – Leadership – theories – Styles – Motivation – Theories – Types - job satisfaction – job enrichment – Co – ordination – Communication – Types – Process – Essentials.

### **Unit V-Controlling**

**12**

Controlling in Management – Control Process – Innovation Management – Informational Technology in Management – Budgets – Techniques – Importance – Case Studies in General Management.

**Total -60 Hrs**

### **Course Outcomes**

**CO1:** Explain the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.

**CO2:** Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems

**CO3:** Understanding concepts of Ethics, Delegation, Coordination and Team work.

**CO4:** Develop the skillset to have manage group behaviour in Organizations

**CO5:** Insights about the current trends in managing organizational behavior

### **Text Books**

Koontz Herald & Weihrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

### **References**

Hellriegel, Jackson & Slocum-Management A Competency-Thomson South-western-2007.  
Koontz Herald & Weihrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

Heinz Weihrich, Mark. V. Cannice & Herald Koontz-Management: A global and entrepreneurial Perspective-Tata McGraw Hill-2008.

Pettinger-Introduction to Management-4e-Palgrave Macmillan-2007.

PC Tripathi, PN Reddy-Principles of Management-Tata McGraw Hill-2006.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	3	2	2	1	1	1	2	2	1	1
<b>CO2</b>	3	2	3	3	2	2	1	1	2	2	1	2
<b>CO3</b>	2	3	3	3	2	3	2	1	1	2	2	1
<b>CO4</b>	3	2	3	2	1	2	2	2	1	1	2	1
<b>CO5</b>	2	3	2	3	3	1	1	3	1	2	2	1

## **Course Objective**

This course examines the principles of planning and control of business organizations.

This course examine techniques of planning and control of business organizations.

This course examine uses of accounting in the planning and control of business organizations from a management perspective.

### **UNIT I - Introduction 12**

Introduction to Financial and Management Accounting, generally accepted Accounting Principles, conventions and concepts and systems of Book keeping. The Balance Sheet and related concepts, the Profit and Loss Account related concepts. Introduction- Journalizing, Ledger Transactions. Trail Balance- Preparing Final Accounts with adjustments.

### **Unit II - Financial Statement Analysis 10**

Analysis of Financial Statements Financial Ratio Analysis-Classification of Ratio-Interrelationship between Ratios-Du-Pont analyses

### **Unit III -Fund Flow Analysis 11**

Fund Flow Analysis – Importance and procedure for preparing a fund flow statement – schedule of changes in working capital – funds from operation statement – fund flow statement – limitations of fund flow statement

### **Unit IV -Cash Flow Analysis 11**

Cash flow analysis – importance and procedure for preparing cash flow statement – cash from operation statement – cash flow statement – limitations of cash flow statement

### **Unit V- Budgets and Budgetary Control 12**

Budgets and Budgetary Control - Classification of Budgets- Production Budget- Sales Budget- Cash Budget- Flexible Budgets- Zero base Budgeting.

**Total – 56Hrs**

## **Course Outcomes**

**CO1:** Understand the role of different branches of accounting i.e. Financial Accounting, Cost Accounting and Management Accounting and able to understand the balance sheets of a Company under Company's Act, Banking Company and Insurance Company.

**CO2:** Analyse the Financial Statements through various tools like ratio analysis, fund flow and cash flow etc.

**CO3:** Prepare the Fund Flow Statement and Working capital.

**CO4:** Apply the management and cost accounting techniques for decision making

**CO5:** Assess the accountancy standards of practices in India

### Text Books

M.Y.Khan and P.K.Jain - Management Accounting Tata McGraw Hill Publishing Company Ltd

M.A.Sahaf - Management Accounting (Principles and Practice): 2013 edition Vikash Publishing House Pvt Ltd, New Delhi.

### References

R.S.N.Pillai and Bagavathi – Management Accounting, S.Chand and Co.Ltd., New Delhi(2010 Edition)

Bhattacharya S.K. John Dearden – Accounting For Management Text and Cases, (2000 edition) – Vikash Publishing House Pvt Ltd, New Delhi.

CharelesT.Horgen – Introduction to Management Accounting 16 edition Prentice Hall New Delhi.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	1	2	1	1	1	-	3	3	-	-
CO2	3	2	1	2	2	2	-	2	-	3	-	2
CO3	3	3	2	2	3	2	1	2	1	3	-	1
CO4	3	3	2	3	3	2	1	1	1	2	-	1
CO5	3	2	3	2	2	2	1	2	-	2	-	-

**118BAT04**

**Economic Analysis for Business Decisions**

**L T P C**

**4 1 0 4**

### Course Objective

The purpose is to apply a series of basic economics principles to the decision making process within the firm.

Issues related to optimal pricing strategies, demand forecasting and optimal financing

To appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools

**Unit I–Introduction 11**

Nature and scope of Managerial Economics - Managerial Economics and Microeconomics - Managerial Economics and Macro-economic - Applications of Economics in Managerial decisions making - Profit Maximization, Sales Maximization.

**Unit II –Demand Analysis 10**

Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting methods

**Unit III - Production and Cost 12**

Production and Costs – Meaning of Production Function - Law of variable proportions - Law of Supply and Elasticity of Supply - Costs and Cost Functions - Short Terms Costs and their use on decision making - Determinants of costs - Break Even Analysis.

**Unit IV – Pricing and Market Structure 11**

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing policies and Methods

**Unit V - Macro Economics 12**

National Income Concepts - methods of calculating of NI and difficulties in calculating of NI – PPP- Business cycle – theories of business cycle – phases of BC –Inflation – types – Causes of Inflation – effects of Inflation –control of inflation – balance of trade – BOP – foreign exchange – determinant of foreign exchange.

**Total – 56 Hrs**

**Course Outcome:** At the end of the Course, the Student will be able to:

**CO1:** Apply the intuition for analyzing economic problems from a managerial perspective in an organizational & business context.

**CO2:** Analysis the basic tools that structure the microeconomic problems for optimal decision-making.

**CO3:** Comprehension knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainly.

**CO4:** To have the understanding of economic environment of business.



**CO5:** To study about the policies that regulate economic variables

### **Text Books**

Managerial Economics in a Global Economy, Dominick Salvatore, 2018, 9<sup>th</sup> Edition, OUP New Delhi.

### **References**

Managerial Economics, Maheshwari & Varshney, 2014, Sultan Chand & Sons, New Delhi.

Managerial Economics, Mote, Samuel Paul & Gupta, 2017, TMI, New Delhi.

Business Economics, Mithani & Gopala Krishna Murthy, 2018, Himalaya Publishing House, New Delhi.

Managerial Economics, Craig Peterson, 2015, PHI, New Delhi.

Managerial Economics, Dwivedi, 2017, Vikas Publications, New Delhi.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	1	1	1	3	3	2	2	3	3	3	3
<b>CO2</b>	3	3	3	3	3	3	2	2	2	2	2	2
<b>CO3</b>	3	2	1	2	2	2	2	2	3	3	3	3
<b>CO4</b>	3	3	3	3	3	3	1	1	1	2	2	2
<b>CO5</b>	3	3	3	2	2	1	2	2	2	2	3	3

**118BAT05**

**Organizational Behavior**

**L T P C**

**4 0 0 3**

### **Course Objective**

To give a comprehensive view on the individuals behavior and Personality

To give a comprehensive view on the groups behavior Motivation

To give a comprehensive view in diverse organizations and on organizational structure and processes

**Unit I - Introduction to OB**

**12**

Meaning & Importance of OB - Historical Development & Contribution Disciplines -  
Foundation of individual behavior and individual decision making - Values attitudes & job  
satisfactions

**Unit II- Personality& Motivation** **10**

Personality – Basic concepts and theories - Perception - Basic concepts and factors influencing  
- Motivation - Theories – Content theories and process theories– Problems in motivation

**Unit III - Group Dynamics** **10**

Foundation of group behavior - Types of groups - Group Norms and Cohesive group Roles -  
Understanding work teams

**Unit IV- Organizational Culture & Learning** **12**

Elements of organizational culture - Organizational culture and performance - Changing and  
strengthening culture - Organizational socialization - Creating an ethical organizational culture  
- Sustaining organizational culture

**Unit V-Conflict, Power and Politics** **12**

Conflict process ,source of conflict - Structural approach to conflict management - Resolving  
conflict through negotiation - Organizational careers - Contingent workforce - Power and  
politics in organization - Work stress and its management - Cause and consequences - Stress  
coping strategies

**Total – 56Hrs**

**Course Outcomes**

**CO1:** Understand and learn the effective interpersonal, team building and leadership skills.

**CO2:** Familiarized to adjust better in organizational settings (by developing an understanding of how  
and why others behave in a particular manner).

**CO3:** Improved the organizational performance through the effective management of human  
resources.

**CO4:** Students will have a better understanding of human behavior in organization

**CO5:** They will know the framework for managing individual and group performance

## Text Books

Robbins Stephen and Timothy A Judge Organizational Behaviour 15<sup>th</sup> edition Prentice Hall(India)Pvt Ltd “2013”

## References

McshaneL.StevenvonGlinow Ann Mary Sharma R.Radha Books

OrganisationalBehaviour,Publisher Tata McGraw Hills “2006”

Robin Fincham Peter Rhodes, Principle of organizational Behaviour,oxford university press,year”2005”

Luthan Fred ,organizational Behaviour ,Tata McGrawHill Year “2000”

Robbins Stephen P,Organizational Behaviour 12<sup>th</sup> edition Prentice Hall(India)Pvt Ltd “2000”

DwivediR.S,HumanRelations and organizational Behaviour A Global perspective 5<sup>th</sup> Edition Palgrave Macmillan Year “2006”

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	2	1	1	1	2	2	1	1
CO2	3	2	3	3	2	2	1	1	2	2	1	2
CO3	2	3	3	3	2	3	2	1	1	2	2	1
CO4	3	2	3	2	1	2	2	2	1	1	2	1
CO5	2	3	2	3	3	1	1	3	1	2	2	1

118BAE01

Legal Aspects of Business

L T P C

4 1 0 4

## Course Objective

This course is designed to provide you with an overview of various legal concepts and principles impacting business.

It introduces you to a broad array of information and develops relevant skills encompassing the dynamic nature of the legal environment

Its relationship to the transactional and functional aspects of business

## Unit I - Law of Contract

12

Contract – Meaning and Essentials of Valid Contract – Offer , Acceptance and Agreement - Formation of Agreement – Consideration in Contracts – Performance of the Contract – Void Contract, Voidable Contract – Contingent Contract – Breach, Damages and Compensation .

## Unit II - Law of Partnership &Law of Sale of Goods

12

Partnership – Concept and Formation of Partnership – Kinds of Partners – Legal Relations between partners – rights of incoming and outgoing partners – Retirement and Expulsion – Dissolution of Firm. Law of Sale of Goods – Definition and essentials of a Contract of Sale – Goods and Their Classification – Sale and Transfer of ownership – Transfer of Title by non-owners - Guarantees & Warranties in sales contract - performance of sales contracts – unpaid sellers and his rights – remedies for breach.

### **Unit III - Negotiable Instrument Act**

**10**

Negotiable Instrument – Nature and requisites – Definition of promissory notes – Cheque and bill of exchange – holder for value and holder in due course – Types of Negotiation – Rights and duties of Collecting and Paying Bankers – Forgery.

### **Unit IV - Companies Act**

**11**

Major principles – Nature and Types of Companies – Registration – MOA – AOA – Prospectus and rising of Capital – Borrowing powers of the company – BOD – Auditors – Meeting – Winding up of Company – Corporate governance.

### **Unit V - Income and Sales Acts**

**11**

Corporate Tax planning, Overview of GST – Definition, Scope& Incidence of GST, Types of GST, Value Added tax – Concepts, Scope, methods of Vat calculation, practical implications of VAT.

**Total: 56Hrs**

### **Course Outcomes**

**CO1:** Study the provisions of Law of Contract, Partnership and Sale of Goods Act.

**CO2:** Acquaint with basic negotiable instruments

**CO3:** Understand the fundamental provisions of Company Law & Law of Insurance.

**CO4:** Ability to understand the fundamentals of corporate tax and GST

**CO5:** Understand the role of consumer rights and cyber laws in the modern business environment

### **Text Book**

P C Tulsian Business and Corporate Law TMH 2007

### **References**

Pathak Legal Aspects of Business Tata McGraw Hill 2005

N.D. Kapoor Elements of Mercantile Law Sultan Chand & Sons 2003  
 C L Bansal Business and Corporate Laws Excel Books 2006  
 MC Kuchhal Deep Prakash Business Legislation for Management Vikas Publishing 2007  
 S.N.Maheshwari&Maheshwari, Business Regulatory Framework Himalaya Publishing House  
 2006

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	2		3	3	2	1	1
CO2	3	3	2	3	2	1	1	3	1	1	1	2
CO3	2	3	3	2	2	1	1	3	2	2	2	1
CO4	3	3	3	2	2	2	1	2	1	2	1	1
CO5	3	2	1	3	2	2	2	3	2	1	2	1

**118BAE02                      INTELLECTUAL PROPERTY RIGHTS                      L T P C**  
**3 0 0 3**

#### **OBJECTIVE :**

To understand intellectual property rights and its valuation.

#### **UNIT I INTRODUCTION 9**

Intellectual property rights - Introduction, Basic concepts, Patents, Copyrights, Trademarks, Trade Secrets, Geographic Indicators; Nature of Intellectual Property, Technological Research, Inventions and Innovations, History - the way from WTO to WIPO, TRIPS.

#### **UNIT II PROCESS 9**

New Developments in IPR, Procedure for grant of Patents, TM, GIs, Patenting under Patent Cooperation Treaty, Administration of Patent system in India, Patenting in foreign countries.

#### **UNIT III STATUTES 9**

International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh- Dole Act and Issues of Academic Entrepreneurship.

#### **UNIT IV STRATEGIES IN INTELLECTUAL PROPERTY 9**

Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies

## UNIT V MODELS

9

The technologies Know-how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

**TOTAL: 45 PERIODS**

### OUTCOME:

**CO1:** Understanding of intellectual property and appreciation of the need to protect it

**CO2:** Awareness about the process of patenting

**CO3:** Understanding of the statutes related to IPR

**CO4:** Ability to apply strategies to protect intellectual property

**CO5:** Ability to apply models for making strategic decisions related to IPR

### REFERENCES :

V. Sople Vinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2006.

Intelluctual Property rights and copyrights ,EssEss Publications.

A. Primer, R. Anita Rao and Bhanoji Rao, Intelluctual Property Rights, Lastain Book company.

Edited by Derek Bosworth and Elizabeth Webster, The Management of Intelluctual Property, Edward Elgar Publishing Ltd., 2006.

WIPO Intelluctual Property Hand book.

IPR	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	3	3	3	3	3	1	2	1
CO2	3	3	2	3	3	3	3	3	3	1	1	1
CO3	3	3	3	3	3	3	3	3	3	2	2	1
CO4	3	3	3	3	3	3	2	2	3	3	1	1
CO5	3	3	3	3	3	3	2	2	3	3	2	1

**OBJECTIVES:**

To familiarize students with the theory and practice of small business management.

To learn the legal issues faced by small business and how they impact operations.

**UNIT I INTRODUCTION TO SMALL BUSINESS**

**9**

Creation, Innovation, entrepreneurship and small business - Defining Small Business –Role of Owner – Manager – government policy towards small business sector –elements of entrepreneurship – evolution of entrepreneurship –Types of Entrepreneurship – social, civic, corporate - Business life cycle - barriers and triggers to new venture creation – process to assist start ups – small business and family business.

**UNIT II SCREENING THE BUSINESS OPPORTUNITY AND FORMULATING THE BUSINESS PLAN**

**9**

Concepts of opportunity recognition; Key factors leading to new venture failure; New venture screening process; Applying new venture screening process to the early stage small firm Role planning in small business – importance of strategy formulation – management skills for small business creation and development.

**UNIT III      BUILDING THE RIGHT TEAM AND MARKETING STRATEGY**

**9**

Management and Leadership – employee assessments – Tuckman's stages of group development - The entrepreneurial process model - Delegation and team building - Comparison of HR management in small and large firms - Importance of coaching and how to apply a coaching model.

Marketing within the small business - success strategies for small business marketing - customer delight and business generating systems, - market research, - assessing market performance- sales management and strategy - the marketing mix and marketing strategy.

**UNIT IV      FINANCING SMALL BUSINESS**

**9**

Main sources of entrepreneurial capital; Nature of 'bootstrap' financing - Difference between cash and profit - Nature of bank financing and equity financing - Funding-equity gap for small firms. Importance of working capital cycle - Calculation of break-even point - Power of gross profit margin- Pricing for profit - Credit policy issues and relating these to cash flow management and profitability.

Causes of small business failure - Danger signals of impending trouble - Characteristics of poorly performing firms - Turnaround strategies Concept of business valuation - Different valuation measurements - Nature of goodwill and how to measure it - Advantages and disadvantages of buying an established small firm - Process of preparing a business for sale.

**TOTAL: 45 PERIODS****OUTCOMES:**

**CO1:** Familiarise the students with the concept of small business

**CO2:** In depth knowledge on small business opportunities and challenges

**CO3:** Ability to devise plans for small business by building the right skills and marketing strategies

**CO4:** Identify the funding source for small start ups

**CO5:** Business evaluation for buying and selling of small firms

**REFERENCES :**

1. Hankinson,A.(2000). "The key factors in the profile of small firm owner-managers that influence business performance. The South Coast Small Firms Survey, 1997-2000." Industrial and Commercial Training 32(3):94-98.
2. Parker,R.(2000). "Small is not necessarily beautiful: An evaluation of policy support for small and medium-sized enterprise in Australia." Australian Journal of Political Science 35(2):239-253.
3. Journal articles on SME's.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	2	2	1	-	1	-	1	2	1	2	-	1
<b>CO2</b>	3	3	3	3	3	3	3	2	3	3	2	3
<b>CO3</b>	3	3	2	2	3	3	2	3	3	2	3	2
<b>CO4</b>	3	2	2	-	2	1	2	-	2	1	1	-
<b>CO5</b>	3	2	2	3	2	1	3	2	3	3	2	3



**COURSE OBJECTIVE**

The objective of the course is to help the student understand Application Software

The objective of the course is to the critical role of Information Systems in today's organizations

**UNIT – I INTRODUCTION TO INFORMATION SYSTEMS****10**

Foundation Concepts – Components of Information System – Types of Information System - Computer Based Information Systems -Business Information Systems – Success and Failure with IT- Strategic uses of IT – Role of IT in Re-engineering.

**UNIT – II SYSTEMS AND APPLICATION SOFTWARE****12**

Overview of Software -Systems Software -Operating Systems – Current, Workgroup and Enterprise - Operating System - Application Software -Overview of Application Software - Personal Application Software -Group Application Software - Enterprise Application software - Programming Languages.

**UNIT - III DATABASE MANAGEMENT SYSTEM****11**

Hierarchy of Data - Data Entities, Attributes and Keys - Database Approach -□Relational Database Model -Types of Database - Data Definition Language -Data Manipulation language - Data Control Languages - Popular Database Management Systems - Data Warehousing & Mining

**UNIT –IV FUNCTIONAL ASPECTS OF MIS****12**

Overview of MIS - Financial - Manufacturing -Marketing -Human Resource Management - Accounting & Geographic Information Systems -Overview of Decision Support system- What if analysis – Sensitivity Analysis – EIS- KMS – Artificial Intelligence Technologies in Business – Expert Systems.

**UNIT – V ENTERPRISE RESOURCE PLANNING & SYSTEM DEVELOPMENT 11**

Overview of ERP - Modules of ERP Packages - Popular ERP Packages -ERP Implementation - Overview of systems development - Systems Development Life Cycles – Prototyping – System Analysis – System Design – Implementation - Factors affecting systems development success.

**Total: 56Hrs****Course Outcomes**

**CO1:** Understand the leadership role of Information Systems in achieving business competitive advantage through informed decision-making.

**CO2:** Understand the concepts system, application software and programming languages

**CO3:** Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.

**CO4:** Learn the various technologies in information system and its security.

**CO5:** Gains knowledge on effective applications of information systems in business.

### **Text Books**

James O'Brien, Management Information System ,TMH 2007

Kenneth C. Laudon& Jane P. Laudon, Management Information System, PHI 2008.

### **Reference Books**

Gordon B. Davis &Margrethe H. Olson, Management Information System ,TMH 2000

Ray Hackney & Dennis Dunn ,Business Information Technology Management, Palgrave Macmillan ,2006

Schultheis Management Information systems: The Manager's View ,TMH 2007

Ashok Arora&Akshaya Bhatia, Management Information system Excel Books 2006

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	1	2	3	3	2	1	3	3	2	1	2	1
<b>CO2</b>	3	2	2	1	1	2	2	3	3	1	2	2
<b>CO3</b>	3	3	2	2	1	1	1	2	3	1	2	3
<b>CO4</b>	2	1	3	2	3	1	1	2	3	2	3	1
<b>CO5</b>	2	2	1	1	3	3	3	2	1	1	2	3

**118BAE12**

**SUSTAINABLE MANAGEMENT**

**L T P C**

**4 1 0 4**

### **OBJECTIVES:**

To provide students with fundamental knowledge of the notion of corporate sustainability.

To determine how organizations impacts on the environment and socio-technical systems, the relationship between social and environmental performance and competitiveness, the approaches and methods.

## **UNIT I MANAGEMENT OF SUSTAINABILITY**

**10**

Management of sustainability -rationale and political trends: An introduction to sustainability management, International and European policies on sustainable development, theoretical pillars in sustainability management studies.

## **UNIT II CORPORATE SUSTAINABILITY AND RESPONSIBILITY**

**12**

Corporate sustainability perimeter, corporate sustainability institutional framework, integration of sustainability into strategic planning and regular business practices, fundamentals of stakeholder engagement.

## **UNIT III SUSTAINABILITY MANAGEMENT: STRATEGIES AND APPROACHES**

**11**

Corporate sustainability management and competitiveness: Sustainability-oriented corporate strategies, markets and competitiveness, Green Management between theory and practice, Sustainable Consumption and Green Marketing strategies, Environmental regulation and strategic postures; Green Management approaches and tools; Green engineering: clean technologies and innovation processes; Sustainable Supply Chain Management and Procurement.

## **UNIT IV SUSTAINABILITY AND INNOVATION**

**12**

Socio-technical transitions and sustainability, Sustainable entrepreneurship, Sustainable pioneers in green market niches, Smart communities and smart specializations.

## **UNIT V SUSTAINABLE MANAGEMENT OF RESOURCES, COMMODITIES AND COMMONS**

**11**

Energy management, Water management, Waste management.

**Total: 56Hrs**

### **OUTCOMES :**

**CO1:** An understanding of sustainability management as an approach to aid in evaluating and minimizing environmental impacts while achieving the expected social impact.

**CO2:** An understanding of corporate sustainability and responsible Business Practices

**CO3:** Knowledge and skills to understand, to measure and interpret sustainability

performances.

**CO4:** Knowledge of innovative practices in sustainable business and community management

**CO5:** Deep understanding of sustainable management of resources and commodities

## **REFERENCES :**

- 1.Daddi, T., Iraldo, F., Testa, Environmental Certification for Organizations and Products: Management, 2015
- 2.Christian N. Madu, Handbook of Sustainability Management 2012
- 3.Petra Molthan-Hill, The Business Student's Guide to Sustainable Management: Principles and Practice, 2014
- 4.Margaret Robertson, Sustainability Principles and Practice, 2014
- 5.Peter Rogers, An Introduction to Sustainable Development, 2006

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	2	3	2	2	1	2	2	1	2	2
<b>CO2</b>	3	2	2	3	3	2	2	3	2	2	1	1
<b>CO3</b>	3	3	1	3	2	3	2	3	2	1	2	1
<b>CO4</b>	3	3	2	3	3	2	1	3	2	1	1	2
<b>CO5</b>	3	3	2	3	2	2	1	3	2	1	2	1

**118BAE12 FUZZY LOGIC FOR MANAGEMENT DECISION MAKING    L T P C**  
**4   1   0   4**

## **OBJECTIVE:**

To study the fundamentals of fuzzy logic to apply in management decision making.

## **UNIT I FUZZY SETS**

Introduction - Definitions & Terminologies - Formulation and Parameterisation of Membership Functions - Fuzzy Union, Intersection and Complement.

**UNIT II FUZZY RULES AND REASONING** **12**

Extension Principle and Fuzzy Relations - Linguistic Variables and Fuzzy If-Then rules - Compositional rule of inference and fuzzy reasoning.

**UNIT III FUZZY APPLICATIONS IN MANAGEMENT DECISIONS** **11**

Fuzzy Models - Mamdani and Sugeno models. Applications in Management Decision making.

**UNIT IV ADAPTIVE NEURO FUZZY INFERENCE SYSTEMS** **12**

ANFIS Architecture - Hybrid Learning Algorithm - ANFIS and RBFN cross fertilization - ANFIS as a Universal Approximator.

**UNIT V COACTIVE NEURO FUZZY MODELING** **11**

Framework of Generalised ANFIS - multiple I/O Systems, Architectural comparisons. Neuron functions for Adaptive networks - Neuro-Fuzzy Spectrum - Analysis of Adaptive Learning Capability.

**Total: 56Hrs**

**OUTCOMES:**

**CO1:** Understand the basics and terminologies of fuzzy.

**CO2:** Understand the principles and relations of fuzzy.

**CO3:** The student will understand the applications of fuzzy.

**CO4:** Learn about the architecture of adaptive neuro fuzzy inference system.

**CO5:** The students will understand the neuro-fuzzy systems to management decision making situations.

## REFERENCES :

- 1.Jang J.S.R., Sun C.T. and Mizutani E, Neuro-Fuzzy and Soft Computing - A computational Approach to Learning and Machine Intelligence, Pearson Education, 2007.
- 2.Sundareswaran K, A Learner's guide to Fuzzy Logic Systems, Jaico Publishing House, 2005.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	1	1	1	2	2	3	3	1	3	2
CO2	2	1	1	1	1	3	2	3	3	1	3	2
CO3	3	1	1	1	1	3	3	3	2	1	3	2
CO4	2	1	1	1	1	2	3	2	3	1	2	3
CO5	2	1	2	1	1	2	3	1	2	1	3	3

**118BAP01**

**Executive Communication**

**L T P C**  
**0 0 3 2**

## COURSE OBJECTIVE

Technology based learning and inculcating various soft skills requires for the budding managers.

Designed to give a comprehensive view of business communication for the budding managers.

Developing oral presentations and clear writing skills for the business requirements.

Writing knowledge

Project preparations and Article publications

### Details of the Experiments

**BUSINESS COMMUNICATION IN THE NEW MILLENNIUM :** Communication Technology and its impact – E – Mail – E – Business – E – Commerce – Video conferencing.

**MOBILE USAGE** – Search engines – Google – You Tube – Facebook.

**SPEECHES AND PRESENTATIONS:** Soft skills - Verbal and Non - verbal communication - Principles of effective speech – Kinds of speeches

**PRESENTATION SKILLS:** Building self-confidence – Word power.

**BUSINESS LETTERS:** Three stages of writing business letters – Process of writing – Parts of a business letter – Types of letters

**CAREER COMMUNICATION:** Preparing resume – Interviews – Group Discussion – Interactive communication – Meetings – Minutes of meeting - Conference – Workshop – Symposium – Seminar.

**REPORT WRITING:** Preparation of Project report – Journal Article Format - Negotiations – Understanding Etiquettes.

### **Course Outcomes**

**CO1:** Understand the fundamentals, scope and importance of communication in business.

**CO2:** Develop individual reading and listening skills

**CO3:** Develop an ability to communicate correctly and effectively on matters having relevance to day-to-day business operations.

**CO4:** In-depth understanding of interview skills

**CO5:** Ability to prepare Business reports

### **Text Books**

Madhukar R K Business Communication Vikas Publishing House , 2<sup>nd</sup> Edition, 2012

Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, “Effective Business Communication”, Tata McGraw Hill, 10<sup>th</sup> Edition, 2009

### **References**

Krizan, Merrier Jones, Business Communication, 6<sup>th</sup> Edition, Thomson Learning

Essentials of Business Communication ,Rajendra Paul & J.S. Korlahalli

Bovee, Thill, Schatzman, Business Communication, 7<sup>th</sup> Edition, Pearson Education, New Delhi

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	2	2	1	3	3	1	1	1
CO2	2	3	3	2	2	1	1	3	3	2	2	2
CO3	3	2	1	2	2	2	3	1	2	1	2	1
CO4	3	1	2	3	2	1	1	3	2	1	2	2
CO5	3	1	2	3	2	1	1	1	2	2	1	1

**ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)**

**DEPARTMENT OF MANAGEMENT STUDIES**  
**Curriculum (Regulation 2018)**

Choice Based Credit System

**MBA FULL - TIME**

**SEMESTER II**

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	218BAT06	International Business Management	PC	4	0	0	4	4
2.	218BAT07	Optimization Techniques	PC	4	1	0	5	4
3.	218BAT08	Human Resource Management	PC	4	0	0	4	4
4.	218BAT09	Marketing Management	PC	4	0	0	4	4
5.	218BAT10	Financial Management	PC	4	1	0	5	4
6.	218BAT11	Operations Management	PC	4	1	0	5	4
7.	218BAE__	Open Elective II	OE	4	0	0	4	4
PRACTICALS								
8.	218BAP02	Data Analysis and Business Modelling (Laboratory)	EEC	0	0	4	4	2
9.	218BAV01	Managerial Skill Development -I	VAC	0	0	2	2	2
TOTAL				28	1	6	35	31

**218BAT06**

**International Business Management**

**L T P C**

**4 0 0 4**

**COURSE OBJECTIVE**

To facilitate the understanding of International Business concepts

To familiarize the understanding of multi-polar, multi-cultural world in International Business.

To support the students to have clear understanding about the different strategies in International Business.



**UNIT I - INTRODUCTION****12**

International Business – Internationalizing business-Advantages – Drivers of International Business, Domestic Vs. International Business- MNCs- Goals, Defenders and critics. Globalization: Implications, Challenges factors causing globalization of business - Role of GATT / WTO, Types of regional trade blocks (RTB), ECGC(Export Credit Guarantee Corporation of India) functions.

**UNIT II - INTERNATIONAL BUSINESS ENVIRONMENT:****12**

Cultural, social, political and legal, technological, economic and trade environment, regulatory, natural and demographic environment- Significance of international business environment- Transfer of technology ; levels, channels, issues, methods of transfer of technology. International Trade Policies, Laws, BRICS, G 7 and G 20 countries.

**UNIT III - STRATEGIES AND STRUCTURE OF INTERNATIONAL BUSINESS****12**

Strategy development in international business - Strategic options – Global portfolio management- Entry Strategies and Strategic Alliances; Ethno centric, polycentric, geocentric and reginocentric approaches – different forms of international business –advantages- organizational issues of international business – International organizational structures. Organizational structure and control system for international business: Centralized Vs Decentralized structure- functional, divisional, product based and matrix structure.

**UNIT IV - INTERNATIONAL BUSINESS FUNCTIONAL STRATEGIES:****12**

International Production Strategy-International Financing Strategy-International Human Resources Strategy; Domestic HRM and IHRM, Managing Expatriate and-International Marketing Strategy; Product Decisions, International Pricing, Marketing Channels, International Promotion

**UNIT V - EXPORT PROMOTION, SOCIAL RESPONSIBILITY AND ETHICAL ISSUES IN INTERNATIONAL BUSINESS****12**

Export Promotion: EOUs, Special Economic Zones, Export Houses, Financing Foreign Trade - Export Procedures, Central and state Govt. EXIM policies. Social responsibility and Ethics in International Business; managing CSR- Ethical issues faced by international businesses-National differences in ethics and social responsibility.

**Total – 60Hrs****COURSE OUTCOME:**

**CO1:** Students would be familiar with global business environment.

**CO2:** Students acquire clarity in international strategic management practices and get acquainted with functional domain practices.

**CO3:** Students would be familiar with conflicts situations and ethical issues in global business.

**CO4:** Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system

**CO5:** Enhance the cognitive knowledge of managing business across the cultures

### **TEXT BOOKS:**

John D Daniels, Lee H. Radebaugh, and Daniel P Sullivan, Prasanth Salman “International Business Environment”, Pearson Education, 15<sup>th</sup> edition, New Delhi, 2016.

Francis Cherunilam, “International Business”, Prentice Hall of India, New Delhi, 2010.

### **REFERENCES:**

Alain Verbeke, International Business Strategy, Cambridge University Press, Bangalore, 2<sup>nd</sup> edition, 2013

K. Aswathappa, “International Business”, Tata McGraw Hill Education, 6<sup>th</sup> edition, New Delhi, 2015.

Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.

Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata McGraw Hill, New Delhi, 2006.

Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

### **Websites:**

<https://www.ru.nl/Education>

<https://alexanderstreet.com/products>

<https://www.hu.nl/voltijd-opelidingen>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	3	3	2	2	1	3	1	1	1	1
CO2	2	2	3	2	2	2	1	3	1	2	1	2
CO3	3	2	1	2	2	2	3	1	2	1	2	1
CO4	2	3	1	2	2	2	2	3	2	2	1	2
CO5	3	3	2	2	1	1	2	3	2	2	1	1

218BAT07

OPTIMIZATION TECHNIQUES

L T P C

4 1 0 4

**COURSE OBJECTIVE**

To provide necessary inputs for optimum utilization of resources by employing operational research techniques.

To apply the mathematical modeling in solving practical problems in industry.

To recognize the importance and value of optimization techniques to solve the real time problems.

### **UNIT I INTRODUCTION**

**12**

Definition of Decision Models and Decision variables-Types of Decision Models-Steps involved in Decision Modeling- formation of LPP - Graphical method-Linear Programming-Simplex method-Big M method-Application of LP in Management – Sensitivity Analysis

### **UNIT II TRANSPORTATION AND ASSIGNMENT MODELS**

**12**

Transportation and Assignment models-Initial solutions using North-West Corner Method, Matrix-Minima and Vogel's Approximation Method-Optimal Solutions by Modified Distribution Method-Assignment Problems – Models & Solutions-Salesmanship Problem

### **UNIT III SEQUENCING**

**12**

Sequencing - Sequencing of 'n' jobs and '2' machines - 'n' jobs and '3' Machines 'n' jobs and 'm' machines.

### **UNIT IV NETWORK MODELS**

**12**

Network models-PERT & analyzing the PERT network - CPM – critical path method Minimal Spanning Tree – Shortest Route – Vehicle Routing - Waiting Line Models - Structure of waiting line system.

### **UNIT V REPLACEMENT THEORY AND QUEUING MODEL**

**12**

Replacement theory - Replacement Policy for Equipment which Deteriorates Gradually - Replacement of items that fail suddenly. Queuing models - Single channel waiting model with poison arrivals and exponential service times Single server model – infinite-population & finite population – Multi server model – infinite population

**Total – 60Hrs**

### **COURSE OUTCOME:**

**CO1:** Formulate a managerial decision problem into a mathematical model

**CO2:** Understand Operations Research models and apply them to real-life problems.

**CO3:** Able to design new simple models, like: CPM, PERT to improve decision making and develop critical thinking and objective analysis of decision problem.

**CO4:** Inventory management and job sequencing in manufacturing context

**CO5:** Queuing and replacement theories in real time scenario optimization

**TEXT BOOKS:**

1. ND Vohra, Quantitative Techniques in Management, 5<sup>th</sup> edition, McGraw Hill 2017
2. Sharma J.K, Operations Research, Laxmi Publications-New Delhi, 2013

**REFERENCES:**

1. Hamdy A. Taha Operative Research –An Introduction, 9<sup>th</sup> edition, PHI 2014
2. Harvey M. Wagner Principles of Operations Research PHI 2007
3. David R. Anderson Dennis J. Sweeney Thomas A. Williams Introduction to Management Science Thomson Learning, 13th edition 2012

**WEBSITES:**

1. <https://orc.mit.edu/>
2. [www.learnaboutor.co.uk/](http://www.learnaboutor.co.uk/)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	3	3	3	3	3	2	1	1
CO2	3	3	2	3	1	1	1	3	1	2	1	1
CO3	3	3	2	3	1	1	1	3	1	2	1	1
CO4	3	3	2	3	2	1	1	3	1	2	1	1
CO5	3	3	2	3	1	2	1	3	1	2	1	2

**218BAT08****HUMAN RESOURCE MANAGEMENT**
**L T P C**  
**4 0 0 4**
**COURSE OBJECTIVE**

The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization

In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.

**UNIT I INTRODUCTION TO HRM****12**

Meaning, Scope, Definition and Objectives of HRM –Importance of human factor-Challenges-Inclusive growth and Affirmative action- Functions of HRM and Models of HRM - Activities and Challenges of HRM - Role of HR Manager - HRM as Linked to Environmental changes.

## **UNIT II HUMAN RESOURCE PLANNING & RECRUITMENT, SELECTION 12**

HRP – Need and Importance, HRP Process, Barriers to HRP - HR Planning process - Job analysis, Job description & Job specification - Job Rotation, Job enlargement & Job enrichment - Job evaluation – RECRUITMENT: - Recruitment -Process & Methods of Recruitment. SELECTION: - Selection process - type of tests & types of interviews - Designing and conducting the effective interview - Induction and Placement.

## **UNIT III WAGE AND SALARY ADMINISTRATION & APPRAISING AND MANAGING PERFORMANCE 12**

Principles and techniques of wage fixation - Incentive schemes and plans. Appraisal process, methods, and potential problems in performance evaluations, Traditional Modern methods - Potential Appraisal - Methods to improve performance - Career Planning and Development

## **UNIT IV TRAINING AND EXECUTIVE DEVELOPMENT 12**

Nature of Training – Methods of Training – Training Need Analysis- Training Design – Training Evaluation-Management Development –Succession Planning-Coaching.

## **UNIT V RECENT TRENDS IN HR 12**

HR outsourcing - Managing Attrition and Retention - Collective Bargaining - Grievance Management - Quality of work life – HR Accounting and Audit – Whistle Blowing – Employee poaching - HRIS- Diversity of Workforce - Cause and procedure for employee termination - IOT role in HRIM and e – filing.

**Total – 60Hrs**

### **COURSE OUTCOME:**

**CO1:** Explain the importance of human resources and their effective management in organizations.

**CO2:** Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.

**CO3:** Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training

**CO4:** Students would be prepared to implement the concepts learned in the workplace.

**CO5:** Students would be aware of the emerging concepts in the field of HRM

**TEXT BOOKS:**

- 1 K.Aswathappa Human Resource Management TMH, 2017.
- 2 Dessler Human Resource Management, Pearson Education Limited, 2017

**REFERENCES:**

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2015
2. Bernadin, Human Resource Management, Tata Mcgraw Hill, 14th edition 2015
3. Scott Snell & George Bohlander Human Resource Management Thomson Learning 2009.
4. VSP Rao Human Resource Management -2016.
5. Raymond A. NoeJohn R. Hollenbeck Patrick M Wright Human Resource Management – Gaining a competitive advantage TMH 2007.

**WEBSITES:**

[www.hrmantra.com](http://www.hrmantra.com)  
<http://www.whatishumanresourcemanagement.com>  
[www.shrm.org](http://www.shrm.org)  
[www.citehr.com](http://www.citehr.com)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	1	2	2	2	1	1	2	1	1	1
CO2	3	3	2	3	2	2	2	2	3	1	2	1
CO3	3	3	3	3	3	3	2	2	3	1	2	1
CO4	3	3	2	3	3	2	2	2	2	1	1	1
CO5	3	3	1	2	2	2	2	2	2	1	1	1

**218BAT09**

**MARKETING MANAGEMENT**

**L T P C**  
**4 1 0 4**

**Course Objective:**

The objective of this course is to teach the students' marketing concepts and techniques to they become acquainted with the duties of a marketing manager.

To be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.

Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

**Unit-I Introduction of Marketing** **10**

Marketing definitions and Concepts, Marketing Environment, marketing interface with other functional areas, marketing information system, definitions and process of market Research.

**Unit-II Customer Value and Marketing Mix** **14**

Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets - Consumer Behaviour- cultural, Social and Personal Factors, marketing mix, developing products and branding - Product levels; classifying products, Product line and Product mix, Product Life Cycle, New Product Development.

**Unit-III Marketing Strategy** **12**

Market segmentation- segmentation of consumer market, business market, market targeting - evaluating market segmentation, selecting target market segmentation, positioning - positioning maps, positioning strategy overall marketing strategy -CRM and retain strategy.

**Unit-IV Distribution and Communication mix** **12**

Marketing Channels, Channel intermediates and functions, channel structure, alternative channel, channel strategy decisions. Promotional mix, advertising, public relations, sales promotion, personal selling, integrated marketing communications.

**Unit-V Pricing Decisions and trends in marketing** **12**

Mark-up pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, Concept of Viral marketing, Rural marketing, Digital marketing, Social media, Neuro and Global marketing.

**Total: 60 Hrs**

**Course Outcome:** At the end of the Course, the Student will be able to:

**CO1:** Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

**CO2:** Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.

**CO3:** Design themselves and members they work within a team when undertaking independent marketing management study.

**CO4:** Ability to analyze the nature of consumer buying behaviour

**CO5:** Understanding of the marketing research and new trends in the arena of marketing

### Text Book

Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy 13/e, Pearson Education, 2018.

### Reference Books

Marketing Management, RamaswamyNamakumari, TMH 5/e 2015.

Marketing Management, RajanSaxena:, 4/e, TMH, 2016

Marketing Management Debases Pradhan, a casebook, Cengage Learning, 2015.

Fundamentals of Marketing, Marilyn A Stone & John Desmond, Routledge, 2016

Marketing Management, concept, cases, challenges and trends, Govindarajan. M, PHI, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	2	2	2	1	2	1	2	1	1
CO2	3	2	2	2	2	2	1	2	2	2	1	1
CO3	3	3	2	1	2	2	1	2	1	2	2	1
CO4	3	3	1	2	3	2	2	2	2	1	1	2
CO5	3	3	1	2	2	2	1	2	2	1	2	1

218BAT10

FINANCIAL MANAGEMENT

L T P C

4 0 0 4

### COURSE OBJECTIVE

To know the various sources of finance, to understand the various uses for finance and to familiarize oneself with the techniques used in financial management,

Apply the risk-return analysis in investments, Apply and undertake the main financial decisions related to the acquisition, use and appropriation of funds for value maximization,

Evaluate the role of finance in assets management, Apply the knowledge of finance in the public sector

UNIT – I INTRODUCTION

12



Meaning – Nature and Scope of Finance Management – Functions of Finance – Organisation of Financial Functions – Major Financial Decisions – Time value of Money – Features and Valuations of Shares and Bonds – Concepts of Risk and Return – Profit and Wealth Maximization.

## **UNIT – II INVESTMENT DECISIONS**

**14**

Cost of capital – Significance – Determining components – Cost of Debt – Cost of Preference Capital – Cost of equity capital and the Capital Asset Pricing Model – Weighted Average Cost of Capital. Capital Budgeting – Principles – Nature – Evaluation Techniques – Payback Period Method – Accounting Rate of Return Method – Net Present Value method – Internal Rate of Return – MIRR – Modified Internal Rate of Return - Profitability Index Method – Discounted Payback Methods.

## **UNIT – III FINANCING DECISIONS**

**12**

Financial Decision – Sources of Finance - Debt- Preference and Equity capital – Operating and Financial Leverage – Total Leverage - Capital Structure – Theories and policy – Optimum Capital Structure – Factors determining Capital Structure – Net Income and Net Operating Income Approaches – Theories of MM Approach – EBIT/EPS and ROI and ROE analysis.

## **UNIT – IV DIVIDEND DECISIONS**

**12**

Dividend Decisions – Issues and Importance – Factors Influencing Dividend Policy – Stability of Dividend – Significance – Relevance and Irrelevance Theories – Walter's Model – Gordon's Model and MM Model – Factors Determining Dividend Policies – Forms of Dividends - Bonus - Stock dividend - Buy back option.

## **UNIT – V WORKING CAPITAL MANAGEMENT**

**10**

Working Capital Management – Concepts – Principles and Needs – Determinants – Accounts Receivables Management – Factoring – Inventory Management – Cash Management – Working Capital Finance – Trade Credit – Bank Finance – Commercial Paper.

**Total – 60 Hrs**

## **COURSE OUTCOME**

**CO1:** Familiarized with the various sources of finance which a business house can mobilize, develop the ability to measure the risk and return of the various portfolios.

**CO2:** Implement investment decisions, the process and methods of evaluation of various investment proposals,

**CO3:** Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm, Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability

**CO4:** Understand how to decide the decision of capital structure and distribution of dividend

**CO5:** Assess the short-term and long-term sources of finance

### **TEXT BOOKS**

Financial Management, Prasanna Chandra, Theory and Practice, 9<sup>th</sup> Edition, 2017, Tata McGraw-Hill Publishing Company Ltd.

Financial Management: Text, Problems and Cases by M Y Khan & P K Jain, 6<sup>th</sup> Edition, 2011, Publisher: Tata McGraw-Hill Publishing Company Limited, New Delhi.

Fundamentals of Financial Management by Van Horne and Hohn M. Wachowicz, JR. 13<sup>th</sup> Edition, 2009, Publisher: Prentice – Hall, India.

### **REFERNCE BOOK**

Financial Management by Ravi M. Kishore., Edition, 2017, Taxman's publishing House, New Delhi.

Financial Management, theory and practice, Eugene F. Brigham and Michael C. Ehrhardt, 14<sup>th</sup> Edition, 2014, Thomson South-western

Financial Management, I.M.Pandey, 10<sup>th</sup> Edition, 2010, Vikas Publishing House Pvt. Ltd.

Strategic Financial Management by Ravi M. Kishore, 3rd Edition 2017, Taxman's Publishing House, New Delhi.

Advanced Accounting by Gupta R.L. and Radha Swamy M., Publisher: Sultan Chand & Sons, New Delhi.

### **WEBSITES**

<https://www.similarweb.com/financial-management>.

<https://www.wallstreetmojo.com/financial-management-books>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	1	2	1	1	1	-	3	3	-	-
CO2	3	2	1	2	2	2	-	2	-	3	-	2
CO3	3	3	2	2	3	2	1	2	1	3	-	1
CO4	3	3	2	3	3	2	1	1	1	2	-	1
CO5	3	2	3	2	2	2	1	2	-	2	-	-

218BAT11

OPERATIONS MANAGEMENT

L T P C

4 0 0 4

## COURSE OBJECTIVE

To provide a broad introduction to the field of operations management.

To provide explain in the concepts, strategies , tools and techniques for managing operations management

To understand the transformation process that can lead to competitive advantage.

### UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT:

12

Historical milestones; manufacturing and service operations – characteristics; Introduction to Production- productivity (Efficiency and Effectiveness),-Production Management-Industry 4.0.

### UNIT II: AGGREGATE PLANNING:

12

Capacity planning methods and strategies .Aggregate planning; definition and methods for aggregate planning - graphical method, matrix method

### UNIT III: PRODUCT, PROCESS DESIGN:

12

Product design concepts, product innovation, product life cycle (PLC) and types of production systems – job, batch, assembly line and continuous production; process design for service; modularity and mass customization; cell manufacturing. Environmental sustainability and green manufacturing.

### UNIT IV: SERVICE DESIGN:

12

Facility location and plant layout; Plant location considerations – local, regional, country level; Product and process layout, project type layout, and group layout. Introduction to Supply Chain Management - Yo-I-don and standardization - 5 R Principles.

### UNIT V: INVENTORY MANAGEMENT:

12

Inventory Cycle, Economic order quantity (EOQ), Economic batch quantity (EBQ); Periodic review System; safety stock for Q and P system. Material requirements planning (MRP), Manufacturing Resource Planning (MRP II) - lot sizing policies-Lean manufacturing.

**Total – 60Hrs**

## **COURSE OUTCOME**

**CO1:** Understanding the operations and operations management in organization.

**CO2:** Identify the roles and responsibilities of operations managers in different organizational contexts.

**CO3:** Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organization.

**CO4:** Ability to forecast demand and overcome bottlenecks

**CO5:** Provides insight to Quality management tools and practices.

## **TEXT BOOKS:**

Production and Operations Management – R Panneerselvam , Prentice Hall of India, 5<sup>th</sup> Edition. 2016.

Operations Management – Mahadevan T, IIM - Bangalore.

## **REFERENCE**

Operations Management – Stevenson, Mcgraw Hill

Operations Management – Russel and Taylor, Wiley

Operations Management – Krajewski, Pearson

## **WEBSITES**

<https://managementhelp.org/operationsmanagement/index.htm>

<https://hbr.org/topic/operations-management>

[https://en.wikipedia.org/wiki/Operations\\_management](https://en.wikipedia.org/wiki/Operations_management)

<https://www.cleverism.com/operations-management-definition-principles-activities-trends/>

<https://www.journals.elsevier.com/journal-of-operations-management>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	2	3	2	3	2	1	1	3	1	2	1	2
<b>CO2</b>	3	2	2	2	2	2	1	2	2	2	1	1
<b>CO3</b>	3	3	2	2	1	1	2	2	2	1	2	1
<b>CO4</b>	3	3	2	1	3	1	2	2	1	1	1	2
<b>CO5</b>	3	3	1	2	2	1	1	2	2	1	2	1

**218BAE21**

**TOTAL QUALITY MANAGEMENT**

**L T P C**  
**4 0 0 4**

**COURSE OBJECTIVE**

To learn the quality philosophies and tools in the managerial perspective.

To facilitate the understanding of Quality Management principles.

To facilitate the understanding of Quality Management process.

**UNIT I INTRODUCTION**

**12**

Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Costs of quality.

**UNIT II TQM PRINCIPLES**

**12**

Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.

**UNIT III TQM TOOLS AND TECHNIQUES I**

**12**

The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types.

**UNIT IV TQM TOOLS AND TECHNIQUES II**

**12**

Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures. European frequency quality indicator

**UNIT V QUALITY SYSTEMS**

**12**

Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14001:2015 - Concepts, Requirements and Benefits – ISO 45001: 2018-ISO 26000 and 27000 - Introduction-TQM Implementation in manufacturing and service sectors.

**Total: 60 Hrs**

**COURSE OUTCOME**

**CO1:** Evaluate the principles of quality management

**CO2:** To explain how these principles can be applied within quality management systems.

**CO3:** Identify the key aspects of the quality improvement cycle

**CO4:** Critically appraise the organizational, communication and teamwork requirements for effective quality management

**CO5:** To select and use appropriate tools and techniques for controlling, improving and measuring quality.

### TEXT BOOKS

Dale H. Besterfield, Pearson, Total quality Management, Pearson Education

Evans's. James, Lindsay M. William , The Management and Control of Quality, Cengage Learning

### REFERENCES:

Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre,Hermant – Urdhwareshe, RashmiUrdhwareshe, Total Quality Management, Revised Fourth edition, Pearson Education, 2015

ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, III Edition 2017

Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition,6th Edition, Wiley India Pvt Limited, 2015.

James R. Evans and William M. Lindsay, The Management and Control of Quality,SixthEdition, Thomson, 2016.

PoornimaM.Charantimath, Total Quality Management, Pearson Education, Fourth Edition, 2016

Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

### WEBSITES

<http://www.evans.swlearning.com>

<http://asq.org/learn-about-quality/total-quality-management/overview/overview.html>

<https://managementhelp.org/quality/total-quality-management.htm>

[www.cengage.com/international](http://www.cengage.com/international)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	3	1	1	2	3	1	1	1
CO2	3	3	2	2	3	3	2	3	1	2	1	2
CO3	3	3	2	3	2	2	3	3	2	1	2	3
CO4	3	1	3	2	3	1	2	3	3	2	2	3
CO5	1	3	3	3	2	3	2	2	3	1	3	3

**OBJECTIVES:**

This course will help to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations.

The course will help to relate the corporate government practices of an organization to its performance, and to develop the technical skills required to evaluate the governance of a company from the perspective of an investor (individual or organizational capacity).

**UNIT I FUNDAMENTAL OF CORPORATE AND GOVERNANCE****12**

Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance-Concept of corporations -Concept of extended view of corporate citizenship, Owners and stakeholders, Types of owners, Rights and privileges of shareholders (Fernando, 4), Ownership structures and corporate governance- Pyramids and Tunneling:- Issues of corporate control and cash flow rights- Examples from restructure proposals of Vedanta group -Need for investor protection

**UNIT II THEORIES AND PRACTICE OF CORPORATE GOVERNANCE****12**

Concepts of Corporate Governance-Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance. Perspectives on Corporate Governance-Market and control model of governance chain- Global Corporate Governance Practices - Anglo-American Model - German Model - Japanese Model - Landmarks in Emergence of Corporate Governance- Board of Directors: Powerful Instrument of Governance - Types of Directors - Importance of Independent Directors

**UNIT III ADMINISTRATIVE AND AUDIT MECHANISM****12**

Board Committees and Chairman - Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance Evaluation- Executive Compensation - Role of Remuneration Committee - Human Side of Governance- Financial Oversight and Audit Mechanisms - Audit Committee - Disclosure mechanisms - Role of SEBI

**UNIT IV GOVERNANCE METHODS AND RATING****12**

Governance and Risk Management • Risk Management Committee - Corporate Misconduct & Misgovernance- Reasons for Corporate Misconduct - Whistle Blower's Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices- Corporate Governance Rating • Standard & Poor's Corporate Governance Scores • Corporate Governance Rating Methodology (Crisil)

## **UNIT V GOVERNANCE ISSUES AND PRACTICES**

**12**

Governance of Financial Organizations & PSU's- Organizational patterns of PSU's - Powers of PSU Boards - Governance issues in Entrepreneurial Firms - Unique issues among entrepreneurial forms- Choosing Board of Directors and Venture capitalists - Role of venture capitalists and buy-outs- Corporate Governance in Practice - Governance issues in MNC's & Joint Ventures

**Total: 60 Hrs**

### **OUTCOMES :**

**CO1:** Demonstrate a solid understating of the purpose and nature of corporations

**CO2:** Evaluate different stakeholder's roles and significance in relations to corporate governance

**CO3:** Explain the importance of regulation, markets and information in corporate governance stakeholders

**CO4:** Understand corporate governance methods and practices

**CO5:** Critically assess governance concerns for individual corporation and their stakeholders

### **REFERENCES :**

1. Mandal, S.K (2012). Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education
2. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press, 2003
- 3.Chandratre, K R and A N Navare, Corporate Governance – A Practical Handbook, Bharat Law House Pvt. Ltd., 2010 Edn
- 4.Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995



5.Fernando, A.C (2012). Corporate Governance: Principles, Policies and Practices, 2/e; New Delhi: Pearson

6.Jain, Arun K (2010). Corporate Governance: Strategy and Ethics, New Delhi: McGraw Hill Education

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	1	2	2	2	1	2	1	3	1	1
<b>CO2</b>	3	2	3	2	2	2	1	1	2	3	3	2
<b>CO3</b>	3	2	3	2	2	2	1	1	2	3	3	2
<b>CO4</b>	3	2	1	2	2	2	1	2	1	3	1	1
<b>CO5</b>	3	2	3	2	2	2	1	1	2	3	3	2

**218BAE23**

**EVENT MANAGEMENT**

**L T P C**

**4 0 0 4**

## **OBJECTIVE**

This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.

## **UNIT I EVENT CONTEXT**

**12**

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**

**12**

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**

**12**

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**

**12**

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**

**12**

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: 60 Hrs**

#### **OUTCOMES :**

**CO1:** Learning about structure and code of ethics of events

**CO2:** Exploring and getting to know about event planning and regulations

**CO3:** Understand about event marketing, planning and strategies

**CO4:** Enhance professional skills in event management

**CO5:** Analyse the safety measure of event management

#### **REFERENCES :**

1.Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2014.

- 2.Lynn Van Der Wagen, & Brenda R. Carlos,Sucessful Event Management.
- 3.Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
- 4.G.A.J. Bowdin, Events Management ,Elseiver Butterworth
- 5.John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.
- 6.Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014.
- 7.Shannon Kilkenny, The complete guide to successful event planning.
- 8.Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
- 9.Allison , The Event Marketing Handbook: Beyond Logistics & Planning.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	2	2	1	2	1	3	1	1
CO2	3	3	2	2	3	3	2	3	3	2	3	2
CO3	3	3	2	3	3	3	2	3	3	2	3	2
CO4	3	3	3	3	3	3	3	2	3	2	3	2
CO5	2	2	3	3	3	2	2	3	2	2	3	2

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Central Tendency and Variability	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Time Series Analysis	4
6	6	Portfolio Optimization	4
7	7	Risk Analysis & Sensitivity Analysis	4
8	8	Credit Risk Management	4
9	9	Transportation & Assignment	4
10	10	Probabilistic & Graphical Models	4
11	11	Queuing Theory	4
12	12	Inventory Models	4

**OBJECTIVE:**

To have hands-on experience on decision modeling.

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

Spreadsheet Software

SPSS

TORA

**TOTAL: 60 PERIODS**

**OUTCOMES :**

**CO1:** Knowledge of spreadsheets and data analysis software for business modeling.

**CO2:** Students would become acquainted with the scientific methodology in business domain. **CO3:** They would also become analytically skillful.

**CO4:** Ability to apply creativity in problem solving

**CO5:** Knowledge about radical and disruptive models of innovation

## TEXTBOOKS

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approachesto Decision Making, (13th edition) South-Western College Pub, 2011.

## REFERENCES:

- Hansa Lysander Manohar, “Data Analysis and Business Modelling using MS Excel “, PHI Learning private Ltd, 2017.
- William J. Stevenson, Ceyhun Ozgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
- Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
- Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
- Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	2	2	2	3	3	1	2	2
CO2	3	2	3	3	2	2	1	2	2	2	1	1
CO3	3	3	2	2	1	1	2	2	2	1	2	1
CO4	3	3	2	1	3	1	2	2	1	1	1	2
CO5	3	3	1	3	2	2	1	2	2	1	2	1

218BAV01

MANAGERIAL SKILL DEVELOPMENT -I

L T P C  
0 0 2 1

## COURSE OBJECTIVE:

- Need for strengthening of soft skill and competencies.
- Enhancing ethical and interpersonal sensitivity.
- Gaining information and collaboration with industry.

## Managerial Skill Developments

1. Self-awareness

2. Empathy
3. Critical Thinking
4. Creative Thinking
5. Decision Making
6. Problem Solving
7. Effective Communication
8. Interpersonal Relationship
9. Coping with Stress
10. Coping with Emotion
11. Team Building
12. Grooming Skills
13. Goal Setting

## **COURSE OUTCOME**

**CO1:**Development of understanding and practice personal and professional responsibility.

**CO2:** Demonstrate knowledge of personal belief.

**CO3:** Demonstrate knowledge of personal value.

**CO4:** Apply the comprehensive set of knowledge for business success.

**CO5:** Apply the comprehensive set of skills for business success.

## **TEXTBOOKS**

1. David A. Whetten and Kim S. Cameron “Developing Management Skills” Pearson, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3		2		3			2	1		2	2
<b>CO2</b>	3		2		3			2	1		1	1
<b>CO3</b>	3		2		3			2	1		2	1
<b>CO4</b>	3		2		3			2	1		1	2
<b>CO5</b>	3		1		2			2	2		2	1



# ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)

## DEPARTMENT OF MANAGEMENT STUDIES

### Curriculum (Regulation 2018)

Choice Based Credit System

MBA FULL - TIME

SEMESTER – III

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	318BAT12	Strategic Management	PC	4	0	0	4	4
2.	318BAT13	Business Research						
		Methods	PC	4	0	0	4	4
3.	318BA__	Elective I	PE	4	0	0	4	4
4.	318BA__	Elective II	PE	4	0	0	4	4
5.	318BA__	Elective III	PE	4	0	0	4	4
6.	318BA__	Elective IV	PE	4	0	0	4	4
7.	318BA__	Elective V	PE	4	0	0	4	4
8.	318BA__	Elective VI	PE	4	0	0	4	4
PRACTICALS								
9.	318BAP03	Summer Training	EEC	0	0	2	2	1
10.	318BAV02	Managerial Skill Development -II	VAC	0	0	1	1	1
TOTAL				32	0	3	35	34

#### Specialization Table

S.No	Specialization
1	Human Resources
2	Finance
3	Marketing



4	Operations
5	Systems

**Note:**

A Student must select 2 Specializations out of 5 Specializations from specialization table. 3 Electives should be taken in each specialization compulsorily from the list of electives.

**318BAT12**

**STRATEGIC MANAGEMENT**

**L T P C**

**4 0 0 4**

**Course Objectives**

To make the students to understand the concepts of strategic management, strategy formation process and to help students to understand different types of strategies.

To enable students to implement, evaluate the strategies and apply strategic control processes.

To provide students industry cases and help them to create and develop new strategies

**UNIT 1: STRATEGY AND PROCESS**

**11**

Introduction- Concept of Strategy -Strategy Formation Process -Stakeholders in Business -Vision- Missionand Purpose- Business Definition- Objectives and Goals - Corporate Governance and Social Responsibility- External Environment - Porter's Five Forces Model.

**UNIT 2: COMPETITIVE ADVANTAGE**

**12**

Competitive changes during industry evolution–Embryonic Stage-Matured and declining StageCompetitive structure - Globalization and Industry Structure–National Context and CompetitiveAdvantage-Sources-Distinct Competitive Capabilities and Competencies– Core Competencies-GenericBuilding Blocks of Competitive Advantage- Distinctive Competencies–Sources– Evaluation of keyresource -Avoiding Failures and Sustaining Competitive Advantage.

**UNIT 3: STRATEGIES**

**16**

The Generic and Grand Strategic Alternatives - Stability- Expansion -Vertical integration - Mergers - Acquisitions - Cost leadership - Low Cost and Differentiation Strategy–Focus Strategy-Business LevelStrategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-DiversificationStrategic Alliances - Building and Restructuring the Corporation–Strategic Analysis and Choice -Environmental Threat and Opportunity Profile (ETOP)-Organizational Capability Profile-StrategicAdvantage Profile-Corporate Portfolio Analysis-SWOT Analysis - GAP Analysis - McKinsey's 7SFramework-GE9 Cell Model-Distinctive competitiveness - Selection of Matrix- Balanced Score Card.

**UNIT 4: STRATEGY IMPLEMENTATION AND EVALUATION**

10

The Implementation Process - Resource Allocation- Designing Organizational Structure – Designing Strategic Control Systems - Matching Structure and Control to Strategy – Implementing Strategic Change.

**UNIT 5: STRATEGIC EVALUATION AND CONTROL**

11

Politics – Power and Conflict-Techniques of Strategic Evaluation and Control-Other Strategic Issues Managing Technology and Innovation-Strategic Issues for Non Profit Organizations- New Business Models and Strategies for Internet Economy.

**Total - 60 Hrs**

**Course Outcomes:** Upon successful completion of the course, students shall have ability to

**CO1:** Understand the strategic management process and competitive advantage

**CO2:** Realize the concepts of strategic management and different types of strategies.

**CO3:** Ability to develop, implement the strategic control processes and new business models for internet economy

**CO4:** Facilitates to identify the various control systems required for organizational strategy implementation process

**CO5:** Enhances the cognitive knowledge about various strategic issues and development of new business models

**Text books:**

Charles WL Hill and Gareth RJ ones, Strategic Management Theory, An Integrated approach, Cengage Learning, 11/e, 2015.

Thomas L Wheelen, J David Hunger and KrishRangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 14/e, 2016.

**Reference books:**

Michael A Hitt Robert E Hoskisson R Duane Irel and, Management of Strategy Concepts and Cases, Cengage Learning, 12/e, 2016.

Francis Cherunilam, Strategic Management, Himalaya Publishing House, 4/e, 2016.

Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3/e, 2009.

John A Pearce Richard B Robinson, Strategic Management Tata McGraw Hill, 12/e, 2012

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	2	1	1	2	1	2	1	1
CO2	2	2	1	3	3	2	1	2	2	2	1	1
CO3	3	3	2	1	2	2	1	2	1	2	2	1
CO4	2	3	3	2	2	1	1	2	1	2	1	2

<b>CO5</b>	3	3	2	2	2	1	2	2	2	1	1	1
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**Course Objective**

To develop research skills in view of investigating into the business opportunities as well as problems.

To inculcate the systematic manner of preparing research report after interpretation

To analysis of Research related data.

**Unit I - Business Research****12**

Introduction – Definitions – nature and scope – Significance - Research Process - Research Problem and Design - Defining and formulating the research problem - Identification and selection of problems in Management - Research design – meaning – Need – concepts - experimental design in Management

**Unit II - Methods of Data Collection****12**

**Primary data collection:-** Qualitative & Observation Research - Primary data collection techniques - Qualitative Research Techniques - Focus Groups, Depth Interviews, Projective Techniques - Observation Research Techniques - Survey Techniques Questionnaire Design and Testing. **Secondary data collection:-** Role of secondary data in management research - Sources of secondary data - Limitations of secondary data

**Unit III - Measurement & Scaling Techniques****12**

Measurement in Research - Basic Scaling Techniques: Nominal – Ordinal - Interval – Ratio - Measuring Attitude: Comparative Rating Scale – Non Comparative Rating Scale - Itemized Rating Scale - Meaning & Relationship of Reliability & Validity

**Unit IV - Sampling Techniques and Hypothesis Testing****12**

Need for sampling - Basis of sampling - Sampling Process - Types of sampling – probability & non probability sampling, sampling error. Hypothesis – Introduction Study – Process – Significant types, type I, type II error.

**Unit V - Data Analysis and Report Preparation****12**

Multivariate Analysis: Factor Analysis – Cluster Analysis – Correspondence Analysis, Discriminant Functional Analysis and Conjoint Analysis – Application of SAS. Report Preparation – Interpretation and report writing – Meaning and techniques of interpretation – Significance of report writing – Different types and steps in report writing.

**Total 60 Hours****Course Outcomes:**

**CO1:** Students would become acquainted with the scientific methodology in business domain.

**CO2:** They would also become analytically skillful.

**CO3:** They would become familiar with the nuances of scientific communication.

**CO4:** Students would be able to analyze data and find solutions to the problems.

**CO5:** Students could prepare research reports

### **Text Books**

Donald R.Cooper and RamcisS.Schindler, Business Research Methods, TMH, New Delhi, 2017.

Zigmand Business Research Methods, TMH, New Delhi, 2015.

### **References**

C.R. Kothari Research Methodology, New Age Publications, New Delhi, 2001

Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.

Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	1	3	2	3	1	2	2	1	1	2
<b>CO2</b>	3	3	2	2	1	2	2	2	2	1	1	2
<b>CO3</b>	3	3	2	3	3	3	1	1	2	1	1	2
<b>CO4</b>	3	2	1	2	3	2	2	2	2	1	1	3
<b>CO5</b>	3	2	1	2	2	2	1	2	2	1	1	2

### **318BAH01 INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS**

**L T P C**  
**4 0 0 4**

#### **Course Objective**

To promote a critical understanding of substantive and procedural labor laws.

The approach is to develop skills in handling legal issues in industrial relations

The approach is to develop skills in handling legal issues in other labor matters.

#### **Unit I - Industrial Relations**

**12**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Trade Union Act 2001 – Codes of conduct - The Plantation Labor Act, 1951-The Equal Remuneration Act, 1976

#### **Unit II -Labor Legislations**

**12**

Factories Act 1948 – Contract Labor Act 1970 – Industrial Disputes Act 1947 – Minimum Wages act 1948 – Payment of Wages (1936) Amendment Act 2017 – Payment of Bonus (1965) Amendment Act 2015 – EPF Act 1952

### **Unit III - Welfare of Special Categories of Labor**

**12**

Payment of Gratuity Act 1972 – Maternity Benefit Act 2017 – ESI Act 1948 - Child Labor – Female Labor – Contract Labor – Construction Labor – Agricultural Labor – Differently abled Labor – Social Assistance & Security

### **Unit IV - Industrial Conflicts & Collective Bargaining**

**12**

Employees Compensation (Amendment) Act, 2017 - Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication – Legal Framework of Collective Bargaining

### **Unit V - Labor Welfare & Industrial Safety**

**12**

Concept – Objectives – Scope – Voluntary Welfare Measures – Statutory Welfare Measures – Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases.

**Total Hrs: 60**

### **Course Outcomes**

**CO1:** Students will know how to resolve industrial relations.

**CO2:** Students will know how to resolve human relations problems and

**CO3:** They would promote welfare of industrial labour.

**CO4:** Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship

**CO5:** Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention

### **Text Books**

Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2011.

### **References**

C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 20012.

Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2015.

Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 4<sup>th</sup> Edition, 2013.

Subba Rao, Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2015.

“B.D. Singh”, Labour Laws for Managers, Excel Books, 2017.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	3	3	1	2	1	3	2	2	1
CO2	3	3	3	3	3	3	2	2	2	1	2	1
CO3	3	3	3	3	3	2	1	1	2	1	2	1
CO4	3	3	2	3	3	1	1	2	3	3	3	2
CO5	3	3	3	3	3	2	1	1	2	3	2	2

**318BAH02**

**PERFORMANCE MANAGEMENT**

**L T P C**  
**4 0 0 4**

### **Course Objective**

To understand the importance of Performance Management in business and how it contribute to develop people performances.

Learn the main phases of performance improvement in the organizations for optimum results.

To know about the conduct of effective team performance appraisal assessments.

### **Unit I -Performance Management Perspectives**

**12**

Overview of Performance Management – Dimensions of Performance Management –Process of Performance Management – Five factor model- Elements of effective Performance Management.

### **Unit II - Performance Planning and Review**

**12**

Performance planning- Process of setting performance criteria – Performance review - Methodologies of performance planning – Process of performance planning - Performance-counselling –process and counselling interview

### **Unit III – Performance Management System**

**12**

Assessment of organizational performance needs – Establishing performance management process – Competency based PMS –Generic model of PMS –Importance of Performance Management System - Competency based PMS –Characteristics, purpose, process and components- Functions – Best practices in PMS.

#### **Unit IV – Team Performance Management**

**12**

Performance managing – Team performance management -work wheel and team performance- measuring and managing team performance - Seven rules of excellence for HR professionals – Performance linked reward system -HR balance score cards.

#### **Unit V - Performance Management Implementation**

**12**

Strategies for effective implementation of Performance Management -Performance management and mentoring- performance measurement methods – Past oriented – Future oriented - Ethics in Performance Management - Code of Ethics.

**Total Hrs: 60**

#### **Course Outcomes**

**CO1:** Describe and apply insights of employee in the theoretical principles of performance of Appraisal

**CO2:** Classify and evaluate compensation theories.

**CO3:** Analyze the relationship between Traditional and Modern Methods of Performance Appraisal

**CO4:** Develop the skills, abilities, and practical elements of employee development

**CO5:** Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs

#### **Text Books**

Bhattacharyya, “Performance Management Systems and Strategies”, 1e, Pearson Education India, 2011.

#### **References**

1. “T.V.Rao”, Performance Management & Appraisal Systems, Response Books, 2016.
2. “Herman Aguinis”, Performance Management, Pearson education, 2008.
3. “Peter Ward”, 360 Degree Feedback, Jaico publishing house, 2006.
4. “DewakarGoel”, Performance Appraisal &Compensation Management, Prentice Hall of India, 2008.
5. “B.D.Singh”, Compensation& Reward Management, Excel Books, 2007.
6. “R.K.Sahu”, Performance Management System, Excel Books, 2007.
7. “Srinivas . R. Kandula”, Performance Management”, PHI, 2006 Edited by Frances Neale, Hand book of Performance Management, Jaico Publishing, 2008.



	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	2	1	3	3	2	2	3	2	2	2
CO2	3	2	2	3	2	3	2	2	1	2	2	3
CO3	2	1	2	2	3	2	3	3	2	3	2	2
CO4	2	2	1	2	3	2	2	3	2	2	3	2
CO5	3	2	3	2	2	1	3	2	2	3	3	3

**318BAH03**

**TRAINING AND DEVELOPMENT**

**L T P C**  
**4 0 0 4**

### **Course Objective**

To familiarize the students with the overall domain knowledge on training and development.  
To enable the understanding of how the organizations are conducting trainings for their people.  
To allow the students to acquire the ideas of becoming a corporate trainer.

### **Unit I - Introduction to Training**

**12**

Definition and concepts – Training and Development a comparison - Objective of Training - Scope of Training – How Training Benefits the Organization - Current and Future Trends in Training – Role of training – Stakeholders in training.

### **Unit II - Analysis of Training Needs**

**12**

Organization support for training need assessment – Types of TNA: organizational analysis - Task, Person. Analysis – Methods and Techniques of Training Need Analysis – Training needs Analysis and Process – Current competence and performance.

### **Unit III - Training Design**

**12**

Prime Considerations while designing a Training Programme - Training Design Module - Budgeting for training. – Types of costs involved in training program – Developing objectives – Expectancy theory– Factors influencing transfer of training – Qualities of a professional trainer

### **Unit IV - Learning & Training Methods**

**12**

Nature of Learning - Principles of learning – Methods of learning - Factors Influencing the learning process – Blooms Taxonomy of learning – Feedback about training - Training Methods – On the job - Off the job training methods – suggestions for making training effective.

## Unit V - Implementation and Evaluation Training

12

Physical Arrangements - Tips for Trainer for Effective Implementation – Trainers skills and styles – Evaluation – Principles - Types of Evaluation Instruments –Dimensions of evaluation – Kirkpatrick’s Model - Management Development - the need and importance of management development - management characteristics- training for executive level management.

**Total Hrs: 60**

### Course Outcomes:

**CO1:** Able to get the overall ideas of training and development.

**CO2:** Practice the on the job and Off the Job training methods.

**CO3:** Capable of developing the training modules and become trainer.

**CO4:** Develop the skills, abilities, and practical elements of employee development

**CO5:** Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.

### Text Books

1. “Dr.B.Janakiram”, Training & Development, Biztantra, 2008.

### References

1. “R.K.Sahu”, Training for Development, Excel books, 2005
2. “Rolf Plynton and UdaiPareek”, Training for Development, Vistaar Publications, 2007.
3. “Irwin.L.Goldstein”, Training in Organisations, Thomson, 2007.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	3	3	1	2	1	3	2	2	1
CO2	3	3	3	3	3	3	2	2	2	1	2	1
CO3	3	3	3	3	3	2	1	1	2	1	2	1
CO4	3	3	2	3	3	1	1	2	3	3	3	2
CO5	3	3	3	3	3	2	1	1	2	3	2	2

**OBJECTIVE:**

To help students understand the transformation in the role of HR functions from being a support function to strategic function.

**UNIT I CONTEXT OF SHRM****12**

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****12**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – 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****12**

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****12**

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****12**

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 Hrs: 60**

**OUTCOMES:**

**CO1:** Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.

**CO2:** Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.

**CO3:** To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**CO4:** Providing an overview of the counselling and coaching processes and techniques. Developing alternative approach to dealing with problem situations in organisations.

**CO5:** Understand the career development theories and models and gain necessary self- insight, skills and techniques to become effective HR managers

**REFERENCES :**

- 1.Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7th edition, 2016.
- 2.Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
- 3.Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
- 4.Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
- 5.Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint- 2013.
- 6.Teresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
- 7.Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	1	2	3	1	1	1
CO2	3	3	2	3	3	2	2	2	3	1	2	1

<b>CO3</b>	3	2	3	3	3	2	2	2	2	1	1	1
<b>CO4</b>	3	2	3	3	2	2	2	3	2	1	1	1
<b>CO5</b>	3	3	2	3	3	2	2	3	2	1	2	1

**318BAH05 ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT      L T P C**  
**4 0 0 4**

### **OBJECTIVES:**

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

### **UNIT I ORGANIZATIONAL DESIGN      12**

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      12**

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      12**

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      12**

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      12**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

**Total Hrs: 60**

**COURSE OUTCOMES:**

**CO1:** The fundamentals of organizational design and structure

**CO2:** Change process, types, and models of change in organizations

**CO3:** The fundamentals of organizational development

**CO4:** Organizational development Interventions

**CO5:** Organizational evolution and sustenance

**REFERENCES :**

- 1.French & Bell: Organisational Development, McGraw-Hill, 2005
- 2.Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
- 3.Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
- 4.Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning.
- 5.S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
- 6.Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI
- 7.Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
- 8.Management of Organizational Change – K Harigopal – Response BOOKS, 2nd editon,2006
- 9.Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	1	2	3	1	1	1
CO2	3	3	2	3	3	2	2	2	3	1	2	1

<b>CO3</b>	3	2	3	3	3	2	2	2	2	1	1	1
<b>CO4</b>	3	2	3	3	2	2	2	3	2	1	1	1
<b>CO5</b>	3	3	2	3	3	2	2	3	2	1	2	1

**318BAF01**

## **DERIVATIVES MANAGEMENT**

**L T P C**  
**4 0 0 4**

### **Course Objectives**

To understanding the students about the concepts of derivatives and its types and acquaint the knowledge of options, futures and hedging and the development position of derivatives in India.

To provide a comprehensive understanding of derivatives and introduce the analytics of derivative valuation

To understanding the application of derivatives in formulating simple corporate financial management strategies.

#### **Unit I Introduction to Derivatives**

**12**

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

#### **Unit II Forwards & Futures**

**12**

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

#### **Unit III Swaps**

**12**

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

#### **Unit IV Options**

**12**

Types of Options & their characteristics – Specification of stock options - Application of options- Valuation - Properties of stock options - Merton model - Binomial trees - The Black - Scholes Model – Risk Management using Options.

#### **Unit V Other Derivatives**

**12**

Other derivatives - Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options - Derivatives Pitfalls - Current trends in India.

**Total - 60 Hrs**

### **Course Outcomes**

Upon completion of this course, students should be able to:

**CO1:** Understand the structural differences among derivative instruments.

**CO2:** Understand how derivatives are traded in exchanges and/or OTC markets.

**CO3:** Price derivative securities with different pricing models

**CO4:** Use Derivatives for hedging and/or speculation purposes.

**CO5:** Providing an in-depth understanding of financial derivatives

in terms of concepts, structure, instruments and trading strategies for profit and

risk management.

**Text Books:**

Sankarshan Basu John C Hull, Options Futures and Other Derivatives, Pearson Publication 9Th Edition, 2016.

John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 7<sup>th</sup> Edition, 2008.

Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.

Hull.c.John, “Options, Futures and Other Derivatives” Pearson, Printice Hall sixth edition 2006.

**Reference:**

Durbin, Michael, “All about Derivatives” Tata Mcgraw Hill publications 1st Edition 2006.

Stulz, Risk Management and Derivaties, Cengage Learning, 1<sup>st</sup> Edition, 2008.

Varma, Derivaties and Risk Management, 1<sup>st</sup> Edition, 2008.

David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.

S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2008.

Website of NSE, BSE.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	2	3	2	3	2	3	1	3
CO2	3	2	3	3	2	3	2	3	2	3	1	3
CO3	3	2	3	3	2	3	2	3	2	3	1	3
CO4	1	1	1	1	2	-	-	3	-	2	-	-
CO5	3	2	2	2	2	2	1	3	1	3	1	3

**318BAF02      SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT      L T P C**  
**4   0   0   4**

**Course Objective**

A comprehensive introduction to the areas of security analysis and portfolio management

To equipping them with advanced tools

To learn techniques for making profitable investment decisions.

**Unit I - Introduction**

**12**

Investment and Speculation – Investment Alternatives – Security Market Indications – Security Contract Regulations Act – Investor Protection Act.



**UnitII - Capital Markets****12**

Overview of Capital Markets – New Issue Markets and Problems – Securities and Exchange Board of India –Natures and functions of Stock Exchange – BSE – NSE – ISE – OTCEI – NSDL.

**Unit III - Forecasting****12**

Prediction of Share Prices- Factors influencing Share prices – Forecasting Stock Prices – Fundamental Analysis – Technical Analysis.

**Unit IV - Portfolio Management****12**

Portfolio Construction-Approaches in portfolio construction –Determination of objectives –Selection of portfolio-Portfolio theory – Markowitz model – The Sharpe Index model – CAPM.

**UnitV - Portfolio Evaluation****12**

Mutual fund-Types of mutual funds- Sharpe's performance index-Treynor's performance index-Jensen's performance index. Portfolio Revision - The formula plans- Assumptions of the formula plan – Variable ratio plan.

**Total – 60 Hrs.**

**Course Outcomes**

**CO1:** Understand the functional areas of Capital Market.

**CO2:** Gaining knowledge on Fundamental and Technical Analysis.

**CO3:** Getting exposure on share trading in share market.

**CO4:** Explain how to construct an efficient portfolio

**CO5:** Explore the various methods through which portfolio evaluation could be done

**Text Books**

Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management 6<sup>th</sup> edition Prentice Hall of India Pvt Ltd New Delhi, 2009.

V.A.Avadhani – Security Analysis & Portfolio Management –12<sup>th</sup> edition Himalaya Publishing House, 2019.

**References**

PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publication Pvt. Ltd., 2013.

S.Kevin, Portfolio Management, Prentice Hall of India, 2007.

Donold.E.Fischer&Ronald.J.Jordan, Security Analysis & Portfolio Management, Prentice Hall of India, 2007.

Dhanesh Kumar Khatri, Investment Management and Security Analysis, Macmillan, 2007.

Robert. A.Strong, Portfolio Management”, Jaico Publishing, 2001.

S.Kevin, Security Analysis and Portfolio Management, PHI, 2008.

Prasanna Chandra, Investment Analysis & Portfolio Management, 2nd Edition, TMH, 2007.

Bhalla&Tuteja, Investment Management, Sultan Chand & Sons, 2003

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	3	2	1	2	1	3	1	1
CO2	3	1	2	2	3	2	1	1	1	3	-	1
CO3	2	-	1	3	3	1	2	2	-	3	-	1
CO4	3	2	-	3	3	1	-	1	1	3	-	1
CO5	3	2	-	3	2	1	-	1	1	3	-	1

**318BAF03**

**FINANCIAL MARKETS**

**L T P C**  
**4 0 0 4**

## **OBJECTIVE:**

To understand the types and functions of the various financial markets in India, its instruments and Regulations.

## **UNIT I FINANCIAL MARKETS IN INDIA**

**12**

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**

**12**

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**

**12**

Stock exchanges in India History and development -listing - Depositories - 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**

**12**

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**

**12**

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 – 60 Hrs.**

#### **OUTCOMES:**

**CO1:** Understanding the basic concepts of the finance markets in India

**CO2:** Identify the underlying structure and functions of Indian financial markets

**CO3:** Familiarise the methods of issuing shares and the role of intermediaries in the primary market

**CO4:** Learn about the trading mechanism in stock market

**CO5:** Describe the instruments, participants and trading in debt market

#### **REFERENCES :**

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.Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.

4.Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.

5.Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Fourth edition, 2009.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	2	1	1	1	1	-	1	2	2	3	1	2
<b>CO2</b>	2	1	1	2	1	-	1	2	2	3	1	2
<b>CO3</b>	3	-	2	2	2	-	1	3	2	3	-	3
<b>CO4</b>	3	1	2	2	3	1	2	3	2	3	1	3
<b>CO5</b>	3	1	2	2	2	1	2	2	2	3	1	3

### **318BAF04      MERCHANT BANKING AND FINANCIAL SERVICES**

**L   T   P   C**  
**4   0   0   4**

#### **Course Objective:**

Recognize the functions of various financial service organizations  
Discuss the benefits merchant banking services in issue management  
Identify the role of intermediaries and to suggest companies an appropriate financial product to raise funds for business

#### **UNIT – I      Introduction to Merchant Banking**

**12**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banks - Legal and Regulatory Framework.

#### **UNIT – II      Issue Management**

**12**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Bankers to the Issue, Underwriters, and Brokers.

#### **UNIT – III      Other Fee Based Services**

**12**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

## UNIT – IV Fund Based Financial Services 12

## Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT – V      **Other Fund Based Financial Services**      **12**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

**Total: 60 Hours**

**Course Outcome:**

**CO1:** Understanding the functions of various financial service organizations.

**CO2:** Gaining knowledge on merchant banking services in issue management.

**C03:** Getting exposure on financial products and funds raising.

**CO4:** Good knowledge on merchant banking activities

## CO5: Getting Knowledge on Factoring and forfeiting

## Text Books

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2008.

### References:

1. Machiraju, Indian Financial System, Vikas Publishing House, 4<sup>th</sup> Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 1st Edition, 2008.
5. Website of SEBI

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	2	1	1	1	1	-	1	2	2	3	1	2
<b>CO2</b>	2	2	2	2	3	-	-	1	1	3	-	1
<b>CO3</b>	3	2	2	2	2	3	1	3	1	3	1	1
<b>CO4</b>	3	2	2	2	2	2	1	3	2	3	3	3
<b>CO5</b>	3	1	2	2	2	2	-	2	-	2	-	1

**318BAF05**

## **BANKING AND FINANCIAL SERVICES**

**L T P C**  
**4 0 0 4**

### **OBJECTIVES :**

Grasp how banks raise their sources and how they deploy it and manage the associated risks

Understand e-banking and the threats that go with it.

Understand about other asset based and fund based financial services in India

### **UNIT I INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE VALUATION**

**12**

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**

**12**

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 12

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.

<b>UNIT IV</b>	<b>ASSET BASED FINANCIAL SERVICES</b>	<b>12</b>
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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

<b>UNIT V</b>	<b>INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES</b>	<b>12</b>
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Insurance Act, 1938 – IRDA – Regulations – Products and services – Venture Capital Financing – Bill discounting – factoring – Merchant Banking – Role of SEBI

**Total: 60 Hours**

### OUTCOMES :

**CO1:** Understand the overall structure and functions of Indian Financial System

**CO2:** Gain knowledge about regulations governing the Indian Banking system

**CO3:** Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

**C04:** Familiarise the students with the concept of e-banking

**CO5:** In-depth understanding of fee-based and fund-based financial services in India

## REFERENCES :

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

3. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	1	1	1	-	1	2	2	3	1	2
CO2	2	2	2	2	3	-	-	1	1	3	-	1
CO3	3	2	2	2	2	3	1	3	1	3	1	1
CO4	3	2	2	2	2	2	1	3	2	3	3	3
CO5	3	1	2	2	2	2	-	2	-	2	-	1

**318BAM01**

**STRATEGIC BRAND MANAGEMENT**

**L T P C**

**4 0 0 4**

## **COURSE OBJECTIVE**

To formulate effective brand strategies to build and manage brand equity

To evaluate an actual firm's branding strategy using brand audit methodology

To have hands-on practice of a "new" brand design

### **UNIT - 1 Introduction to Branding:**

**12**

Introduction to strategic brand management, brand elements, brand associations. Brand image, brand personality, brand perception on the perceptual map, Brand mantra.

### **UNIT – 2 Brand Equity and Brand Extension:**

**12**

Brand equity, CBBE 3 key ingredients and step in creating strong CBBE, David Aaker's brand equity model, Brand value chain, design the brand tracking to measure the brand effectiveness, introduce the brand extension, the model to reinforce the brand, the model to revitalize the death brand.

### **UNIT – 3 Product/Service Differentiation Strategies:**

**12**

Width & length of product mix, differentiation strategies, design the qualitative research to capture the customer's, mindset measure the brand awareness, understand the scale measurement to measure the brand image.

### **UNIT – 4 Understand the Brand Portfolio:**

**12**



To construct the brand portfolio, brand hierarchy build the equity at different level in the brand hierarchy, design the branding strategies and the principles in designing and implementing, the branding imitation strategies and brand consolidation, brand Growth share market matrix to grow the corporate

#### **UNIT – 5 Making Brands go Global:**

**12**

Sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, organization for a global brand, pathways to globalization. Case studies

**Total: 60 Hrs**

#### **COURSE OUTCOMES**

**CO1:** Demonstrate knowledge of the nature and processes of branding and brand management

**CO2:** Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.

**CO3:** Analyze and discuss contemporary brand related problems and develop appropriate strategies

**CO4:** Have a solid understanding of the key ‘branding’ concepts, methods and tools used by marketing practitioners.

**CO5:** Be able to more confidently engage in and contribute to ‘brand building’ projects, developments, and discussions.

#### **Text Books**

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 5e Pearson Education – Kevin Lane Keller, 2020.
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication, 2007.

#### **References**

1. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
2. Brand Imitations – Dr S SKaptan, Dr S Pandey – HPH, 1/e, 2004
3. Brand Management, Tapan Panda, 2/e, Excel Publication
4. Managing Indian Brands – S Ramesh Kumar – Vikas

5. Strategic Brand Management- Richard Elliott & Larry Perclou, Oxford Press.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	3	3	1	1	2	1	1	1
CO2	3	3	2	1	3	1	1	2	1	1	1	1
CO3	3	3	3	2	1	1	2	1	3	1	2	3
CO4	3	3	2	2	3	3	2	1	1	1	1	1
CO5	3	2	2	1	2	2	2	3	1	1	2	2

**318BAM02**

**RETAIL MANAGEMENT**

**L T P C**

**4 0 0 4**

### **Course Objective**

The Course aims at developing understanding about the concepts, strategies, various functions, operations, activities and problems of Retail business decisions.

To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

To improve student's capacity to identify current marketing activities engaged by retailing organization and use of technology in retailing

### **Unit I - Introduction**

**12**

Definition and scope of Retailing – Key Drivers of Retailing in India - functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario- Opportunities in Retailing - Global Retail market.

### **Unit II - Retail format**

**12**

Delivering value through retail formats: Store Based Retail Formats – Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non-Store Based (Traditional) Retail Mix and Non- Traditional Selling – Traditional Retailing, Non – Traditional Retailing and Other Emerging Retail Formats

### **Unit III Retail Operations**

**12**

Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management

### **Unit IV - Retail Market Segmentation and Consumer Buying Decision**

**12**

Criteria for Evaluating market segment - Approach for segmenting market - Selection of Promotion mix - Market Targeting - Customer Profile - Market Segmentation in India- Consumer buying decision – Consumer buying process – Types of buying decision and factors affecting buying decision.

**Unit V – Technology in Retailing, Social and Ethical Issues in Retailing****12**

E-retailing and Technology in Retailing– Retaining through Internet – Factors Affecting Internet Buying Decisions – Traditional Retailing Vs E- Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc. Social and Ethical issues in retailing.

**Total – 60Hrs****Course Outcome:**

**CO1:** Students would be familiar with retail business environment, opportunities and obstacles.

**CO2:** Students acquire clarity in retail management practices and get acquainted to design the strategies to achieve those goals.

**CO3:** Students would be familiar with use of technology in retailing business.

**CO4:** To understand analysis of store location, merchandising, products and pricing.

**CO5:** To gain knowledge about shopping behaviour

**Text Books:**

1. Michael Levy, Barton A Weitz and Ajay Pandit, “Retailing Management” 9<sup>th</sup> edition, McGraw Hill publishing house, 2014.
2. Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 13<sup>th</sup> edition, Pearson Education Limited, 2018.

**Reference Books:**

Swapna Pradhan , Retailing Management Text & Cases, Tata McGraw Hill, 2007

Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2004

Chetan Bajaj, Nidhi V Srivastava Retail Management Oxford University Press 2005.

Jim Dion Ted Topping Retail Business Jaico Publishing House 2006

A.J.Lamba, “The Art of Retailing”, 1st edition, Tata McGrawHill, New Delhi, 2003

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	2	3	2	1	1	2	1
CO2	3	3	2	2	2	3	3	2	2	2	2	2
CO3	3	3	3	3	2	3	3	2	3	3	3	3
CO4	2	2	2	2	3	3	2	2	2	2	1	3
CO5	2	2	3	3	3	3	3	3	2	2	1	1

## Course Objective

Examines the important and growing role services marketing plays in both consumer and organizational target markets.

Discussing current issues in services marketing and customer service strategies,

It focuses on effective CRM; key service delivery elements; and service recovery strategies that lead to the successful implementation of a customer focus.

## Unit I - Introduction to Services

12

Nature of Services – Characteristics of Services, Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.

## Unit II - Services Marketing Mix

12

Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services.

## Unit III - Promotion

12

Promotion - objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.

## Unit IV - People

12

The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Servicescapes. Process: Service as a process & as a system – Different process aspects and managerial challenges – Strategies for managing inconsistency – Customer role in services – Customers as ‘co-producers’; Self Service Technologies.

## Unit V- Customer Satisfactions & Service Quality

12

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model .

**Total – 60 Hrs**

### **COURSE OUTCOMES:**

**CO1:** Analyse and critically evaluate differences between services and good drawing on the understanding of how these differences influence the practice of service marketing.

**CO2:** Identify and analyse the different components of the “Services Marketing Mix “for developing strategic thinking in service marketing.

**CO3:** Analyse and assess the relevance of service recovery

**CO4:** Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.

**CO5:** Recognise the challenges faced in services delivery as outlined in the services gap model

### **Text Books**

Services Marketing – Valarie A. Zeithaml, Mary Jo Bitner Dwayne D.Gremler and Ajay Pandit TGH, 7<sup>th</sup> edition 2018.

Services Marketing – Christopher Lovelock&Writz, 6<sup>th</sup> edition Pearson Education 2007.

### **Reference Books**

Services Marketing – Rampal& Gupta, Galgotia publications 2000.

Essence of Services Marketing – Ardian Payne

Services Marketing – Helen Woodruff

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	2	1	3	3	1	1	2	1	1	1
<b>CO2</b>	3	3	2	1	3	1	1	2	1	1	1	1
<b>CO3</b>	3	3	3	2	1	1	2	1	3	1	2	3
<b>CO4</b>	3	3	2	2	3	3	2	1	1	1	1	1

<b>CO5</b>	3	2	2	1	2	2	2	3	1	1	2	2
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**318BAM04**

**CONSUMER BEHAVIOUR**

**L T P C**

**4 0 0 4**

**OBJECTIVE:**

To study and understand the consumer' behavior in-order to effectively utilise the market' potential

**UNIT I INTRODUCTION**

**12**

Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.

**UNIT II INTERNAL INFLUENCES**

**12**

Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.

**UNIT III EXTERNAL INFLUENCES**

**12**

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

**UNIT IV CONSUMER BEHAVIOR MODELS**

**12**

Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.

**UNIT V PURCHASE DECISION PROCESS**

**12**

Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.

**Total – 60 Hrs**

**OUTCOMES:**

CO1: Consumer orientation and consumption

CO2: Intrinsic influences

CO3: Effects of external influences

CO4: Models of consumer and industrial buying

CO5: The decision making process

## REFERENCES :

1. RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
3. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
4. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	2	2	1	1	3	2	1	2	1
CO2	1	2	1	2	2	2	3	2	1	1	1	1
CO3	3	3	3	1	3	3	3	3	3	2	3	1
CO4	3	2	2	2	2	2	1	1	1	1	1	1
CO5	3	3	3	2	3	3	3	3	3	1	1	1

**318BAM05      INTEGRATED MARKETING COMMUNICATIONS**

**L T P C**

**4 0 0 4**

## OBJECTIVE:

This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.

## UNIT I AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)

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                      12**

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)                      12**

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                      12**

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                      12**

Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics

**Total – 60 Hrs**

### **OUTCOMES:**

**CO1:** To review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.



**CO2:** This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.

**CO3:** To Know how IMC fits into the marketing mix.

**CO4:** To develop an awareness about marketing communications tools, and how each can be used effectively- individually or in an integrated mix.

**CO5:** To examine the process by which integrated marketing communications programs are planned, developed, executed and measured.

## REFERENCES:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 8th edition
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
3. Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
4. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition, 2008.
5. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition, 2010.
6. Jaishri Jethwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.
7. Dr Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing House 2015

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	3	3	2	3	3	2	2	2
CO2	3	3	2	3	3	3	3	3	2	1	2	2
CO3	2	3	2	2	3	3	2	2	3	3	2	3
CO4	3	1	2	3	2	3	2	2	3	1	1	2
CO5	2	3	2	2	2	2	1	2	1	1	1	2

**Course Objective**

- To foresee or predict goals and life cycles of various types of projects.
- To allocate and schedule the resources for project management
- To assess performance indicators that will be used to access project success.

**Unit I - Introduction to Project Management****12**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Scouting – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams – Turnkey Projects – Case study.

**Unit II - Planning and Budgeting****12**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Project Appraisal – Budget the Project – Methods. Cost Estimating and Improvement. Project Feasibility and Feasibility Report – Budget uncertainty and risk management– Case study.

**Unit III - Scheduling & Resource Allocation****12**

PERT & CPM Networks - Crash Time – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Project Overrun – Goldratt's Critical Chain– Case study.

**Unit IV - Control and Completion****12**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system – Project Monitoring and MIS – Project Evaluation, Auditing and Termination Project Management Software – Case study.

**Unit V - Project Organization& Conflict Management****12**

Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict– Case study.

**Total Hrs: 60****Course Outcome**

**CO1:** Practical applications of project management to formulate strategies allowing organizations to achieve strategic goals

**CO2:** To understand planning and budgeting for risk management and good performance of the organization

**CO3:** Critical-thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions using project evaluations

**CO4:** Ability to manage project organization

**CO5:** Ability to control and complete projects

### **Text Books**

1. Samuel J. Mantel et al. Project Management – Core Textbook, First Indian Edition, Wiley India, 2006.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

### **References**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
3. John M. Nicholas and Herman Steyn, Project Management for Business, Engineering and Technology, Butterworth-Heinemann, 2008.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	2	3	3	3	3	3	3	1	2	2
<b>CO2</b>	3	3	2	3	3	3	3	3	3	1	1	2
<b>CO3</b>	3	3	3	3	3	3	3	3	3	2	2	3
<b>CO4</b>	3	3	3	3	3	3	2	2	3	3	1	3
<b>CO5</b>	3	3	3	3	3	3	2	2	3	3	2	3

## Course Objective

The key role service operations play in the economy. Differentiate between manufacturing and services and make the student realize the specific characteristics of service operations.

Students will be made to appreciate the importance of service quality.

The different tools for service operations management will also be introduced in order to equip the student to manage the service operations more efficiently and effectively.

### Unit I - Introduction

12

Importance and role of Services - Nature of services - Service classification Service Package Service Strategy - winning customers- Internet strategies - Environmental strategies.

### Unit II - Service Design

12

New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Store size -Front-office Back-office Interface - Service scape – Implication for Service Design.Vehicle Routing and Scheduling

### Unit III - Service Quality

12

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.

### Unit IV - Operating Services

12

Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location - Capacity Management in Services – Queuing models - Waiting Lines – Simulation -, Retail outlet location- Yield management.

### Unit V - Tools and Techniques

12

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System – Method for customer selection.

**Total - 60Hrs**

## COURSE OUTCOMES:

**CO1:** An understanding of the impact Operational capability has on decision making and options in business strategy and the linkage to operations strategy

**CO2:**A construct of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.

**CO3:**An investigation of the relationship between business strategy, operations strategy, process type, organizational and control structures the impacts these have on managerial decision making and choices.

**CO4:** Apply models to design service facility

**CO5:** Ability to grow and sustain service business

### Text Books

James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.

Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

### Reference Books

CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.

Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	2	2	1	1	2	1	2	1
CO2	3	3	2	3	3	3	3	3	3	1	2	1
CO3	3	3	3	3	3	3	3	3	3	2	2	1
CO4	3	3	3	3	3	3	2	2	3	3	2	3
CO5	3	3	3	3	3	3	2	2	3	3	2	3

**318BA003**

**SUPPLY CHAIN MANAGEMENT**

**L T P C**  
**5 0 0 4**

### COURSE OBJECTIVE

Understand the important role supply chain management plays in the modern economy.

The course will also introduce to the student various supply chain strategies.

Deployment of IT in SCM in order to enhance transparency and information sharing in the supply chain

#### Unit I - Supply Chain Management – Introduction

**11**

Supply Chain Management types; Supply Chain Efficiency versus Responsiveness; Supply chain strategic Fit; Dimensions of Business Logistics; Value Chain Concepts; Supply Chain Drivers.

#### Unit II - Supply Chain Strategy and Planning

**11**

Strategy for Supply chain Configuration and Network Planning; Forecasting for Supply chain; Facility location; capacity and aggregate planning.

**Unit III - Procurement and Inventory Management****12**

Reasons for Outsourcing; Supplier buyer relationships; Supplier Selection, development, and Integration; Supplier Evaluation and Vendor Rating; Major Considerations in Out sourcing; E- Procurement.

**Unit IV - Transportation, Warehousing and Packaging****13**

Transportation Modes and its Role in Logistics; Containerisation and Inter Modal Transportation; TOFC and COFC. Global Logistics; Warehousing and Material Handling; Packaging. Role of Logistics in electronic commerce and e-retail.

**Unit V- Supply Chain Integration and Performance****13**

Information Technologies and SCM; ERP and E-Business Suites, Supply Chain Performance Metrics and SC Risk Management. Supply Chain Sustainability; Sustainable Logistics and Manufacturing Practices; Green Logistics; Reverse Logistics and Cold SCM.

**Total – 60 Hrs****COURSE OUTCOMES:**

**CO1:** Exploration effective decision-making skills and critical thinking ability.

**CO2:** Demonstrate of relevant functional areas of management and their application in SCM

**CO3:** Understanding of alternate managerial decisions and identify optimal solutions

**CO4:** Understanding the role of logistics in supply chain performance

**CO5:** Awareness of innovations for sustainable supply chains

**Text Books**

Principles of Supply Chain Management – Wisner, Cengage, New Delhi, 2017

Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra and Peter Meindel, Prentice Hall of India, 7e, 2019.

**References**

Strategic Logistics Management - Lambert and Stock, McGraw Hill, New Delhi, 2015

Logistics: An Introduction to Supply Chain Management, Donald Waters, Palgrave Macmillan, Noida, India, 2016.

Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi. MHI, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	3	3	1	2	1	1	1	3
CO2	3	3	1	2	3	1	3	2	1	1	1	1
CO3	3	3	2	1	3	2	3	3	1	1	2	3
CO4	2	1	2	3	3	1	3	3	3	1	2	1
CO5	1	3	3	2	2	3	1	2	3	1	3	1

**318BAO04**

**QUALITY MANAGEMENT**

**L T P C**  
**3 0 0 4**

**OBJECTIVE:**

To learn the various principles and practices of Quality Management

**UNIT I INTRODUCTION**

**12**

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**

**12**

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**

**12**

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**

**12**

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 to noise ratio.

## **UNIT V                      QUALITY MANAGEMENT SYSTEMS**

**12**

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 – 60 Hrs**

### **OUTCOMES:**

**CO1:** Understanding the evolution of Quality management

**CO2:** Understanding of quality philosophies and practices

**CO3:** Ability to apply statistical process control to enhance quality.

**CO4:** Ability to apply quality tools to enhance organization's quality performance

**CO5:** Awareness of quality management systems.

### **REFERENCES :**

- 1.Dale H.Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hemant Urdhwarshie, Rashmi Urdhwarshie, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.
- 2.Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
- 3.Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.
- 4.Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition 4th Edition, Wiley India Pvt Limited, 2008.
- 5.Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
- 6.Panneerselvam. R, Sivasankaran. P, Quality Management, PHI Learning, 2014.



	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	3	1	1	2	3	1	1	1
CO2	3	3	2	2	3	3	2	3	1	2	1	2
CO3	3	3	2	3	2	2	3	3	2	1	2	3
CO4	3	1	3	2	3	1	2	3	3	2	2	3
CO5	1	3	3	3	2	3	2	2	3	1	3	3

**318BA005**

## **MATERIALS MANAGEMENT**

**L T P C**  
**3 0 0 4**

### **OBJECTIVE**

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

### **UNIT I INTRODUCTION**

**12**

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 manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

### **UNIT III INVENTORY MANAGEMENT**

**12**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

### **UNIT IV PURCHASING MANAGEMENT**

**12**

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**

**12**

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 – 60 Hrs**

### **OUTCOMES :**

**CO1:** Understanding basics of materials management

**CO2:** Understanding requirement analysis for material planning

**CO3:** Ability to apply inventory management models

**CO4:** Understanding purchasing practices

**CO5:** Understanding storage in warehouse

## REFERENCES :

- 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
- 4.A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
- 5.Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
- 6.Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition
- 7.S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	1	3	3	2	1	1	3	3	3
CO2	3	2	1	2	2	1	3	2	2	1	1	1
CO3	3	3	2	1	3	2	3	3	1	2	2	3
CO4	2	1	3	3	3	1	2	3	3	1	2	1
CO5	3	3	1	2	2	3	1	2	3	3	3	2

**318BAS01**

**E-COMMERCE**

**L T P C**  
**4 0 0 4**

## COURSE OBJECTIVE

The objective of this course is to understand E-Commerce

Its concepts for application in the world of business

Enable to face the challenges and enhance the opportunities associated with electronic commerce

## UNIT 1 INTRODUCTION

**12**

Electronic Commerce Environment and Opportunities: Background – The Electronic Commerce Environment – Electronic Marketplace Technologies – Modes of Electronic Commerce: Overview – Electronic Data Interchange – Migration to Open EDI – Electronic Commerce with WWW / Internet – Commerce Net Advocacy – Web Commerce going forward.

**UNIT 2 TECHNOLOGY INFRASTRUCTURE****12**

Approaches to safe Electronic Commerce: Overview – Secure Transport Protocols – Secure Transactions – Secure Electronic Payment Protocol(SEPP) – Secure Electronic Transaction (SET )- Certificates for Authentication – Security on Web Servers and Enterprise Networks – Electronic cash and Electronic payment schemes: Internet Monetary payment and security requirements – payment and purchase order process - Online Electronic cash.

**UNIT 3 BUSINESS APPLICATIONS****12**

Internet/Intranet Security issues and solutions: The need for Computer Security – Specific Intruder Approaches – Security strategies – Security tools – Encryption – Enterprise Networking and Access to the Internet – Antivirus programs – Security Teams.

**UNIT 4 e-BUSINESS PAYMENTS AND SECURITY****12**

MasterCard / Visa secure Electronic Transaction: Introduction – Business Requirements – Concepts – Payment processing – E-mail and secure e-mail technologies for electronic commerce. Introduction – The Mean of Distribution – A model for message handling – Working of Email- MIME: Multipurpose Internet Mail Extensions – S/MIME: Secure Multipurpose Internet Mail Extensions – MOSS: Message Object Security Services.

**UNIT 5 TECHNOLOGY INFRASTRUCTURE –II****12**

Internet and Web site establishment: Introduction – Technologies for web servers – Internet tools relevant to Commerce – Internet Applications for Commerce – Internet charges – Internet Access and Architecture – Searching the Internet.

**Total – 60Hrs****COURSE OUTCOMES:**

**CO1:** Student should be able to know how to build an e-Commerce

**CO2:** Student should be able to know how to manage an e-Commerce

**CO3:** Student should be able to develop server for e-Commerce

**CO4:** Knowledge of e business payment protocols and security

**CO5:** Understanding of ethical, legal, privacy issues and encryption policies

**TEXT BOOKS**

1. Daniel Minoli& Emma Minoli, “Web Commerce Technology Handbook”, Tata McGraw-Hill 1999.(Text Book)

2. K.Bajaj& D. Nag, “E-Commerce”, TataMcGraw-Hill, 1999.

## REFERENCES:

1. David S. Nassar, “How to Get Started in Electronic Day Trading”
2. Bruce C, “How to Use the Internet to Advertise, Promote and Market Your Business or Website with Little or No Money”

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	3	2	3	3	1	2	2
CO2	3	2	1	3	3	2	2	3	2	2	1	1
CO3	3	3	2	3	3	2	2	3	2	1	2	1
CO4	3	3	2	3	3	2	1	3	2	1	1	2
CO5	3	3	2	2	3	1	1	3	2	1	2	1

**318BAS02**

**ADVANCED DATABASE MANAGEMENT SYSTEM**

**L T P C**

**4 0 0 4**

## COURSE OBJECTIVE

To expose the student to the basic concepts involved in designing

To expose the student in building a database management system

To expose the student to practical database information system design through a team based project.

### UNIT – I INTRODUCTION

**12**

Database-Purpose of Database Systems- Database Management Systems –Evolution of DBMS –Features And Benefits Of DBMS - Codd Rules - Database System Architecture.

### UNIT – II MODELING AND DESIGN FRAME WORK

**12**

Data Models - Conceptual Design - ER Diagram – Relationships - Normalization-1NF-2NF-3NF- BOYCE-CODD - Multi-Valued Dependencies And Fourth Normal Form - Join Dependencies And Fifth Normal Form.

### UNIT – III DATABASE IMPLEMENTATION

**12**

Query Languages–Data Integrity–Assertions-General Structure of SQL - Set Operations- Aggregate Functions – Modification of The Database - Database Transactions: Concepts - ACID Properties-Transaction Recovery; Concurrency Control-Concurrency Control Techniques.

### UNIT – IV DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES

**12**

Concepts of distributed databases- distributed databases environment – components-advantage-disadvantage; client server architecture based distributed databases - benefits of distributed databases – two tiered and three tiered architecture.

Database Security-Privileges - Database Control – Cryptography- Digital Signature- Statistical Database-Data Warehouses and Data Mining-Emerging Database Technologies and applications.

**Total – 60Hrs**

**COURSE OUTCOMES:**

**CO1:** Awareness of database models

**CO2:** Knowledge of database technologies

**CO3:** Awareness of database security

**CO4:** Learn about supervised and unsupervised learning technique.

**CO5:** Develop and implement a basic trainable neural network

**TEXT BOOKS**

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. Jeffrey A Hoffer et al, Modern Database Management, 8<sup>th</sup> Edition, Pearson Education, 2008,

**REFERENCES**

1. V. K. Jain, Database Management Systems, Dreamtech press, 2007
2. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
3. Mark L.Gillenson& el, Introduction database management, Wiley India Pvt. Ltd, 2008

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	1	2	1	1	2	2	3	3	1	2	3
<b>CO2</b>	3	1	1	2	1	3	2	3	2	1	2	2
<b>CO3</b>	3	1	1	1	1	2	2	3	3	1	2	2
<b>CO4</b>	2	1	1	2	2	3	3	3	2	1	1	2
<b>CO5</b>	3	1	2	2	2	3	3	1	3	1	2	1

**COURSE OBJECTIVE**

To impart the concept of ERP, an ERP business case,  
How ERP is used to integrate business processes,  
How ERP enable process changes and to state the benefits of ERP

**UNIT I INTRODUCTION****12**

Overview of Enterprise – Introduction to ERP -  
Evolution of ERP, Benefits of ERP. ERP vs. Traditional Information Systems – ERP and related technologies -  
Business Process Reengineering – supply chain management.

**UNIT II ERP IMPLEMENTATION****12**

ERP implementation – lifecycle – Methodology - hidden costs - organizing the ERP implementation - Role of Vendors, consultants and users - Need for training - customization. Selection criteria for ERP Packages.

**UNIT III BUSINESS MODULES OF ERP****12**

Business modules in an ERP package - Finance, manufacturing, human resource, plant maintenance, materials management, quality management, sales and distribution.

**UNIT IV ERP MARKET****12**

Overview of ERP packages – SAP-R/3, PEOPLE SOFT, BAAN IV, MFG/PRO, IFS/AVALON, and ORACLE-FINANCIAL - Extended ERP (ERP II).

**UNIT V EMERGING TRENDS ON ERP****12**

ERP market place – service oriented market place – ERP and e-commerce - Future directions of ERP – new markets- new channels.

**Total – 60 Hrs****COURSE OUTCOMES:****CO1:** Knowledge of ERP implementation cycle**CO2:** Awareness of core of ERP**CO3:** Awareness of extended modules of ERP**CO4:** Understanding of post implementational impact and maintenance of ERP**CO5:** Knowledge of emerging trends on ERP

## TEXT BOOK

Alexis Leon, Enterprise Resource Planning –Tata McGraw Hill, 2006.

Vinod Kumar Garg& N K Venkatakrishna, Enterprise Resource Planning – Concepts and Practices, PHI, 2006.

## REFERENCES

Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008

Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	1	3	2	2	1	3	2	2	2	2
CO2	3	3	2	3	3	2	2	3	1	2	1	1
CO3	3	3	1	3	2	2	2	3	2	1	2	1
CO4	3	3	3	3	2	2	1	2	2	2	1	2
CO5	3	3	1	3	2	2	1	3	2	1	2	1

318BAS04

INTERNET OF THINGS

L T P C  
4 0 0 4

## OBJECTIVES :

To experiment the technical aspects of Internet of Things.

To expose the application of Internet of Things.

## UNIT I INTRODUCTION

12

Introduction to Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.

## UNIT II      IoT ARCHITECTURE

12

ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.

## UNIT III      BUILDING IoT

12

IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Raspberry Pi with Python - Other IoT Devices.

#### **UNIT IV      IoT DATA PLATFORM**

**12**

Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.

#### **UNIT V      CASE STUDIES AND REAL-WORLD APPLICATIONS**

**12**

IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Home Automation – Smart Cities - Environment - Agriculture - Productivity Applications.

**Total – 60 Hrs**

#### **OUTCOMES :**

**CO1:** Technical knowledge of Internet of Things.

**CO2:** Ability to understand IoT Architecture

**CO3:** Understanding of building blocks of IoT

**CO4:** Deep insights about IoT Data Platform

**CO5:** Knowledge of real world applications

#### **REFERENCES :**

1.rshdeepBahga, Vijay Madisetti, - Internet of Things - A hands-on approach,

University Press, 2015

2.Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Things, Springer, 2011.

3.Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspective, CRC Press, 2012.

4.Jan Höller, Vlasios Tsiatsis, Catherine Mulligan, Stamatis, Karnouskos, Stefa



5. Avesand, David Boyle, "From Machine-to-Machine to the Internet of Things - Introduction to a New Age of Intelligence", Elsevier, 2014.
6. Olivier Hersent, David Boswarthick, Omar Elloumi, —The Internet of Things – Key applications and Protocols, Wiley, 2012
7. Adrian McEwen and Hakim Cassimally, “Designing the Internet of Things”, John Wiley & Sons, 2013.
8. Cuno Pfister, “Getting Started with the Internet of Things: Connecting Sensors and Microcontrollers to the Cloud”, Maker Media, 2011.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	2	2	1	3	2	1	2	2
CO2	3	2	2	3	2	2	1	3	2	2	1	1
CO3	3	3	1	3	2	2	2	3	2	1	2	1
CO4	3	3	2	3	3	2	2	3	2	1	1	2
CO5	3	3	2	3	2	2	2	3	2	1	2	1

**318BAS04      SOFTWARE PROJECT AND QUALITY MANAGEMENT      L T P C**  
**4   0   0   4**

## **OBJECTIVES**

To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management.

To provide the knowledge and necessary skills for taking up quality related task in Software projects.

## **UNIT I SPM CONCEPTS      12**

Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

## **UNIT II      SOFTWARE MEASUREMENTS      12**

Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

## **UNIT III      SOFTWARE QUALITY AND RISK ISSUES      12**

Quality in SW development – quality assurance – quality standards and certifications. The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

#### **UNIT IV      QUALITY PLANNING**

**12**

Planning Concepts- Integrating Business and Quality Planning- Prerequisites to Quality Planning- The Planning Process. Define, Build, Implement and Improve Processes: Process Management Concepts- Process Management Processes.

#### **UNIT V      QUALITY CONTROL PRACTICES**

**12**

Testing Concepts- Developing Testing Methodologies- Verification and Validation Methods- Software Change Control- Defect Management. Metrics and Measurement: Measurement Concepts- Measurement in Software- Variation and Process Capability- Risk Management- Implementing a Measurement Program.

**Total – 60 Hrs**

#### **OUTCOMES:**

**CO1:** Apply project management concepts and techniques to a project.

**CO2:** Explain project management in terms of the software development process.

**CO3:** Understand the risk issues in software development.

**CO4:** Apply the concepts in preparing the quality plan & documents.

**CO5:** Assess the quality of software product.

#### **REFERENCES**

- 1.Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
- 2.Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2nd edition, 2000
- 3.Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6th Edition, 2017

4. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3rd edition, 2011.

5. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	1	1	2	2	3	3	1	2	3
CO2	3	1	1	2	1	3	2	3	2	1	2	2
CO3	3	1	1	1	1	2	2	3	3	1	2	2
CO4	2	1	1	2	2	3	3	3	2	1	1	2
CO5	3	1	2	2	2	3	3	1	3	1	2	1

**318BAV02**

**Managerial Skill Development -II**

**L T P C**  
**4 0 0 4**

**COURSE OBJECTIVE:**

Need for strengthening of soft skill and competencies.

Enhancing ethical and interpersonal sensitivity.

Gaining information and collaboration with industry.

**Managerial Skill Developments**

Resume Writing

Group discussion skill development

Interview skill

Presentation skill

Language Skill

Body Language

Business etiquette

Interpersonal Relations

Leadership skills

**COURSE OUTCOME**

**CO1:** Development of understanding and practice personal and professional responsibility.

**CO2:** Demonstrate knowledge of personal belief.

**CO3:** Demonstrate knowledge of personal value.

**CO4:** Apply the comprehensive set of knowledge for business success.

**CO5:** Apply the comprehensive set of skills for business success.

#### TEXTBOOKS

1. David A. Whetten and Kim S. Cameron “Developing Management Skills” Pearson, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3		2		3			2	1		2	2
<b>CO2</b>	3		2		3			2	1		1	1
<b>CO3</b>	3		2		3			2	1		2	1
<b>CO4</b>	3		2		3			2	1		1	2
<b>CO5</b>	3		1		2			2	2		2	1

#### ADHIYAMAAN COLLEGE OF ENGINEERING (AUTONOMOUS)

#### MASTER OF BUSINESS ADMINISTRATION

#### REGULATION 2018

#### CURRICULUM AND SYLLABUS OF 4<sup>TH</sup> SEMESTER

#### SEMESTER – IV

S.No	Course Code	Course Title
<b>1</b>	<b>418BAP04</b>	<b>Project Work</b>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO 1</b>	3	1	2	1	1	2	2	3	3	1	2	3
<b>CO 2</b>	3	1	1	2	1	3	2	3	2	1	2	2
<b>CO 3</b>	3	1	1	1	1	2	2	3	3	1	2	2
<b>CO 4</b>	2	1	1	2	2	3	3	3	2	1	1	2
<b>CO 5</b>	3	1	2	2	2	3	3	1	3	1	2	1

# PART TIME

**ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)**

**DEPARTMENT OF MANAGEMENT STUDIES**

**Curriculum (Regulation 2018)**

# Choice Based Credit System

## MBA PART - TIME

### SEMESTER I

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	118BAT01	Business Statistics	PC	4	1	0	5	4
2	118BAT02	Management Concepts and Practices	PC	4	0	0	4	4
3	118BAT03	Management Accounting for Business Decisions	PC	4	0	0	4	4
4	118BAT04	Economic Analysis for Business Decisions	PC	4	1	0	5	4
PRACTICALS								
5	118BAP01	Executive Communication	EEC	0	0	4	4	2
TOTAL								



**Course Objective**

To learn the basic concepts of statistics, to impart the knowledge of basic probabilistic theory and to learn one dimensional discrete and continuous probability distributions occurring in natural phenomena.

To introduce the notion of sampling distributions and estimation theory, to acquire the knowledge of statistical techniques useful in decision making.

To study the relationships between the variables, time series analysis and index numbers.

**UNIT-I: Role of Statistics in Business: 9+3**

Introduction to statistics- Measures of Central tendency-Arithmetic Mean, Median, Mode - Measures of dispersion- Standard deviation and Variance – Graphical representation of data- Pie chart, Bar graph, Histogram and Ogives.

**UNIT-II: Theory of Probability: 9+3**

Axioms of probability - Conditional probability - Total probability – Baye's theorem- Random variables - Probability mass function - Probability density function - Binomial, Poisson, and Normal distributions and their properties.

**UNIT-III: Sampling Distribution and Estimation: 9+3**

Introduction to sampling distributions- sampling distribution of a statistic: mean and proportion-application of central limit theorem sampling – standard error of a statistic. Estimation: Point and Interval estimates for population parameters of large sample and small samples- determining the sample size.

**Unit IV: Testing of Hypothesis: 9+3**

Tests for single Mean, Proportion, Difference of means (large and small samples) using Z-test and t-test – Tests for single variance and equality of variances using F-test – Chi-square test for Goodness of fit – Independence of attributes. Analysis of variance (ANOVA): Completely Randomized Design (CRD) (one way classification) – Randomized Block Design (RBD) (two way classification)

**UNIT-V: Business Forecasting: 9+3**



Correlation analysis: Karl Pearson's Coefficient of Correlation- Spearman's Rank Correlation. Regression Analysis: Least Square fit of a Linear Regression -Two lines of Regression - properties of regression coefficients. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

**Total: 45 + 15 = 60 PERIODS**

### **Course Outcomes**

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

**CO1:** To facilitate objective solutions in business decision making.

**CO2:** To understand and solve business problems

**CO3:** To apply statistical techniques to data sets, and correctly interpret the results.

**CO4:** To develop skill-set that is in demand in both the research and business environments

**CO5:** To enable the students to apply the statistical techniques in a work setting.

### **Text Books:**

Levin R.I., Rubin S. David, "Statistics for Management", Eight edition, Pearson, 2017.  
[e-resource: Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 2019].

### **Reference books**

1. Arora.P.N. and Arora.S., "Statistics for Management", S.Chand & Company Ltd, 2009.
2. Keller, G, "Statistics for Management and Economics", Cengage Learning (Textbook/eBook), 2019.
3. e-resource: Anderson D.R., Sweeney D.J. , Williams T.A., Camm J.D., and Cochran J.J., " Statistics for Business and Economics", 13<sup>th</sup> edition, Cengage Learning (Textbook/eBook), 2018. Hard copy: [Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2002.]
4. Black Ken, "Business Statistics: For Contemporary Decision Making", 10<sup>th</sup> edition (Textbook/eBook) ,Wiley, 2019.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	3	2	2	1	1	2	1	1	3
CO2	3	3	1	3	2	3	1	2	2	1	1	3
CO3	3	2	1	2	2	2	1	1	1	1	1	3
CO4	3	2	1	3	2	3	1	2	2	1	1	2
CO5	3	3	1	3	2	3	1	2	2	1	1	2

**118BAT02**

**Management Concepts and Practices**

**L T P C**

**4 0 0 3**

### **Course Objective**

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility

It focuses on the basic roles, skills for effective and efficient achievement of goals

### **Unit I - Introduction**

**12**

Management overview – evolution of management thoughts – Management is science or art? – Manager Vs Entrepreneur-Functions of management – types of business organizations-Environmental factors-Current trends and issues in Management.

### **Unit II -Planning**

**12**

Planning – the meaning and purpose of planning – steps – types – MBO – Policies, Procedures and Methods – Nature and types of policies – Functional Policies – Decision Making – Process – Types of Decisions.

### **Unit III - Organizing**

**12**

Organizing- Formal and informal organization – Meaning and Structure – Span of Control – Line and Staff Relationships – Staffing – Sources of Recruitment – Selection Process – Training – Methods – Departmentation – Organization Charts.

### **Unit IV - Leadership**

**12**

Direction – Leadership – theories – Styles – Motivation – Theories – Types - job satisfaction – job enrichment – Co – ordination – Communication – Types – Process – Essentials.

### **Unit V-Controlling**

**12**

Controlling in Management – Control Process – Innovation Management – Informational Technology in Management – Budgets – Techniques – Importance – Case Studies in General Management.

**Total -60 Hrs**

### **Course Outcomes**

**CO1:** Explain the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.

**CO2:** Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems

**CO3:** Understanding concepts of Ethics, Delegation, Coordination and Team work.

**CO4:** Develop the skillset to have manage group behaviour in Organizations

**CO5:** Insights about the current trends in managing organizational behavior

### **Text Books**

Koontz Herald & Weihrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

### **References**

Hellriegel, Jackson & Slocum-Management A Competency-Thomson South-western-2007.  
Koontz Herald & Weihrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

Heinz Weihrich, Mark. V. Cannice & Herald Koontz-Management: A global and entrepreneurial Perspective-Tata McGraw Hill-2008.

Pettinger-Introduction to Management-4e-Palgrave Macmillan-2007.

PC Tripathi, PN Reddy-Principles of Management-Tata McGraw Hill-2006.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	2	1	1	1	2	2	1	1
CO2	3	2	3	3	2	2	1	1	2	2	1	2
CO3	2	3	3	3	2	3	2	1	1	2	2	1
CO4	3	2	3	2	1	2	2	2	1	1	2	1
CO5	2	3	2	3	3	1	1	3	1	2	2	1

**118BAT03**

**Management Accounting for Business Decisions**

**L T P C**

**4 0 0 4**

### **Course Objective**

This course examines the principles of planning and control of business organizations.  
This course examine techniques of planning and control of business organizations.  
This course examine uses of accounting in the planning and control of business organizations from a management perspective.

**UNIT I - Introduction** **12**

Introduction to Financial and Management Accounting, Generally accepted Accounting Principles, conventions and concepts and systems of Book keeping. The Balance Sheet and related concepts, the Profit and Loss Account related concepts. Introduction- Journalizing, Ledger Transactions. Trail Balance- Preparing Final Accounts with adjustments.

**Unit II - Financial Statement Analysis** **10**

Analysis of Financial Statements Financial Ratio Analysis-Classification of Ratio-Interrelationship between Ratios-Du-Pont analyses

**Unit III -Fund Flow Analysis** **11**

Fund Flow Analysis – Importance and procedure for preparing a fund flow statement – schedule of changes in working capital – funds from operation statement – fund flow statement – limitations of fund flow statement

**Unit IV -Cash Flow Analysis** **11**

Cash flow analysis – importance and procedure for preparing cash flow statement – cash from operation statement – cash flow statement – limitations of cash flow statement

**Unit V- Budgets and Budgetary Control** **12**

Budgets and Budgetary Control - Classification of Budgets- Production Budget- Sales Budget- Cash Budget- Flexible Budgets- Zero base Budgeting.

**Total – 56Hrs**

**Course Outcomes**

**CO1:** Understand the role of different branches of accounting i.e. Financial Accounting, Cost Accounting and Management Accounting and able to understand the balance sheets of a Company under Company's Act, Banking Company and Insurance Company.

**CO2:** Analyse the Financial Statements through various tools like ratio analysis, fund flow and cash flow etc.

**CO3:** Prepare the Fund Flow Statement and Working capital.

**CO4:** Apply the management and cost accounting techniques for decision making

**CO5:** Assess the accountancy standards of practices in India

### Text Books

M.Y.Khan and P.K.Jain - Management Accounting Tata McGraw Hill Publishing Company Ltd

M.A.Sahaf - Management Accounting (Principles and Practice): 2013 edition Vikash Publishing House Pvt Ltd, New Delhi.

### References

R.S.N.Pillai and Bagavathi – Management Accounting, S.Chand and Co.Ltd., New Delhi(2010 Edition)

Bhattacharya S.K. John Dearden – Accounting For Management Text and Cases, (2000 edition) – Vikash Publishing House Pvt Ltd, New Delhi.

CharelesT.Horgen – Introduction to Management Accounting 16 edition Prentice Hall New Delhi.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	1	2	1	1	1	-	3	3	-	-
CO2	3	2	1	2	2	2	-	2	-	3	-	2
CO3	3	3	2	2	3	2	1	2	1	3	-	1
CO4	3	3	2	3	3	2	1	1	1	2	-	1
CO5	3	2	3	2	2	2	1	2	-	2	-	-

**118BAT04**

**Economic Analysis for Business Decisions**

**L T P C**

**4 1 0 4**

### Course Objective

The purpose is to apply a series of basic economics principles to the decision making process within the firm.

Issues related to optimal pricing strategies, demand forecasting and optimal financing

To appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools

**Unit I–Introduction** **11**

Nature and scope of Managerial Economics - Managerial Economics and Microeconomics - Managerial Economics and Macro-economic - Applications of Economics in Managerial decisions making - Profit Maximization, Sales Maximization.

**Unit II –Demand Analysis** **10**

Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting methods

**Unit III - Production and Cost** **12**

Production and Costs – Meaning of Production Function - Law of variable proportions - Law of Supply and Elasticity of Supply - Costs and Cost Functions - Short Terms Costs and their use on decision making - Determinants of costs - Break Even Analysis.

**Unit IV – Pricing and Market Structure** **11**

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing policies and Methods

**Unit V - Macro Economics** **12**

National Income Concepts - methods of calculating of NI and difficulties in calculating of NI – PPP- Business cycle – theories of business cycle – phases of BC –Inflation – types – Causes of Inflation – effects of Inflation –control of inflation – balance of trade – BOP – foreign exchange – determinant of foreign exchange.

**Total – 56 Hrs**

**Course Outcome:** At the end of the Course, the Student will be able to:

**CO1:** Apply the intuition for analyzing economic problems from a managerial perspective in an organizational & business context.

**CO2:** Analysis the basic tools that structure the microeconomic problems for optimal decision-making.

**CO3:** Comprehension knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainly.

**CO4:** To have the understanding of economic environment of business.

**CO5:** To study about the policies that regulate economic variables

### **Text Books**

Managerial Economics in a Global Economy, Dominick Salvatore, 2018, 9<sup>th</sup> Edition, OUP New Delhi.

### **References**

Managerial Economics, Maheshwari&Varshney, 2014, Sultan Chand & Sons, New Delhi.

Managerial Economics, Mote, Samuel Paul & Gupta, 2017, TMI, New Delhi.

Business Economics, Mithani& Gopala Krishna Murthy, 2018, Himalaya Publishing House, New Delhi.

Managerial Economics, Craig Peterson, 2015, PHI, New Delhi.

Managerial Economics, Dwivedi, 2017, Vikas Publications, New Delhi.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	1	1	1	3	3	2	2	3	3	3	3
<b>CO2</b>	3	3	3	3	3	3	2	2	2	2	2	2
<b>CO3</b>	3	2	1	2	2	2	2	2	3	3	3	3
<b>CO4</b>	3	3	3	3	3	3	1	1	1	2	2	2
<b>CO5</b>	3	3	3	2	2	1	2	2	2	2	3	3

**118BAP01**

**Executive Communication**

**L T P C**  
**0 0 3 2**

### **COURSE OBJECTIVE**

Technology based learning and inculcating various soft skills requires for the budding managers.

Designed to give a comprehensive view of business communication for the budding managers.

Developing oral presentations and clear writing skills for the business requirements.

Writing knowledge

Project preparations and Article publications

### **Details of the Experiments**

**BUSINESS COMMUNICATION IN THE NEW MILLENNIUM :** Communication Technology and its impact – E – Mail – E – Business – E – Commerce – Video conferencing.

**MOBILE USAGE** – Search engines – Google – You Tube – Facebook.

**SPEECHES AND PRESENTATIONS:** Soft skills - Verbal and Non - verbal communication - Principles of effective speech – Kinds of speeches

**PRESENTATION SKILLS:** Building self-confidence – Word power.

**BUSINESS LETTERS:** Three stages of writing business letters – Process of writing – Parts of a business letter – Types of letters

**CAREER COMMUNICATION:** Preparing resume – Interviews – Group Discussion – Interactive communication – Meetings – Minutes of meeting - Conference – Workshop – Symposium – Seminar.

**REPORT WRITING:** Preparation of Project report – Journal Article Format - Negotiations – Understanding Etiquettes.

### **Course Outcomes**

**CO1:** Understand the fundamentals, scope and importance of communication in business.

**CO2:** Develop individual reading and listening skills

**CO3:** Develop an ability to communicate correctly and effectively on matters having relevance to day-to-day business operations.

**CO4:** In-depth understanding of interview skills

**CO5:** Ability to prepare Business reports

### **Text Books**

Madhukar R K Business Communication Vikas Publishing House , 2<sup>nd</sup> Edition, 2012

Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, “Effective Business Communication”, Tata McGraw Hill, 10<sup>th</sup> Edition, 2009

### **References**

Krizan, Merrier Jones, Business Communication, 6<sup>th</sup> Edition, Thomson Learning



Essentials of Business Communication ,Rajendra Paul & J.S. Korlahalli

Bovee, Thill, Schatzman, Business Communication, 7<sup>th</sup> Edition, Pearson Education, New Delhi

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	2	2	1	3	3	1	1	1
CO2	2	3	3	2	2	1	1	3	3	2	2	2
CO3	3	2	1	2	2	2	3	1	2	1	2	1
CO4	3	1	2	3	2	1	1	3	2	1	2	2
CO5	3	1	2	3	2	1	1	1	2	2	1	1

## ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)

### DEPARTMENT OF MANAGEMENT STUDIES

### Curriculum (Regulation 2018)

Choice Based Credit System

**MBA PART - TIME**

**SEMESTER II**

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	218BAT05	Organisational Behavior	PC	4	0	0	4	3
2	218BAE--	Professional Elective I	PE	4	1	0	4	4
3	218BAE--	Open Elective I	PE	4	1	0	4	4
4	218BAT06	International Business Management	PC	4	1	0	4	4
TOTAL				16	3	0	16	3

**218BAT05**

**Organizational Behavior**

**L T P C**  
**4 0 0 3**

**Course Objective**

To give a comprehensive view on the individuals behavior and Personality

To give a comprehensive view on the groups behavior Motivation

To give a comprehensive view in diverse organizations and on organizational structure and processes

**Unit I - Introduction to OB**

**12**

Meaning & Importance of OB - Historical Development & Contribution Disciplines -

Foundation of individual behavior and individual decision making - Values attitudes & job satisfactions

**Unit II- Personality& Motivation**

**10**

Personality – Basic concepts and theories - Perception - Basic concepts and factors influencing

- Motivation - Theories – Content theories and process theories– Problems in motivation

**Unit III - Group Dynamics**

**10**

Foundation of group behavior - Types of groups - Group Norms and Cohesive group Roles - Understanding work teams

**Unit IV- Organizational Culture & Learning**

**12**

Elements of organizational culture - Organizational culture and performance - Changing and strengthening culture - Organizational socialization - Creating an ethical organizational culture - Sustaining organizational culture

**Unit V-Conflict, Power and Politics**

**12**

Conflict process ,source of conflict - Structural approach to conflict management - Resolving conflict through negotiation - Organizational careers - Contingent workforce - Power and politics in organization - Work stress and its management - Cause and consequences - Stress coping strategies

**Total – 56Hrs**

**Course Outcomes**

**CO1:** Understand and learn the effective interpersonal, team building and leadership skills.

**CO2:** Familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).

**CO3:** Improved the organizational performance through the effective management of human resources.

**CO4:** Students will have a better understanding of human behavior in organization

**CO5:** They will know the framework for managing individual and group performance

**Text Books**

Robbins Stephen and Timothy A Judge Organizational Behaviour 15<sup>th</sup> edition Prentice Hall(India)Pvt Ltd “2013”

## References

Mcshane L. Steven von Glinow Ann Mary Sharma R. Radha Books  
Organisational Behaviour, Publisher Tata McGraw Hills “2006”  
Robin Fincham Peter Rhodes, Principle of organizational Behaviour, oxford university press, year “2005”  
Luthan Fred, organizational Behaviour, Tata McGraw Hill Year “2000”  
Robbins Stephen P, Organizational Behaviour 12<sup>th</sup> edition Prentice Hall (India) Pvt Ltd “2000”  
Dwivedi R. S, Human Relations and organizational Behaviour A Global perspective 5<sup>th</sup> Edition Palgrave Macmillan Year “2006”

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2	2	1	1	1	2	2	1	1
CO2	3	2	3	3	2	2	1	1	2	2	1	2
CO3	2	3	3	3	2	3	2	1	1	2	2	1
CO4	3	2	3	2	1	2	2	2	1	1	2	1
CO5	2	3	2	3	3	1	1	3	1	2	2	1

**218BAE01**

**Legal Aspects of Business**

**L T P C**  
**4 1 0 4**

## Course Objective

This course is designed to provide you with an overview of various legal concepts and principles impacting business.

It introduces you to a broad array of information and develops relevant skills encompassing the dynamic nature of the legal environment

Its relationship to the transactional and functional aspects of business

## Unit I - Law of Contract

**12**

Contract – Meaning and Essentials of Valid Contract – Offer, Acceptance and Agreement - Formation of Agreement – Consideration in Contracts – Performance of the Contract – Void Contract, Voidable Contract – Contingent Contract – Breach, Damages and Compensation.

## Unit II - Law of Partnership & Law of Sale of Goods

**12**

Partnership – Concept and Formation of Partnership – Kinds of Partners – Legal Relations between partners – rights of incoming and outgoing partners – Retirement and Expulsion – Dissolution of Firm. Law of Sale of Goods – Definition and essentials of a Contract of Sale – Goods and Their Classification – Sale and Transfer of ownership – Transfer of Title by non-owners - Guarantees &

Warranties in sales contract - performance of sales contracts – unpaid sellers and his rights – remedies for breach.

### **Unit III - Negotiable Instrument Act**

**10**

Negotiable Instrument – Nature and requisites – Definition of promissory notes – Cheque and bill of exchange – holder for value and holder in due course – Types of Negotiation – Rights and duties of Collecting and Paying Bankers – Forgery.

### **Unit IV - Companies Act**

**11**

Major principles – Nature and Types of Companies – Registration – MOA – AOA – Prospectus and rising of Capital – Borrowing powers of the company – BOD – Auditors – Meeting – Winding up of Company – Corporate governance.

### **Unit V - Income and Sales Acts**

**11**

Corporate Tax planning, Overview of GST – Definition, Scope & Incidence of GST, Types of GST, Value Added tax – Concepts, Scope, methods of Vat calculation, practical implications of VAT.

**Total: 56Hrs**

### **Course Outcomes**

**CO1:** Study the provisions of Law of Contract, Partnership and Sale of Goods Act.

**CO2:** Acquaint with basic negotiable instruments

**CO3:** Understand the fundamental provisions of Company Law & Law of Insurance.

**CO4:** Ability to understand the fundamentals of corporate tax and GST

**CO5:** Understand the role of consumer rights and cyber laws in the modern business environment

### **Text Book**

P C Tulsian Business and Corporate Law TMH 2007

### **References**

Pathak Legal Aspects of Business Tata McGraw Hill 2005

N.D. Kapoor Elements of Mercantile Law Sultan Chand & Sons 2003

C L Bansal Business and Corporate Laws Excel Books 2006

MC Kuchhal Deep Prakash Business Legislation for Management Vikas Publishing 2007

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	2		3	3	2	1	1
CO2	3	3	2	3	2	1	1	3	1	1	1	2
CO3	2	3	3	2	2	1	1	3	2	2	2	1
CO4	3	3	3	2	2	2	1	2	1	2	1	1
CO5	3	2	1	3	2	2	2	3	2	1	2	1

218BAE02	INTELLECTUAL PROPERTY RIGHTS	L T P C
	3 0 0 3	

### OBJECTIVE :

To understand intellectual property rights and its valuation.

## UNIT I INTRODUCTION 9

Intellectual property rights - Introduction, Basic concepts, Patents, Copyrights, Trademarks, Trade Secrets, Geographic Indicators; Nature of Intellectual Property, Technological Research, Inventions and Innovations, History - the way from WTO to WIPO, TRIPS.

## UNIT II PROCESS 9

New Developments in IPR, Procedure for grant of Patents, TM, GIs, Patenting under Patent Cooperation Treaty, Administration of Patent system in India, Patenting in foreign countries.

## UNIT III STATUTES 9

International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh- Dole Act and Issues of Academic Entrepreneurship.

## UNIT IV STRATEGIES IN INTELLECTUAL PROPERTY 9

Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies

## UNIT V MODELS

9

The technologies Know-how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

**TOTAL: 45 PERIODS**

### OUTCOME:

**CO1:** Understanding of intellectual property and appreciation of the need to protect it

**CO2:** Awareness about the process of patenting

**CO3:** Understanding of the statutes related to IPR

**CO4:** Ability to apply strategies to protect intellectual property

**CO5:** Ability to apply models for making strategic decisions related to IPR

### REFERENCES :

V. Sople Vinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2006.

Intelluctual Property rights and copyrights ,EssEss Publications.

A. Primer, R. Anita Rao and Bhanoji Rao, Intelluctual Property Rights, Lastain Book company.

Edited by Derek Bosworth and Elizabeth Webster, The Management of Intelluctual Property, Edward Elgar Publishing Ltd., 2006.

WIPO Intelluctual Property Hand book.

IPR	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	3	3	3	3	3	1	2	1
CO2	3	3	2	3	3	3	3	3	3	1	1	1
CO3	3	3	3	3	3	3	3	3	3	2	2	1
CO4	3	3	3	3	3	3	2	2	3	3	1	1
CO5	3	3	3	3	3	3	2	2	3	3	2	1





**OBJECTIVES:**

To familiarize students with the theory and practice of small business management.

To learn the legal issues faced by small business and how they impact operations.

**UNIT I INTRODUCTION TO SMALL BUSINESS****9**

Creation, Innovation, entrepreneurship and small business - Defining Small Business –Role of Owner – Manager – government policy towards small business sector –elements of entrepreneurship – evolution of entrepreneurship –Types of Entrepreneurship – social, civic, corporate - Business life cycle - barriers and triggers to new venture creation – process to assist start ups – small business and family business.

**UNIT II SCREENING THE BUSINESS OPPORTUNITY AND FORMULATING THE BUSINESS PLAN****9**

Concepts of opportunity recognition; Key factors leading to new venture failure; New venture screening process; Applying new venture screening process to the early stage small firm Role planning in small business – importance of strategy formulation – management skills for small business creation and development.

**UNIT III      BUILDING THE RIGHT TEAM AND MARKETING STRATEGY****9**

Management and Leadership – employee assessments – Tuckman's stages of group development - The entrepreneurial process model - Delegation and team building - Comparison of HR management in small and large firms - Importance of coaching and how to apply a coaching model.

Marketing within the small business - success strategies for small business marketing - customer delight and business generating systems, - market research, - assessing market performance- sales management and strategy - the marketing mix and marketing strategy.

**UNIT IV      FINANCING SMALL BUSINESS****9**

Main sources of entrepreneurial capital; Nature of 'bootstrap' financing - Difference between cash and profit - Nature of bank financing and equity financing - Funding-equity gap for small firms. Importance of working capital cycle - Calculation of break-even point - Power of gross profit margin- Pricing for profit - Credit policy issues and relating these to cash flow management and profitability.

**UNIT V VALUING SMALL BUSINESS AND CRISIS MANAGEMENT****9**

Causes of small business failure - Danger signals of impending trouble - Characteristics of poorly performing firms - Turnaround strategies Concept of business valuation - Different valuation measurements - Nature of goodwill and how to measure it - Advantages and disadvantages of buying an established small firm - Process of preparing a business for sale.

### **TOTAL: 45 PERIODS**

### **OUTCOMES:**

**CO1:** Familiarise the students with the concept of small business

**CO2:** In depth knowledge on small business opportunities and challenges

**CO3:** Ability to devise plans for small business by building the right skills and marketing strategies

**CO4:** Identify the funding source for small start ups

**CO5:** Business evaluation for buying and selling of small firms

### **REFERENCES :**

1. Hankinson,A.(2000). "The key factors in the profile of small firm owner-managers that influence business performance. The South Coast Small Firms Survey, 1997-2000." Industrial and Commercial Training 32(3):94-98.
2. Parker,R.(2000). "Small is not necessarily beautiful: An evaluation of policy support for small and medium-sized enterprise in Australia." Australian Journal of Political Science 35(2):239-253.
3. Journal articles on SME's.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	2	2	1	-	1	-	1	2	1	2	-	1
<b>CO2</b>	3	3	3	3	3	3	3	2	3	3	2	3
<b>CO3</b>	3	3	2	2	3	3	2	3	3	2	3	2
<b>CO4</b>	3	2	2	-	2	1	2	-	2	1	1	-
<b>CO5</b>	3	2	2	3	2	1	3	2	3	3	2	3

**218BAE11**

**Information Management**

**L T P C**

**4 10 4**

### **COURSE OBJECTIVE**

The objective of the course is to help the student understand Application Software

The objective of the course is to the critical role of Information Systems in today's organizations

**UNIT – I INTRODUCTION TO INFORMATION SYSTEMS 10**

Foundation Concepts – Components of Information System – Types of Information System - Computer Based Information Systems -Business Information Systems – Success and Failure with IT- Strategic uses of IT – Role of IT in Re-engineering.

**UNIT – II SYSTEMS AND APPLICATION SOFTWARE 12**

Overview of Software -Systems Software -Operating Systems – Current, Workgroup and Enterprise - Operating System - Application Software -Overview of Application Software - Personal Application Software -Group Application Software - Enterprise Application software - Programming Languages.

**UNIT - III DATABASE MANAGEMENT SYSTEM 11**

Hierarchy of Data - Data Entities, Attributes and Keys - Database Approach -□Relational Database Model -Types of Database - Data Definition Language -Data Manipulation language - Data Control Languages - Popular Database Management Systems - Data Warehousing & Mining

**UNIT –IV FUNCTIONAL ASPECTS OF MIS 12**

Overview of MIS - Financial - Manufacturing -Marketing -Human Resource Management - Accounting & Geographic Information Systems -Overview of Decision Support system- What if analysis – Sensitivity Analysis – EIS- KMS – Artificial Intelligence Technologies in Business – Expert Systems.

**UNIT – V ENTERPRISE RESOURCE PLANNING & SYSTEM DEVELOPMENT 11**

Overview of ERP - Modules of ERP Packages - Popular ERP Packages -ERP Implementation - Overview of systems development - Systems Development Life Cycles – Prototyping – System Analysis – System Design – Implementation - Factors affecting systems development success.

**Total: 56Hrs**

**Course Outcomes**

**CO1:** Understand the leadership role of Information Systems in achieving business competitive advantage through informed decision-making.

**CO2:** Understand the concepts system, application software and programming languages

**CO3:** Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.

**CO4:** Learn the various technologies in information system and its security.

**CO5:** Gains knowledge on effective applications of information systems in business.

### **Text Books**

James O'Brien, Management Information System ,TMH 2007

Kenneth C. Laudon& Jane P. Laudon, Management Information System, PHI 2008.

### **Reference Books**

Gordon B. Davis &Margrethe H. Olson, Management Information System ,TMH 2000

Ray Hackney & Dennis Dunn ,Business Information Technology Management, Palgrave Macmillan ,2006

Schultheis Management Information systems: The Manager's View ,TMH 2007

Ashok Arora&Akshaya Bhatia, Management Information system Excel Books 2006

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	1	2	3	3	2	1	3	3	2	1	2	1
<b>CO2</b>	3	2	2	1	1	2	2	3	3	1	2	2
<b>CO3</b>	3	3	2	2	1	1	1	2	3	1	2	3
<b>CO4</b>	2	1	3	2	3	1	1	2	3	2	3	1
<b>CO5</b>	2	2	1	1	3	3	3	2	1	1	2	3

**218BAE12**

**SUSTAINABLE MANAGEMENT**

**L T P C**

**4 1 0 4**

### **OBJECTIVES:**

To provide students with fundamental knowledge of the notion of corporate sustainability.

To determine how organizations impacts on the environment and socio-technical systems, the relationship between social and environmental performance and competitiveness, the approaches and methods.

## **UNIT I MANAGEMENT OF SUSTAINABILITY**

**10**

Management of sustainability -rationale and political trends: An introduction to sustainability management, International and European policies on sustainable development, theoretical pillars in sustainability management studies.

## **UNIT II CORPORATE SUSTAINABILITY AND RESPONSIBILITY**

**12**

Corporate sustainability perimeter, corporate sustainability institutional framework, integration of sustainability into strategic planning and regular business practices, fundamentals of stakeholder engagement.

## **UNIT III SUSTAINABILITY MANAGEMENT: STRATEGIES AND APPROACHES**

**11**

Corporate sustainability management and competitiveness: Sustainability-oriented corporate strategies, markets and competitiveness, Green Management between theory and practice, Sustainable Consumption and Green Marketing strategies, Environmental regulation and strategic postures; Green Management approaches and tools; Green engineering: clean technologies and innovation processes; Sustainable Supply Chain Management and Procurement.

## **UNIT IV SUSTAINABILITY AND INNOVATION**

**12**

Socio-technical transitions and sustainability, Sustainable entrepreneurship, Sustainable pioneers in green market niches, Smart communities and smart specializations.

## **UNIT V SUSTAINABLE MANAGEMENT OF RESOURCES, COMMODITIES AND COMMONS**

**11**

Energy management, Water management, Waste management.

**Total: 56Hrs**

### **OUTCOMES :**

**CO1:** An understanding of sustainability management as an approach to aid in evaluating and minimizing environmental impacts while achieving the expected social impact.

**CO2:** An understanding of corporate sustainability and responsible Business Practices

**CO3:** Knowledge and skills to understand, to measure and interpret sustainability

performances.

**CO4:** Knowledge of innovative practices in sustainable business and community management

**CO5:** Deep understanding of sustainable management of resources and commodities

## REFERENCES :

- 1.Daddi, T., Iraldo, F., Testa, Environmental Certification for Organizations and Products: Management, 2015
- 2.Christian N. Madu, Handbook of Sustainability Management 2012
- 3.Petra Molthan-Hill, The Business Student's Guide to Sustainable Management: Principles and Practice, 2014
- 4.Margaret Robertson, Sustainability Principles and Practice, 2014
- 5.Peter Rogers, An Introduction to Sustainable Development, 2006

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	2	2	1	2	2	1	2	2
CO2	3	2	2	3	3	2	2	3	2	2	1	1
CO3	3	3	1	3	2	3	2	3	2	1	2	1
CO4	3	3	2	3	3	2	1	3	2	1	1	2
CO5	3	3	2	3	2	2	1	3	2	1	2	1

**218BAE12 FUZZY LOGIC FOR MANAGEMENT DECISION MAKING L T P C**  
**4 1 0 4**

## OBJECTIVE:

To study the fundamentals of fuzzy logic to apply in management decision making.

## UNIT I FUZZY SETS

Introduction - Definitions & Terminologies - Formulation and Parameterisation of Membership Functions - Fuzzy Union, Intersection and Complement.

**UNIT II FUZZY RULES AND REASONING** **12**

Extension Principle and Fuzzy Relations - Linguistic Variables and Fuzzy If-Then rules - Compositional rule of inference and fuzzy reasoning.

**UNIT III FUZZY APPLICATIONS IN MANAGEMENT DECISIONS** **11**

Fuzzy Models - Mamdani and Sugeno models. Applications in Management Decision making.

**UNIT IV ADAPTIVE NEURO FUZZY INFERENCE SYSTEMS** **12**

ANFIS Architecture - Hybrid Learning Algorithm - ANFIS and RBFN cross fertilization - ANFIS as a Universal Approximator.

**UNIT V COACTIVE NEURO FUZZY MODELING** **11**

Framework of Generalised ANFIS - multiple I/O Systems, Architectural comparisons. Neuron functions for Adaptive networks - Neuro-Fuzzy Spectrum - Analysis of Adaptive Learning Capability.

**Total: 56Hrs**

**OUTCOMES:**

**CO1:** Understand the basics and terminologies of fuzzy.

**CO2:** Understand the principles and relations of fuzzy.

**CO3:** The student will understand the applications of fuzzy.

**CO4:** Learn about the architecture of adaptive neuro fuzzy inference system.

**CO5:** The students will understand the neuro-fuzzy systems to management decision making situations.

## REFERENCES :

- 1.Jang J.S.R., Sun C.T. and Mizutani E, Neuro-Fuzzy and Soft Computing - A computational Approach to Learning and Machine Intelligence, Pearson Education, 2007.
- 2.Sundareswaran K, A Learner's guide to Fuzzy Logic Systems, Jaico Publishing House, 2005.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	1	1	1	2	2	3	3	1	3	2
CO2	2	1	1	1	1	3	2	3	3	1	3	2
CO3	3	1	1	1	1	3	3	3	2	1	3	2
CO4	2	1	1	1	1	2	3	2	3	1	2	3
CO5	2	1	2	1	1	2	3	1	2	1	3	3

**218BAT06**

**International Business Management**

**L T P C**  
**4 0 0 4**

## COURSE OBJECTIVE

To facilitate the understanding of International Business concepts  
To familiarize the understanding of multi-polar, multi-cultural world in International Business.  
To support the students to have clear understanding about the different strategies in International Business.

### UNIT I - INTRODUCTION

**12**

International Business – Internationalizing business-Advantages – Drivers of International Business, Domestic Vs. International Business- MNCs- Goals, Defenders and critics. Globalization: Implications, Challenges factors causing globalization of business - Role of GATT / WTO, Types of regional trade blocks (RTB), ECGC(Export Credit Guarantee Corporation of India) functions.

### UNIT II - INTERNATIONAL BUSINESS ENVIRONMENT:

**12**

Cultural, social, political and legal, technological, economic and trade environment, regulatory, natural and demographic environment- Significance of international business environment- Transfer of technology ; levels, channels, issues, methods of transfer of technology. International Trade Policies, Laws, BRICS, G 7 and G 20 countries.

### UNIT III - STRATEGIES AND STRUCTURE OF INTERNATIONAL BUSINESS

**12**

Strategy development in international business - Strategic options – Global portfolio management- Entry Strategies and Strategic Alliances; Ethno centric, polycentric, geocentric and reginocentric approaches – different forms of international business –advantages- organizational issues of international business – International organizational structures. Organizational structure and control



system for international business: Centralized Vs Decentralized structure- functional, divisional, product based and matrix structure.

**UNIT IV - INTERNATIONAL BUSINESS FUNCTIONAL STRATEGIES: 12**

International Production Strategy-International Financing Strategy-International Human Resources Strategy; Domestic HRM and IHRM, Managing Expatriate and-International Marketing Strategy; Product Decisions, International Pricing, Marketing Channels, International Promotion

**UNIT V - EXPORT PROMOTION, SOCIAL RESPONSIBILITY AND ETHICAL ISSUES IN INTERNATIONAL BUSINESS 12**

Export Promotion: EOUs, Special Economic Zones, Export Houses, Financing Foreign Trade - Export Procedures, Central and state Govt. EXIM policies. Social responsibility and Ethics in International Business; managing CSR- Ethical issues faced by international businesses-National differences in ethics and social responsibility.

**Total – 60Hrs**

**COURSE OUTCOME:**

**CO1:** Students would be familiar with global business environment.

**CO2:** Students acquire clarity in international strategic management practices and get acquainted with functional domain practices.

**CO3:** Students would be familiar with conflicts situations and ethical issues in global business.

**CO4:** Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system

**CO5:** Enhance the cognitive knowledge of managing business across the cultures

**TEXT BOOKS:**

John D Daniels, Lee H.Radebaugh, and Danial P Sullivan, Prasanth Salman “International Business Environment”, Pearson Education, 15<sup>th</sup> edition, New Delhi, 2016.

Francis Cherunilam, “International Business”, Prentice Hall of India, New Delhi, 2010.

**REFERENCES:**

Alain Verbeke, International Business Strategy, Cambridge University Press, Bangaluru, 2<sup>nd</sup> edition, 2013

K.Asawathappa, “International Business”, Tata McGraw Hill Education, 6<sup>th</sup> edition, New Delhi, 2015.

Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.

Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, New Delhi, 2006.

Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

**Websites:**

<https://www.ru.nl>Education>

<https://alexanderstreet.com>products>>

<https://www.hu.nl>voltijd-opelidingen>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	3	3	2	2	1	3	1	1	1	1
CO2	2	2	3	2	2	2	1	3	1	2	1	2
CO3	3	2	1	2	2	2	3	1	2	1	2	1
CO4	2	3	1	2	2	2	2	3	2	2	1	2
CO5	3	3	2	2	1	1	2	3	2	2	1	1

**ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)**

**DEPARTMENT OF MANAGEMENT STUDIES**

**Curriculum (Regulation 2018)**

**Choice Based Credit System**

**MBA PART - TIME**

**SEMESTER III**

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	318BAT07	Optimization Techniques	PC	4	1	0	4	4
2	318BAT08	Human Resource Management	PC	4	0	0	4	4
3	318BAT09	Marketing Management	PC	4	0	0	4	4
4	318BAT10	Financial Management	PC	4	0	0	4	4
PRACTICALS								
5	318BAP02	Data Analysis and Business Modelling -Lab	EEC	0	0	4	4	2
TOTAL				16	1	4	20	18

**COURSE OBJECTIVE**

To provide necessary inputs for optimum utilization of resources by employing operational research techniques.

To apply the mathematical modeling in solving practical problems in industry.

To recognize the importance and value of optimization techniques to solve the real time problems.

**UNIT I INTRODUCTION****12**

Definition of Decision Models and Decision variables-Types of Decision Models-Steps involved in Decision Modeling- formation of LPP - Graphical method-Linear Programming-Simplex method-Big M method-Application of LP in Management – Sensitivity Analysis

**UNIT II TRANSPORTATION AND ASSIGNMENT MODELS****12**

Transportation and Assignment models-Initial solutions using North-West Corner Method, Matrix-Minima and Vogel's Approximation Method-Optimal Solutions by Modified Distribution Method-Assignment Problems – Models & Solutions-Salesmanship Problem

**UNIT III SEQUENCING****12**

Sequencing - Sequencing of 'n' jobs and '2' machines - 'n' jobs and '3' Machines 'n' jobs and 'm' machines.

**UNIT IV NETWORK MODELS****12**

Network models-PERT & analyzing the PERT network - CPM – critical path method Minimal Spanning Tree – Shortest Route – Vehicle Routing - Waiting Line Models - Structure of waiting line system.

**UNIT V REPLACEMENT THEORY AND QUEUING MODEL****12**

Replacement theory - Replacement Policy for Equipment which Deteriorates Gradually - Replacement of items that fail suddenly. Queuing models - Single channel waiting model with poisson arrivals and exponential service times Single server model – infinite-population & finite population – Multi server model – infinite population

**Total – 60Hrs****COURSE OUTCOME:**

**CO1:** Formulate a managerial decision problem into a mathematical model

**CO2:** Understand Operations Research models and apply them to real-life problems.

**CO3:** Able to design new simple models, like: CPM, PERT to improve decision making and develop critical thinking and objective analysis of decision problem.

**CO4:** Inventory management and job sequencing in manufacturing context

**CO5:** Queuing and replacement theories in real time scenario optimization

#### **TEXT BOOKS:**

1. ND Vohra, Quantitative Techniques in Management, 5<sup>th</sup> edition, McGraw Hill 2017
2. Sharma J.K, Operations Research, Laxmi Publications-New Delhi, 2013

#### **REFERENCES:**

1. Hamdy A. Taha Operative Research –An Introduction, 9<sup>th</sup> edition, PHI 2014
2. Harvey M. Wagner Principles of Operations Research PHI 2007
3. David R. Anderson Dennis J. Sweeney Thomas A. Williams Introduction to Management Science Thomson Learning, 13th edition 2012

#### **WEBSITES:**

1. <https://orc.mit.edu/>
2. [www.learnaboutor.co.uk/](http://www.learnaboutor.co.uk/)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	3	3	3	3	3	2	1	1
CO2	3	3	2	3	1	1	1	3	1	2	1	1
CO3	3	3	2	3	1	1	1	3	1	2	1	1
CO4	3	3	2	3	2	1	1	3	1	2	1	1
CO5	3	3	2	3	1	2	1	3	1	2	1	2

**318BAT08**

**HUMAN RESOURCE MANAGEMENT**

**L T P C**  
**4 0 0 4**

#### **COURSE OBJECTIVE**

The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization

In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring

teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.

## **UNIT I INTRODUCTION TO HRM**

**12**

Meaning, Scope, Definition and Objectives of HRM –Importance of human factor-Challenges-Inclusive growth and Affirmative action- Functions of HRM and Models of HRM - Activities and Challenges of HRM - Role of HR Manager - HRM as Linked to Environmental changes.

## **UNIT II HUMAN RESOURCE PLANNING & RECRUITMENT, SELECTION**

**12**

HRP – Need and Importance, HRP Process, Barriers to HRP - HR Planning process - Job analysis, Job description & Job specification - Job Rotation, Job enlargement & Job enrichment - Job evaluation – RECRUITMENT: - Recruitment -Process & Methods of Recruitment. SELECTION: - Selection process - type of tests & types of interviews - Designing and conducting the effective interview - Induction and Placement.

## **UNIT III WAGE AND SALARY ADMINISTRATION & APPRAISING AND MANAGING PERFORMANCE**

**12**

Principles and techniques of wage fixation - Incentive schemes and plans. Appraisal process, methods, and potential problems in performance evaluations, Traditional Modern methods - Potential Appraisal - Methods to improve performance - Career Planning and Development

## **UNIT IV TRAINING AND EXECUTIVE DEVELOPMENT**

**12**

Nature of Training – Methods of Training – Training Need Analysis- Training Design – Training Evaluation-Management Development –Succession Planning-Coaching.

## **UNIT V RECENT TRENDS IN HR**

**12**

HR outsourcing - Managing Attrition and Retention - Collective Bargaining - Grievance Management - Quality of work life – HR Accounting and Audit – Whistle Blowing – Employee poaching - HRIS- Diversity of Workforce - Cause and procedure for employee termination - IOT role in HRIM and e – filing.

**Total – 60Hrs**

### **COURSE OUTCOME:**

**CO1:** Explain the importance of human resources and their effective management in organizations.



**Course Objective:**

The objective of this course is to teach the students' marketing concepts and techniques to they become acquainted with the duties of a marketing manager.

To be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.

Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

**Unit-I Introduction of Marketing 10**

Marketing definitions and Concepts, Marketing Environment, marketing interface with other functional areas, marketing information system, definitions and process of market Research.

**Unit-II Customer Value and Marketing Mix 14**

Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets - Consumer Behaviour- cultural, Social and Personal Factors, marketing mix, developing products and branding - Product levels; classifying products, Product line and Product mix, Product Life Cycle, New Product Development.

**Unit-III Marketing Strategy 12**

Market segmentation- segmentation of consumer market, business market, market targeting - evaluating market segmentation, selecting target market segmentation, positioning - positioning maps, positioning strategy overall marketing strategy -CRM and retain strategy.

**Unit-IV Distribution and Communication mix 12**

Marketing Channels, Channel intermediates and functions, channel structure, alternative channel, channel strategy decisions. Promotional mix, advertising, public relations, sales promotion, personal selling, integrated marketing communications.

**Unit-V Pricing Decisions and trends in marketing 12**

Mark-up pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, Concept of Viral marketing, Rural marketing, Digital marketing, Social media, Neuro and Global marketing.

**Total: 60 Hrs**

**Course Outcome:** At the end of the Course, the Student will be able to:



**CO1:** Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

**CO2:** Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.

**CO3:** Design themselves and members they work within a team when undertaking independent marketing management study.

**CO4:** Ability to analyze the nature of consumer buying behaviour

**CO5:** Understanding of the marketing research and new trends in the arena of marketing

### Text Book

Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy 13/e, Pearson Education, 2018.

### Reference Books

Marketing Management, RamaswamyNamakumari, TMH 5/e 2015.

Marketing Management, RajanSaxena:, 4/e, TMH, 2016

Marketing Management Debases Pradhan, a casebook, Cengage Learning, 2015.

Fundamentals of Marketing, Marilyn A Stone & John Desmond, Routledge, 2016

Marketing Management, concept, cases, challenges and trends, Govindarajan. M, PHI, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	2	2	2	1	2	1	2	1	1
CO2	3	2	2	2	2	2	1	2	2	2	1	1
CO3	3	3	2	1	2	2	1	2	1	2	2	1
CO4	3	3	1	2	3	2	2	2	2	1	1	2
CO5	3	3	1	2	2	2	1	2	2	1	2	1

318BAT10

FINANCIAL MANAGEMENT

L T P C

4 0 0 4

### COURSE OBJECTIVE

To know the various sources of finance, to understand the various uses for finance and to familiarize oneself with the techniques used in financial management,

Apply the risk-return analysis in investments, Apply and undertake the main financial decisions related to the acquisition, use and appropriation of funds for value maximization,

Evaluate the role of finance in assets management, Apply the knowledge of finance in the public sector

**UNIT – I      INTRODUCTION      12**

Meaning – Nature and Scope of Finance Management – Functions of Finance – Organisation of Financial Functions – Major Financial Decisions – Time value of Money – Features and Valuations of Shares and Bonds – Concepts of Risk and Return – Profit and Wealth Maximization.

**UNIT – II      INVESTMENT DECISIONS      14**

Cost of capital – Significance – Determining components – Cost of Debt – Cost of Preference Capital – Cost of equity capital and the Capital Asset Pricing Model – Weighted Average Cost of Capital. Capital Budgeting – Principles – Nature – Evaluation Techniques – Payback Period Method – Accounting Rate of Return Method – Net Present Value method – Internal Rate of Return – MIRR – Modified Internal Rate of Return - Profitability Index Method – Discounted Payback Methods.

**UNIT – III FINANCING DECISIONS      12**

Financial Decision – Sources of Finance - Debt- Preference and Equity capital – Operating and Financial Leverage – Total Leverage - Capital Structure – Theories and policy – Optimum Capital Structure – Factors determining Capital Structure – Net Income and Net Operating Income Approaches – Theories of MM Approach – EBIT/EPS and ROI and ROE analysis.

**UNIT – IV DIVIDEND DECISIONS      12**

Dividend Decisions – Issues and Importance – Factors Influencing Dividend Policy – Stability of Dividend – Significance – Relevance and Irrelevance Theories – Walter's Model – Gordon's Model and MM Model – Factors Determining Dividend Policies – Forms of Dividends - Bonus - Stock dividend - Buy back option.

**UNIT – V WORKING CAPITAL MANAGEMENT      10**

Working Capital Management – Concepts – Principles and Needs – Determinants – Accounts Receivables Management – Factoring – Inventory Management – Cash Management – Working Capital Finance – Trade Credit – Bank Finance – Commercial Paper.

**Total – 60 Hrs**

## **COURSE OUTCOME**

**CO1:** Familiarized with the various sources of finance which a business house can mobilize, develop the ability to measure the risk and return of the various portfolios.

**CO2:** Implement investment decisions, the process and methods of evaluation of various investment proposals,

**CO3:** Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm, Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability

**CO4:** Understand how to decide the decision of capital structure and distribution of dividend

**CO5:** Assess the short-term and long-term sources of finance

## **TEXT BOOKS**

Financial Management, Prasanna Chandra, Theory and Practice, 9<sup>th</sup> Edition, 2017, Tata McGraw-Hill Publishing Company Ltd.

Financial Management: Text, Problems and Cases by M Y Khan & P K Jain, 6<sup>th</sup> Edition, 2011, Publisher: Tata McGraw-Hill Publishing Company Limited, New Delhi.

Fundamentals of Financial Management by Van Horne and Hohn M. Wachowicz, JR. 13<sup>th</sup> Edition, 2009, Publisher: Prentice – Hall, India.

## **REFERNCE BOOK**

Financial Management by Ravi M. Kishore., Edition, 2017, Taxman's publishing House, New Delhi.

Financial Management, theory and practice, Eugene F. Brigham and Michael C. Ehrhardt, 14<sup>th</sup> Edition, 2014, Thomson South-western

Financial Management, I.M.Pandey, 10<sup>th</sup> Edition, 2010, Vikas Publishing House Pvt. Ltd.

Strategic Financial Management by Ravi M. Kishore, 3rd Edition 2017, Taxman's Publishing House, New Delhi.

Advanced Accounting by Gupta R.L. and Radha Swamy M., Publisher: Sultan Chand & Sons, New Delhi.

S.No.	Exp. No.	Details of experiments	Duration
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## WEBSITES

<https://www.similarweb.com/financial-management>.

<https://www.wallstreetmojo.com/financial-management-books>

<https://www.wileyindia.com/financial-management.html>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	-	1	2	1	1	1	-	3	3	-	-
<b>CO2</b>	3	2	1	2	2	2	-	2	-	3	-	2
<b>CO3</b>	3	3	2	2	3	2	1	2	1	3	-	1
<b>CO4</b>	3	3	2	3	3	2	1	1	1	2	-	1
<b>CO5</b>	3	2	3	2	2	2	1	2	-	2	-	-

**318BAP02 DATA ANALYSIS AND BUSINESS MODELLING - Lab L T P C**

**0 0 4 2**

## OBJECTIVE:

To have hands-on experience on decision modeling.

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

		Name	
1	1	Central Tendency and Variability	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Time Series Analysis	4
6	6	Portfolio Optimization	4
7	7	Risk Analysis & Sensitivity Analysis	4
8	8	Credit Risk Management	4
9	9	Transportation & Assignment	4
10	10	Probabilistic & Graphical Models	4
11	11	Queuing Theory	4
12	12	Inventory Models	4

Spreadsheet Software

SPSS

TORA

**TOTAL: 60 PERIODS**

**OUTCOMES :**

**CO1:** Knowledge of spreadsheets and data analysis software for business modeling.

**CO2:** Students would become acquainted with the scientific methodology in business domain. **CO3:** They would also become analytically skillful.

**CO4:** Ability to apply creativity in problem solving

**CO5:** Knowledge about radical and disruptive models of innovation

**TEXTBOOKS**

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approach to Decision Making, (13th edition) South-Western College Pub, 2011.

## REFERENCES:

- Hansa Lysander Manohar, “Data Analysis and Business Modelling using MS Excel “, PHI Learning private Ltd, 2017.
- William J. Stevenson, Ceyhun Ozgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
- Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
- Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
- Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	2	2	2	3	3	1	2	2
CO2	3	2	3	3	2	2	1	2	2	2	1	1
CO3	3	3	2	2	1	1	2	2	2	1	2	1
CO4	3	3	2	1	3	1	2	2	1	1	1	2
CO5	3	3	1	3	2	2	1	2	2	1	2	1

# ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)

## DEPARTMENT OF MANAGEMENT STUDIES

### Curriculum (Regulation 2018)

Choice Based Credit System

MBA PART - TIME

#### SEMESTER IV

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	418BAT11	Operations Management	PC	4	1	0	4	4
2	418BAE__	Open Elective II	PE	4	1	0	4	4
3	418BAT12	Strategic Management	PC	4	1	0	4	4
4	418BAT13	Business Research Methods	PC	4	1	0	4	4
PRACTICALS								
5	418BAV01	Managerial Skill Development-I	VAC	0	0	1	1	1
TOTAL				16	4	0	17	17

**418BAT11**

**OPERATIONS MANAGEMENT**

**L T P C**

**4 0 0 4**

**COURSE OBJECTIVE**

To provide a broad introduction to the field of operations management.

To provide explain in the concepts, strategies , tools and techniques for managing operations management

To understand the transformation process that can lead to competitive advantage.

**UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT: 12**

Historical milestones; manufacturing and service operations – characteristics; Introduction to Production- productivity (Efficiency and Effectiveness),-Production Management-Industry 4.0.

**UNIT II: AGGREGATE PLANNING: 12**

Capacity planning methods and strategies .Aggregate planning; definition and methods for aggregate planning - graphical method, matrix method

**UNIT III: PRODUCT, PROCESS DESIGN: 12**

Product design concepts, product innovation, product life cycle (PLC) and types of production systems – job, batch, assembly line and continuous production; process design for service; modularity and mass customization; cell manufacturing. Environmental sustainability and green manufacturing.

**UNIT IV: SERVICE DESIGN: 12**

Facility location and plant layout; Plant location considerations – local, regional, country level; Product and process layout, project type layout, and group layout. Introduction to Supply Chain Management - Yo-I-don and standardization - 5 R Principles.

**UNIT V: INVENTORY MANAGEMENT: 12**

Inventory Cycle, Economic order quantity (EOQ), Economic batch quantity (EBQ); Periodic review System; safety stock for Q and P system. Material requirements planning (MRP), Manufacturing Resource Planning (MRP II) - lot sizing policies-Lean manufacturing.

**Total – 60Hrs**



## COURSE OUTCOME

**CO1:** Understanding the operations and operations management in organization.

**CO2:** Identify the roles and responsibilities of operations managers in different organizational contexts.

**CO3:** Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organization.

**CO4:** Ability to forecast demand and overcome bottlenecks

**CO5:** Provides insight to Quality management tools and practices.

## TEXT BOOKS:

Production and Operations Management – R Panneerselvam , Prentice Hall of India, 5<sup>th</sup> Edition. 2016.

Operations Management – Mahadevan T, IIM - Bangalore.

## REFERENCE

Operations Management – Stevenson, Mcgraw Hill

Operations Management – Russel and Taylor, Wiley

Operations Management – Krajewski, Pearson

## WEBSITES

<https://managementhelp.org/operationsmanagement/index.htm>

<https://hbr.org/topic/operations-management>

[https://en.wikipedia.org/wiki/Operations\\_management](https://en.wikipedia.org/wiki/Operations_management)

<https://www.cleverism.com/operations-management-definition-principles-activities-trends/>

<https://www.journals.elsevier.com/journal-of-operations-management>

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	2	3	2	1	1	3	1	2	1	2
CO2	3	2	2	2	2	2	1	2	2	2	1	1
CO3	3	3	2	2	1	1	2	2	2	1	2	1
CO4	3	3	2	1	3	1	2	2	1	1	1	2
CO5	3	3	1	2	2	1	1	2	2	1	2	1



**COURSE OBJECTIVE**

To learn the quality philosophies and tools in the managerial perspective.

To facilitate the understanding of Quality Management principles.

To facilitate the understanding of Quality Management process.

**UNIT I INTRODUCTION****12**

Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Costs of quality.

**UNIT II TQM PRINCIPLES****12**

Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.

**UNIT III TQM TOOLS AND TECHNIQUES I****12**

The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types.

**UNIT IV TQM TOOLS AND TECHNIQUES II****12**

Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures. European frequency quality indicator

**UNIT V QUALITY SYSTEMS****12**

Need for ISO 9000 - ISO 9001:2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14001:2015 - Concepts, Requirements and Benefits – ISO 45001: 2018-ISO 26000 and 27000 - Introduction-TQM Implementation in manufacturing and service sectors.

**Total: 60 Hrs****COURSE OUTCOME**

**CO1:** Evaluate the principles of quality management

**CO2:** To explain how these principles can be applied within quality management systems.

**CO3:** Identify the key aspects of the quality improvement cycle

**CO4:** Critically appraise the organizational, communication and teamwork requirements for effective quality management

**CO5:** To select and use appropriate tools and techniques for controlling, improving and measuring quality.

### TEXT BOOKS

Dale H. Besterfield, Pearson, Total quality Management, Pearson Education

Evans's. James, Lindsay M. William , The Management and Control of Quality, Cengage Learning

### REFERENCES:

Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhware she, Rashmi Urdhware she, Total Quality Management, Revised Fourth edition, Pearson Education, 2015

Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, III Edition 2017

Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 6th Edition, Wiley India Pvt Limited, 2015.

James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2016.

Poornima M. Charantimath, Total Quality Management, Pearson Education, Fourth Edition, 2016

Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

### WEBSITES

<http://www.evans.swlearning.com>

<http://asq.org/learn-about-quality/total-quality-management/overview/overview.html>

<https://managementhelp.org/quality/total-quality-management.htm>

[www.cengage.com/international](http://www.cengage.com/international)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	3	1	1	2	3	1	1	1
CO2	3	3	2	2	3	3	2	3	1	2	1	2
CO3	3	3	2	3	2	2	3	3	2	1	2	3
CO4	3	1	3	2	3	1	2	3	3	2	2	3
CO5	1	3	3	3	2	3	2	2	3	1	3	3

418BAE22

CORPORATE GOVERNANCE

L T P C

4 0 0 4

## **OBJECTIVES:**

This course will help to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations.

The course will help to relate the corporate government practices of an organization to its performance, and to develop the technical skills required to evaluate the governance of a company from the perspective of an investor (individual or organizational capacity).

## **UNIT I FUNDAMENTAL OF CORPORATE AND GOVERNANCE 12**

Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance-Concept of corporations -Concept of extended view of corporate citizenship, Owners and stakeholders, Types of owners, Rights and privileges of shareholders (Fernando, 4), Ownership structures and corporate governance- Pyramids and Tunneling:- Issues of corporate control and cash flow rights- Examples from restructure proposals of Vedanta group -Need for investor protection

## **UNIT II THEORIES AND PRACTICE OF CORPORATE GOVERNANCE 12**

Concepts of Corporate Governance-Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance. Perspectives on Corporate Governance-Market and control model of governance chain- Global Corporate Governance Practices - Anglo-American Model - German Model - Japanese Model - Landmarks in Emergence of Corporate Governance- Board of Directors: Powerful Instrument of Governance - Types of Directors - Importance of Independent Directors

## **UNIT III ADMINISTRATIVE AND AUDIT MECHANISM 12**

Board Committees and Chairman - Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance Evaluation- Executive Compensation - Role of Remuneration Committee - Human Side of Governance- Financial Oversight and Audit Mechanisms - Audit Committee - Disclosure mechanisms - Role of SEBI

## **UNIT IV GOVERNANCE METHODS AND RATING 12**

Governance and Risk Management • Risk Management Committee - Corporate Misconduct & Misgovernance- Reasons for Corporate Misconduct - Whistle Blower's Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices- Corporate Governance Rating

- Standard & Poor's Corporate Governance Scores • Corporate Governance Rating Methodology (Crisil)

## **UNIT V GOVERNANCE ISSUES AND PRACTICES**

**12**

Governance of Financial Organizations & PSU's- Organizational patterns of PSU's - Powers of PSU Boards - Governance issues in Entrepreneurial Firms - Unique issues among entrepreneurial forms- Choosing Board of Directors and Venture capitalists - Role of venture capitalists and buy-outs- Corporate Governance in Practice - Governance issues in MNC's & Joint Ventures

**Total: 60 Hrs**

### **OUTCOMES :**

**CO1:** Demonstrate a solid understating of the purpose and nature of corporations

**CO2:** Evaluate different stakeholder's roles and significance in relations to corporate governance

**CO3:** Explain the importance of regulation, markets and information in corporate governance stakeholders

**CO4:** Understand corporate governance methods and practices

**CO5:** Critically assess governance concerns for individual corporation and their stakeholders

### **REFERENCES :**

1. Mandal, S.K (2012). Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education
2. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press, 2003
- 3.Chandratre, K R and A N Navare, Corporate Governance – A Practical Handbook, Bharat Law House Pvt. Ltd., 2010 Edn
- 4.Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995
- 5.Fernando, A.C (2012). Corporate Governance: Principles, Policies and Practices, 2/e; New Delhi: Pearson

6.Jain, Arun K (2010). Corporate Governance: Strategy and Ethics, New Delhi: McGraw Hill Education

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	1	2	2	2	1	2	1	3	1	1
<b>CO2</b>	3	2	3	2	2	2	1	1	2	3	3	2
<b>CO3</b>	3	2	3	2	2	2	1	1	2	3	3	2
<b>CO4</b>	3	2	1	2	2	2	1	2	1	3	1	1
<b>CO5</b>	3	2	3	2	2	2	1	1	2	3	3	2

**OBJECTIVE**

This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.

**UNIT I EVENT CONTEXT****12**

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****12**

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****12**

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****12**

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**

**12**

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: 60 Hrs**

### **OUTCOMES :**

- CO1:** Learning about structure and code of ethics of events
- CO2:** Exploring and getting to know about event planning and regulations
- CO3:** Understand about event marketing, planning and strategies
- CO4:** Enhance professional skills in event management
- CO5:** Analyse the safety measure of event management

### **REFERENCES :**

- 1.Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2014.
- 2.Lynn Van Der Wagen, & Brenda R. Carlos,Sucessful Event Management.
- 3.Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
- 4.G.A.J. Bowdin, Events Management ,Elseiver Butterworth
- 5.John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2014.
- 6.Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014.
- 7.Shannon Kilkenny, The complete guide to successful event planning.
- 8.Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
- 9.Allison , The Event Marketing Handbook: Beyond Logistics & Planning.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	1	2	2	2	1	2	1	3	1	1
<b>CO2</b>	3	3	2	2	3	3	2	3	3	2	3	2
<b>CO3</b>	3	3	2	3	3	3	2	3	3	2	3	2
<b>CO4</b>	3	3	3	3	3	3	3	2	3	2	3	2
<b>CO5</b>	2	2	3	3	3	2	2	3	2	2	3	2

**Course Objectives**

To make the students to understand the concepts of strategic management, strategy formation process and to help students to understand different types of strategies.

To enable students to implement, evaluate the strategies and apply strategic control processes.

To provide students industry cases and help them to create and develop new strategies

**UNIT 1: STRATEGY AND PROCESS**

11

Introduction- Concept of Strategy -Strategy Formation Process -Stakeholders in Business -Vision- Missionand Purpose- Business Definition- Objectives and Goals - Corporate Governance and Social Responsibility- External Environment - Porter's Five Forces Model.

**UNIT 2: COMPETITIVE ADVANTAGE**

12

Competitive changes during industry evolution–Embryonic Stage-Matured and declining StageCompetitive structure - Globalization and Industry Structure–National Context and CompetitiveAdvantage-Sources-Distinct Competitive Capabilities and Competencies– Core Competencies-GenericBuilding Blocks of Competitive Advantage- Distinctive Competencies–Sources– Evaluation of keyresource -Avoiding Failures and Sustaining Competitive Advantage.

**UNIT 3: STRATEGIES**

16

The Generic and Grand Strategic Alternatives - Stability- Expansion -Vertical integration - Mergers - Acquisitions - Cost leadership - Low Cost and Differentiation Strategy–Focus Strategy-Business LevelStrategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-DiversificationStrategic Alliances - Building and Restructuring the Corporation–Strategic Analysis and Choice -Environmental Threat and Opportunity Profile (ETOP)-Organizational Capability Profile-StrategicAdvantage Profile-Corporate Portfolio Analysis-SWOT Analysis - GAP Analysis - McKinsey's 7SFramework-GE9 Cell Model-Distinctive competitiveness - Selection of Matrix- Balanced Score Card.

**UNIT 4: STRATEGY IMPLEMENTATION AND EVALUATION**

10

The Implementation Process - Resource Allocation- Designing Organizational Structure – DesigningStrategic Control Systems - Matching Structure and Control to Strategy – Implementing StrategicChange.

**UNIT 5: STRATEGIC EVALUATION AND CONTROL**

11

Politics – Power and Conflict-Techniques of Strategic Evaluation and Control-Other Strategic IssuesManaging Technology and Innovation-Strategic Issues for Non Profit Organizations- New BusinessModels and Strategies for Internet Economy.

**Total - 60 Hrs**

**Course Outcomes:** Upon successful completion of the course, students shall have ability to

**CO1:** Understand the strategic management process and competitive advantage

**CO2:** Realize the concepts of strategic management and different types of strategies.

**CO3:** Ability to develop, implement the strategic control processes and new businessmodels for internet economy

**CO4:** Facilitates to identify the various control systems required for organizational strategy implementation process

**CO5:** Enhances the cognitive knowledge about various strategic issues and development of new business models

**Text books:**

Charles WL Hill and Gareth RJ ones, Strategic Management Theory, An Integrated approach, Cengage Learning, 11/e, 2015.

Thomas L Wheelen, J David Hunger and KrishRangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 14/e, 2016.

**Reference books:**

Michael A Hitt Robert E Hoskisson R DuaneIrel and, Management of Strategy Concepts and Cases, Cengage Learning, 12/e, 2016.

Francis Cherunilam, Strategic Management, Himalaya Publishing House, 4/e, 2016.

Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3/e, 2009.

John A Pearce Richard B Robinson, Strategic Management Tata McGrawHill, 12/e, 2012

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	3	2	2	2	1	1	2	1	2	1	1
<b>CO2</b>	2	2	1	3	3	2	1	2	2	2	1	1
<b>CO3</b>	3	3	2	1	2	2	1	2	1	2	2	1
<b>CO4</b>	2	3	3	2	2	1	1	2	1	2	1	2
<b>CO5</b>	3	3	2	2	2	1	2	2	2	1	1	1

**Course Objective**

To develop research skills in view of investigating into the business opportunities as well as problems.

To inculcate the systematic manner of preparing research report after interpretation

To analysis of Research related data.

**Unit I - Business Research****12**

Introduction – Definitions – nature and scope – Significance - Research Process - Research Problem and Design - Defining and formulating the research problem - Identification and selection of problems in Management - Research design – meaning – Need – concepts - experimental design in Management

**Unit II - Methods of Data Collection****12**

**Primary data collection:-** Qualitative & Observation Research - Primary data collection techniques - Qualitative Research Techniques - Focus Groups, Depth Interviews, Projective Techniques - Observation Research Techniques - Survey Techniques Questionnaire Design and Testing. **Secondary data collection:-** Role of secondary data in management research - Sources of secondary data - Limitations of secondary data

**Unit III - Measurement & Scaling Techniques****12**

Measurement in Research - Basic Scaling Techniques: Nominal – Ordinal - Interval – Ratio - Measuring Attitude: Comparative Rating Scale – Non Comparative Rating Scale - Itemized Rating Scale - Meaning & Relationship of Reliability & Validity

**Unit IV - Sampling Techniques and Hypothesis Testing****12**

Need for sampling - Basis of sampling - Sampling Process - Types of sampling – probability & non probability sampling, sampling error. Hypothesis – Introduction Study – Process – Significant types, type I, type II error.

**Unit V - Data Analysis and Report Preparation****12**

Multivariate Analysis: Factor Analysis – Cluster Analysis – Correspondence Analysis, Discriminant Functional Analysis and Conjoint Analysis – Application of SAS. Report Preparation – Interpretation and report writing – Meaning and techniques of interpretation – Significance of report writing – Different types and steps in report writing.

**Total 60 Hours****Course Outcomes:**

**CO1:** Students would become acquainted with the scientific methodology in business domain.

**CO2:** They would also become analytically skillful.

**CO3:** They would become familiar with the nuances of scientific communication.

**CO4:** Students would be able to analyze data and find solutions to the problems.

**CO5:** Students could prepare research reports

### **Text Books**

Donald R.Cooper and RamcisS.Schindler, Business Research Methods, TMH, New Delhi, 2017.

Zigmand Business Research Methods, TMH, New Delhi, 2015.

### **References**

C.R. Kothari Research Methodology, New Age Publications, New Delhi, 2001

Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.

Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	1	3	2	3	1	2	2	1	1	2
<b>CO2</b>	3	3	2	2	1	2	2	2	2	1	1	2
<b>CO3</b>	3	3	2	3	3	3	1	1	2	1	1	2
<b>CO4</b>	3	2	1	2	3	2	2	2	2	1	1	3
<b>CO5</b>	3	2	1	2	2	2	1	2	2	1	1	2

**COURSE OBJECTIVE:**

Need for strengthening of soft skill and competencies.  
Enhancing ethical and interpersonal sensitivity.  
Gaining information and collaboration with industry.

**Managerial Skill Developments**

1. Self-awareness
2. Empathy
3. Critical Thinking
4. Creative Thinking
5. Decision Making
6. Problem Solving
7. Effective Communication
8. Interpersonal Relationship
9. Coping with Stress
10. Coping with Emotion
11. Team Building
12. Grooming Skills
13. Goal Setting

**COURSE OUTCOME**

- CO1:**Development of understanding and practice personal and professional responsibility.
- CO2:** Demonstrate knowledge of personal belief.
- CO3:** Demonstrate knowledge of personal value.
- CO4:** Apply the comprehensive set of knowledge for business success.
- CO5:** Apply the comprehensive set of skills for business success.

## TEXTBOOKS

1. David A. Whetten and Kim S. Cameron “Developing Management Skills” Pearson, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		2		3			2	1		2	2
CO2	3		2		3			2	1		1	1
CO3	3		2		3			2	1		2	1
CO4	3		2		3			2	1		1	2
CO5	3		1		2			2	2		2	1



# **ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)**

## **DEPARTMENT OF MANAGEMENT STUDIES**

### **Curriculum (Regulation 2018)**

Choice Based Credit System

**MBA PART - TIME**

**SEMESTER V**

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	518BAE__	Elective I	PE	4	0	0	4	4
2	518BAE__	Elective II	PE	4	0	0	4	4
3	518BAE__	Elective IV	PE	4	0	0	4	4
4	518BAE__	Elective V	PE	4	0	0	4	4
PRACTICALS								
5	518BAV02	Managerial Skill Development-II	VAC	0	0	1	1	1
TOTAL				16	0	1	20	17

# **HUMAN RESOURCES**

## **ELECTIVES**

**Course Objective**

To understand the importance of Performance Management in business and how it contribute to develop people performances.

Learn the main phases of performance improvement in the organizations for optimum results.

To know about the conduct of effective team performance appraisal assessments.

**Unit I -Performance Management Perspectives****12**

Overview of Performance Management – Dimensions of Performance Management –Process of Performance Management – Five factor model- Elements of effective Performance Management.

**Unit II - Performance Planning and Review****12**

Performance planning- Process of setting performance criteria – Performance review - Methodologies of performance planning – Process of performance planning - Performance-counselling –process and counselling interview

**Unit III – Performance Management System****12**

Assessment of organizational performance needs – Establishing performance management process – Competency based PMS –Generic model of PMS –Importance of Performance Management System - Competency based PMS –Characteristics, purpose, process and components- Functions – Best practices in PMS.

**Unit IV – Team Performance Management****12**

Performance managing – Team performance management -work wheel and team performance- measuring and managing team performance - Seven rules of excellence for HR professionals – Performance linked reward system -HR balance score cards.

**Unit V - Performance Management Implementation****12**

Strategies for effective implementation of Performance Management -Performance management and mentoring- performance measurement methods – Past oriented – Future oriented - Ethics in Performance Management - Code of Ethics.

**Total Hrs: 60**

**Course Outcomes**

**CO1:** Describe and apply insights of employee in the theoretical principles of performance of Appraisal

**CO2:** Classify and evaluate compensation theories.

**CO3:** Analyze the relationship between Traditional and Modern Methods of Performance Appraisal

**CO4:** Develop the skills, abilities, and practical elements of employee development

**CO5:** Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs

**Text Books**

Bhattacharyya, “Performance Management Systems and Strategies”, 1e, Pearson Education India, 2011.

**References**

- 1 . “T.V.Rao”, Performance Management & Appraisal Systems, Response Books, 2016.
2. “Herman Aguinis”, Performance Management, Pearson education, 2008.
3. “Peter Ward”, 360 Degree Feedback, Jaico publishing house, 2006.
4. “DewakarGoel”, Performance Appraisal &Compensation Management, Prentice Hall of India, 2008.
5. “B.D.Singh”, Compensation& Reward Management, Excel Books, 2007.
6. “R.K.Sahu”, Performance Management System, Excel Books, 2007.
7. “Srinivas . R. Kandula”, Performance Management”, PHI, 2006 Edited by Frances Neale, Hand book of Performance Management, Jaico Publishing, 2008.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	2	3	2	1	3	3	2	2	3	2	2	2
<b>CO2</b>	3	2	2	3	2	3	2	2	1	2	2	3
<b>CO3</b>	2	1	2	2	3	2	3	3	2	3	2	2
<b>CO4</b>	2	2	1	2	3	2	2	3	2	2	3	2
<b>CO5</b>	3	2	3	2	2	1	3	2	2	3	3	3



**Course Objective**

- To familiarize the students with the overall domain knowledge on training and development.
- To enable the understanding of how the organizations are conducting trainings for their people.
- To allow the students to acquire the ideas of becoming a corporate trainer.

**Unit I - Introduction to Training****12**

Definition and concepts – Training and Development a comparison - Objective of Training - Scope of Training – How Training Benefits the Organization - Current and Future Trends in Training – Role of training – Stakeholders in training.

**Unit II - Analysis of Training Needs****12**

Organization support for training need assessment – Types of TNA: organizational analysis - Task, Person. Analysis – Methods and Techniques of Training Need Analysis – Training needs Analysis and Process – Current competence and performance.

**Unit III - Training Design****12**

Prime Considerations while designing a Training Programme - Training Design Module - Budgeting for training. – Types of costs involved in training program – Developing objectives – Expectancy theory– Factors influencing transfer of training – Qualities of a professional trainer

**Unit IV - Learning & Training Methods****12**

Nature of Learning - Principles of learning – Methods of learning - Factors Influencing the learning process – Blooms Taxonomy of learning – Feedback about training - Training Methods – On the job - Off the job training methods – suggestions for making training effective.

**Unit V - Implementation and Evaluation Training****12**

Physical Arrangements - Tips for Trainer for Effective Implementation – Trainers skills and styles – Evaluation – Principles - Types of Evaluation Instruments –Dimensions of evaluation – Kirkpatrick's Model - Management Development - the need and importance of management development - management characteristics- training for executive level management.

**Total Hrs: 60****Course Outcomes:**

- CO1:** Able to get the overall ideas of training and development.
- CO2:** Practice the on the job and Off the Job training methods.
- CO3:** Capable of developing the training modules and become trainer.

**CO4:** Develop the skills, abilities, and practical elements of employee development

**CO5:** Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.

### **Text Books**

1. “Dr.B.Janakiram”, Training & Development, Biztantra, 2008.

### **References**

1. “R.K.Sahu”, Training for Development, Excel books, 2005
2. “Rolf Plynton and UdaiPareek”, Training for Development, Vistaar Publications, 2007.
3. “Irwin.L.Goldstein”, Training in Organisations, Thomson, 2007.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	2	1	3	3	1	2	1	3	2	2	1
<b>CO2</b>	3	3	3	3	3	3	2	2	2	1	2	1
<b>CO3</b>	3	3	3	3	3	2	1	1	2	1	2	1
<b>CO4</b>	3	3	2	3	3	1	1	2	3	3	3	2
<b>CO5</b>	3	3	3	3	3	2	1	1	2	3	2	2

**518BAH04**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**L T P C**

**4 0 0 4**

### **OBJECTIVE:**

To help students understand the transformation in the role of HR functions from being a support function to strategic function.

## **UNIT I CONTEXT OF SHRM**

**12**

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**

**12**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – 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**

**12**

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**

**12**

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**

**12**

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 Hrs: 60**

**OUTCOMES:**



**CO1:** Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.

**CO2:** Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.

**CO3:** To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**CO4:** Providing an overview of the counselling and coaching processes and techniques. Developing alternative approach to dealing with problem situations in organisations.

**CO5:** Understand the career development theories and models and gain necessary self- insight, skills and techniques to become effective HR managers

## REFERENCES :

- 1.Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7th edition, 2016.
- 2.Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
- 3.Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
- 4.Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
- 5.Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint- 2013.
- 6.Teresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
- 7.Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	1	2	3	1	1	1
CO2	3	3	2	3	3	2	2	2	3	1	2	1
CO3	3	2	3	3	3	2	2	2	2	1	1	1
CO4	3	2	3	3	2	2	2	3	2	1	1	1
CO5	3	3	2	3	3	2	2	3	2	1	2	1



# **FINANCE**

# **ELECTIVES**

<b>518BAF02</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### **Course Objective**

A comprehensive introduction to the areas of security analysis and portfolio management  
 To equipping them with advanced tools  
 To learn techniques for making profitable investment decisions.

### **Unit I - Introduction 12**

Investment and Speculation – Investment Alternatives – Security Market Indications – Security Contract Regulations Act – Investor Protection Act.

### **UnitII - Capital Markets 12**

Overview of Capital Markets – New Issue Markets and Problems – Securities and Exchange Board of India –Natures and functions of Stock Exchange – BSE – NSE – ISE – OTCEI – NSDL.

### **Unit III - Forecasting 12**

Prediction of Share Prices- Factors influencing Share prices – Forecasting Stock Prices – Fundamental Analysis – Technical Analysis.

### **Unit IV - Portfolio Management 12**

Portfolio Construction-Approaches in portfolio construction –Determination of objectives –Selection of portfolio-Portfolio theory – Markowitz model – The Sharpe Index model – CAPM.

### **UnitV - Portfolio Evaluation 12**

Mutual fund-Types of mutual funds- Sharpe's performance index-Treynor's performance index-Jensen's performance index. Portfolio Revision - The formula plans- Assumptions of the formula plan – Variable ratio plan.

**Total – 60 Hrs.**

### **Course Outcomes**

**CO1:** Understand the functional areas of Capital Market.

**CO2:** Gaining knowledge on Fundamental and Technical Analysis.

**CO3:** Getting exposure on share trading in share market.

**CO4:** Explain how to construct an efficient portfolio

**CO5:** Explore the various methods through which portfolio evaluation could be done

### Text Books

Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management 6<sup>th</sup> edition Prentice Hall of India Pvt Ltd New Delhi, 2009.

V.A.Avadhani – Security Analysis & Portfolio Management –12<sup>th</sup> edition Himalaya Publishing House, 2019.

### References

PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publication Pvt. Ltd., 2013.

S.Kevin, Portfolio Management, Prentice Hall of India, 2007.

Donold.E.Fischer&Ronald.J.Jordan, Security Analysis & Portfolio Management, Prentice Hall of India, 2007.

Dhanesh Kumar Khatri, Investment Management and Security Analysis, Macmillan, 2007.

Robert. A.Strong, Portfolio Management”, Jaico Publishing, 2001.

S.Kevin, Security Analysis and Portfolio Management, PHI, 2008.

Prasanna Chandra, Investment Analysis & Portfolio Management, 2nd Edition, TMH, 2007.

Bhalla&Tuteja, Investment Management, Sultan Chand & Sons, 2003

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	1	2	3	2	1	2	1	3	1	1
<b>CO2</b>	3	1	2	2	3	2	1	1	1	3	-	1
<b>CO3</b>	2	-	1	3	3	1	2	2	-	3	-	1
<b>CO4</b>	3	2	-	3	3	1	-	1	1	3	-	1
<b>CO5</b>	3	2	-	3	2	1	-	1	1	3	-	1

**OBJECTIVE:**

To understand the types and functions of the various financial markets in India, its instruments and Regulations.

**UNIT I FINANCIAL MARKETS IN INDIA****12**

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****12**

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****12**

Stock exchanges in India History and development -listing - Depositories - 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****12**

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****12**

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 – 60 Hrs.**

**OUTCOMES:**

**CO1:** Understanding the basic concepts of the finance markets in India

**CO2:** Identify the underlying structure and functions of Indian financial markets

**CO3:** Familiarise the methods of issuing shares and the role of intermediaries in the primary market

**CO4:** Learn about the trading mechanism in stock market

**CO5:** Describe the instruments, participants and trading in debt market

**REFERENCES :**

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.Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.

4.Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.

5.Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Fourth edition, 2009.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	2	1	1	1	1	-	1	2	2	3	1	2
<b>CO2</b>	2	1	1	2	1	-	1	2	2	3	1	2
<b>CO3</b>	3	-	2	2	2	-	1	3	2	3	-	3
<b>CO4</b>	3	1	2	2	3	1	2	3	2	3	1	3
<b>CO5</b>	3	1	2	2	2	1	2	2	2	3	1	3



<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

- Recognize the functions of various financial service organizations
- Discuss the benefits merchant banking services in issue management
- Identify the role of intermediaries and to suggest companies an appropriate financial product to raise funds for business

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banks - Legal and Regulatory Framework.

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers.

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

## Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

**Total: 60 Hours**

**Course Outcome:**

**CO1:** Understanding the functions of various financial service organizations.

**CO2:** Gaining knowledge on merchant banking services in issue management.

**CO3:** Getting exposure on financial products and funds raising.

**CO4:** Good knowledge on merchant banking activities

**CO5:** Getting Knowledge on Factoring and forfeiting

**Text Books**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2008.

**References:**

1. Machiraju, Indian Financial System, Vikas Publishing House, 4<sup>th</sup> Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, NewDelhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 1st Edition,2008.
5. Website of SEBI

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	2	1	1	1	1	-	1	2	2	3	1	2
<b>CO2</b>	2	2	2	2	3	-	-	1	1	3	-	1
<b>CO3</b>	3	2	2	2	2	3	1	3	1	3	1	1
<b>CO4</b>	3	2	2	2	2	2	1	3	2	3	3	3
<b>CO5</b>	3	1	2	2	2	2	-	2	-	2	-	1

# **OPERATION ELECTIVES**

**Course Objective**

The key role service operations play in the economy. Differentiate between manufacturing and services and make the student realize the specific characteristics of service operations.

Students will be made to appreciate the importance of service quality.

The different tools for service operations management will also be introduced in order to equip the student to manage the service operations more efficiently and effectively.

**Unit I - Introduction****12**

Importance and role of Services - Nature of services - Service classification Service Package Service Strategy - winning customers- Internet strategies - Environmental strategies.

**Unit II - Service Design****12**

New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Store size -Front-office Back-office Interface - Service scape – Implication for Service Design.Vehicle Routing and Scheduling

**Unit III - Service Quality****12**

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.

**Unit IV - Operating Services****12**

Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location - Capacity Management in Services – Queuing models - Waiting Lines – Simulation -, Retail outlet location- Yield management.

**Unit V - Tools and Techniques****12**

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System – Method for customer selection.

**Total - 60Hrs****COURSE OUTCOMES:**

**CO1:** An understanding of the impact Operational capability has on decision making and options in business strategy and the linkage to operations strategy

**CO2:**A construct of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.

**CO3:**An investigation of the relationship between business strategy, operations strategy, process type, organizational and control structures the impacts these have on managerial decision making and choices.

**CO4:** Apply models to design service facility

**CO5:** Ability to grow and sustain service business

### **Text Books**

James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.

Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

### **Reference Books**

CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.

Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	2	3	2	2	1	1	2	1	2	1
<b>CO2</b>	3	3	2	3	3	3	3	3	3	1	2	1
<b>CO3</b>	3	3	3	3	3	3	3	3	3	2	2	1
<b>CO4</b>	3	3	3	3	3	3	2	2	3	3	2	3
<b>CO5</b>	3	3	3	3	3	3	2	2	3	3	2	3

**COURSE OBJECTIVE**

Understand the important role supply chain management plays in the modern economy.

The course will also introduce to the student various supply chain strategies.

Deployment of IT in SCM in order to enhance transparency and information sharing in the supply chain

**Unit I - Supply Chain Management – Introduction 11**

Supply Chain Management types; Supply Chain Efficiency versus Responsiveness; Supply chain strategic Fit; Dimensions of Business Logistics; Value Chain Concepts; Supply Chain Drivers.

**Unit II - Supply Chain Strategy and Planning 11**

Strategy for Supply chain Configuration and Network Planning; Forecasting for Supply chain; Facility location; capacity and aggregate planning.

**Unit III - Procurement and Inventory Management 12**

Reasons for Outsourcing; Supplier buyer relationships; Supplier Selection, development, and Integration; Supplier Evaluation and Vendor Rating; Major Considerations in Out sourcing; E- Procurement.

**Unit IV - Transportation, Warehousing and Packaging 13**

Transportation Modes and its Role in Logistics; Containerisation and Inter Modal Transportation; TOFC and COFC. Global Logistics; Warehousing and Material Handling; Packaging. Role of Logistics in electronic commerce and e-retail.

**Unit V- Supply Chain Integration and Performance 13**

Information Technologies and SCM; ERP and E-Business Suites, Supply Chain Performance Metrics and SC Risk Management. Supply Chain Sustainability; Sustainable Logistics and Manufacturing Practices; Green Logistics; Reverse Logistics and Cold SCM.

**Total – 60 Hrs**

**COURSE OUTCOMES:**

**CO1:** Exploration effective decision-making skills and critical thinking ability.

**CO2:** Demonstrate of relevant functional areas of management and their application in SCM

**CO3:** Understanding of alternate managerial decisions and identify optimal solutions

**CO4:** Understanding the role of logistics in supply chain performance

**CO5:** Awareness of innovations for sustainable supply chains

### **Text Books**

Principles of Supply Chain Management – Wisner, Cengage, New Delhi, 2017

Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra and Peter Meindel, Prentice Hall of India, 7e, 2019.

### **References**

Strategic Logistics Management - Lambert and Stock, McGraw Hill, New Delhi, 2015

Logistics: An Introduction to Supply Chain Management, Donald Waters, Palgrave Macmillan, Noida, India, 2016.

Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi. MHI, 2015.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	2	1	3	3	1	2	1	1	1	3
<b>CO2</b>	3	3	1	2	3	1	3	2	1	1	1	1
<b>CO3</b>	3	3	2	1	3	2	3	3	1	1	2	3
<b>CO4</b>	2	1	2	3	3	1	3	3	3	1	2	1
<b>CO5</b>	1	3	3	2	2	3	1	2	3	1	3	1



**OBJECTIVE:**

To learn the various principles and practices of Quality Management

**UNIT I INTRODUCTION****12**

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****12**

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****12**

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****12**

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 to noise ratio.

**UNIT V QUALITY MANAGEMENT SYSTEMS****12**

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 – 60 Hrs**

## **OUTCOMES:**

**CO1:** Understanding the evolution of Quality management

**CO2:** Understanding of quality philosophies and practices

**CO3:** Ability to apply statistical process control to enhance quality.

**CO4:** Ability to apply quality tools to enhance organization's quality performance

**CO5:** Awareness of quality management systems.

## **REFERENCES :**

- 1.Dale H.Besterfield, CarolBesterfield-Michna, Glen H. Besterfield, Mary Besterfield - Sacre,HemantUrdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.
- 2.Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House,First Edition 2010
- 3.PoornimaM.Charantimath, Total Quality Management, Pearson Education, Second Edition,2011.
- 4.Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition4th Edition, Wiley India Pvt Limited, 2008.
- 5.Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
- 6.Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	2	1	3	1	1	2	3	1	1	1
<b>CO2</b>	3	3	2	2	3	3	2	3	1	2	1	2
<b>CO3</b>	3	3	2	3	2	2	3	3	2	1	2	3
<b>CO4</b>	3	1	3	2	3	1	2	3	3	2	2	3
<b>CO5</b>	1	3	3	3	2	3	2	2	3	1	3	3

# **MARKETING**

# **ELECTIVES**



**Course Objective**

The Course aims at developing understating about the concepts, strategies, various functions, operations, activities and problems of Retail business decisions.

To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

To improve student's capacity to identify current marketing activities engaged by retailing organization and use of technology in retailing

**Unit I - Introduction****12**

Definition and scope of Retailing – Key Drivers of Retailing in India - functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario- Opportunities in Retailing - Global Retail market.

**Unit II - Retail format****12**

Delivering value through retail formats: Store Based Retail Formats – Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non–Store Based (Traditional) Retail Mix and Non– Traditional Selling – Traditional Retailing, Non – Traditional Retailing and Other Emerging Retail Formats

**Unit III Retail Operations****12**

Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management

**Unit IV - Retail Market Segmentation and Consumer Buying Decision****12**

Criteria for Evaluating market segment - Approach for segmenting market - Selection of Promotion mix - Market Targeting - Customer Profile - Market Segmentation in India- Consumer buying decision – Consumer buying process – Types of buying decision and factors affecting buying decision.

**Unit V – Technology in Retailing, Social and Ethical Issues in Retailing****12**

E–retailing and Technology in Retailing– Retaining through Internet – Factors Affecting Internet Buying Decisions – Traditional Retailing Vs E- Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc. Social and Ethical issues in retailing.

**Total – 60Hrs**

**Course Outcome:**

**CO1:** Students would be familiar with retail business environment, opportunities and obstacles.

**CO2:** Students acquire clarity in retail management practices and get acquainted to design the strategies to achieve those goals.

**CO3:** Students would be familiar with use of technology in retailing business.

**CO4:** To understand analysis of store location, merchandising, products and pricing.

**CO5:** To gain knowledge about shopping behaviour

**Text Books:**

1. Michael Levy, Barton A Weitz and Ajay Pandit, "Retailing Management" 9<sup>th</sup> edition, McGraw Hill publishing house, 2014.

2. Barry Berman and Joel Evans, "Retail Management – A Strategic Approach", 13<sup>th</sup> edition, Pearson Education Limited, 2018.

**Reference Books:**

Swapna Pradhan, Retailing Management Text & Cases, Tata McGraw Hill, 2007

Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2004

Chetan Bajaj, Nidhi V Srivastava Retail Management Oxford University Press 2005.

Jim Dion Ted Topping Retail Business Jaico Publishing House 2006

A.J.Lamba, "The Art of Retailing", 1st edition, Tata McGrawHill, New Delhi, 2003

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	2	3	2	1	1	2	1
CO2	3	3	2	2	2	3	3	2	2	2	2	2
CO3	3	3	3	3	2	3	3	2	3	3	3	3
CO4	2	2	2	2	3	3	2	2	2	2	1	3
CO5	2	2	3	3	3	3	3	3	2	2	1	1

**518BAM03**

**SERVICES MARKETING**

**L T P C**

**4 0 0 4**

### **Course Objective**

Examines the important and growing role services marketing plays in both consumer and organizational target markets.

Discussing current issues in services marketing and customer service strategies,

It focuses on effective CRM; key service delivery elements; and service recovery strategies that lead to the successful implementation of a customer focus.

### **Unit I - Introduction to Services**

**12**

Nature of Services – Characteristics of Services, Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus

Industrial Services. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.

## **Unit II - Services Marketing Mix**

**12**

Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services.

## **Unit III - Promotion**

**12**

Promotion - objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.

## **Unit IV - People**

**12**

The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Servicescapes. Process: Service as a process & as a system – Different process aspects and managerial challenges – Strategies for managing inconsistency – Customer role in services – Customers as ‘co-producers’; Self Service Technologies.

## **Unit V- Customer Satisfactions & Service Quality**

**12**

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model .

**Total – 60 Hrs**

### **COURSE OUTCOMES:**

**CO1:** Analyse and critically evaluate differences between services and good drawing on the understanding of how these differences influence the practice of service marketing.

**CO2:** Identify and analyse the different components of the “Services Marketing Mix “for developing strategic thinking in service marketing.

**CO3:** Analyse and assess the relevance of service recovery

**CO4:** Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.



**CO5:** Recognise the challenges faced in services delivery as outlined in the services gap model

### **Text Books**

Services Marketing – Valarie A. Zeithaml, Mary Jo Bitner Dwayne D.Gremler and Ajay Pandit TGH, 7<sup>th</sup> edition 2018.

Services Marketing – Christopher Lovelock&Writz, 6<sup>th</sup> edition Pearson Education 2007.

### **Reference Books**

Services Marketing – Rampal& Gupta, Galgotia publications 2000.

Essence of Services Marketing – Ardian Payne

Services Marketing – Helen Woodruff

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	2	1	3	3	1	1	2	1	1	1
<b>CO2</b>	3	3	2	1	3	1	1	2	1	1	1	1
<b>CO3</b>	3	3	3	2	1	1	2	1	3	1	2	3
<b>CO4</b>	3	3	2	2	3	3	2	1	1	1	1	1
<b>CO5</b>	3	2	2	1	2	2	2	3	1	1	2	2

**518BAM04**

**CONSUMER BEHAVIOUR**

**L T P C**

**4 0 0 4**

### **OBJECTIVE:**

To study and understand the consumer' behavior in-order to effectively utilise the market' potential

**UNIT I INTRODUCTION**

**12**

Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.

## UNIT II INTERNAL INFLUENCES 12

Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.

## UNIT III      EXTERNAL INFLUENCES      12

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

## UNIT IV CONSUMER BEHAVIOR MODELS 12

Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.

## UNIT V PURCHASE DECISION PROCESS 12

Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.

**Total – 60 Hrs**

## OUTCOMES:

CO1: Consumer orientation and consumption

## CO2: Intrinsic influences

### CO3: Effects of external influences

## CO4: Models of consumer and industrial buying

## CO5: The decision making process

## REFERENCES :

1. RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.

2. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
3. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
4. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>C01</b>	3	3	1	2	2	1	1	3	2	1	2	1
<b>C02</b>	1	2	1	2	2	2	3	2	1	1	1	1
<b>C03</b>	3	3	3	1	3	3	3	3	3	2	3	1
<b>C04</b>	3	2	2	2	2	2	1	1	1	1	1	1
<b>C05</b>	3	3	3	2	3	3	3	3	3	1	1	1

# SYSTEM ELECTIVES

**518BAS01**

**E-COMMERCE**

**L T P C**

**4 0 0 4**

## **COURSE OBJECTIVE**

The objective of this course is to understand E-Commerce

Its concepts for application in the world of business

Enable to face the challenges and enhance the opportunities associated with electronic commerce

### **UNIT 1 INTRODUCTION**

**12**

Electronic Commerce Environment and Opportunities: Background – The Electronic Commerce Environment – Electronic Marketplace Technologies – Modes of Electronic Commerce: Overview – Electronic Data Interchange – Migration to Open EDI – Electronic Commerce with WWW / Internet – Commerce Net Advocacy – Web Commerce going forward.

### **UNIT 2 TECHNOLOGY INFRASTRUCTURE**

**12**

Approaches to safe Electronic Commerce: Overview – Secure Transport Protocols – Secure Transactions – Secure Electronic Payment Protocol(SEPP) – Secure Electronic Transaction (SET) - Certificates for Authentication – Security on Web Servers and Enterprise Networks – Electronic cash and Electronic payment schemes: Internet Monetary payment and security requirements – payment and purchase order process - Online Electronic cash.

### **UNIT 3 BUSINESS APPLICATIONS**

**12**

Internet/Intranet Security issues and solutions: The need for Computer Security – Specific Intruder Approaches – Security strategies – Security tools – Encryption – Enterprise Networking and Access to the Internet – Antivirus programs – Security Teams.

### **UNIT 4 e-BUSINESS PAYMENTS AND SECURITY**

**12**

MasterCard / Visa secure Electronic Transaction: Introduction – Business Requirements – Concepts – Payment processing – E-mail and secure e-mail technologies for electronic commerce. Introduction – The Mean of Distribution – A model for message handling – Working of Email- MIME: Multipurpose Internet Mail Extensions – S/MIME: Secure Multipurpose Internet Mail Extensions – MOSS: Message Object Security Services.

Internet and Web site establishment: Introduction – Technologies for web servers – Internet tools relevant to Commerce – Internet Applications for Commerce – Internet charges – Internet Access and Architecture – Searching the Internet.

**Total – 60Hrs**

**COURSE OUTCOMES:**

**CO1:** Student should be able to know how to build an e-Commerce

**CO2:** Student should be able to know how to manage an e-Commerce

**CO3:** Student should be able to develop server for e-Commerce

**CO4:** Knowledge of e business payment protocols and security

**CO5:** Understanding of ethical, legal, privacy issues and encryption policies

**TEXT BOOKS**

1. Daniel Minoli& Emma Minoli, “Web Commerce Technology Handbook”, Tata McGraw-Hill 1999.(Text Book)
2. K.Bajaj& D. Nag, “E-Commerce”, TataMcGraw-Hill, 1999.

**REFERENCES:**

1. David S. Nassar, “How to Get Started in Electronic Day Trading”
2. Bruce C, “How to Use the Internet to Advertise, Promote and Market Your Business or Website with Little or No Money”

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	3	2	3	3	1	2	2
CO2	3	2	1	3	3	2	2	3	2	2	1	1
CO3	3	3	2	3	3	2	2	3	2	1	2	1
CO4	3	3	2	3	3	2	1	3	2	1	1	2
CO5	3	3	2	2	3	1	1	3	2	1	2	1

**518BAS02**

**ADVANCED DATABASE MANAGEMENT SYSTEM**

**L T P C**

**4 0 0 4**

**COURSE OBJECTIVE**

To expose the student to the basic concepts involved in designing

To expose the student in building a database management system

To expose the student to practical database information system design through a team based project.

**UNIT – I INTRODUCTION**

**12**

Database-Purpose of Database Systems- Database Management Systems –Evolution of DBMS –Features And Benefits Of DBMS - Codd Rules - Database System Architecture.

**UNIT – II MODELING AND DESIGN FRAME WORK**

**12**

Data Models - Conceptual Design - ER Diagram – Relationships - Normalization-1NF-2NF-3NF- BOYCE-CODD - Multi-Valued Dependencies And Fourth Normal Form - Join Dependencies And Fifth Normal Form.

**UNIT – III DATABASE IMPLEMENTATION**

**12**

Query Languages–Data Integrity–Assertions-General Structure of SQL - Set Operations- Aggregate Functions – Modification of The Database - Database Transactions: Concepts - ACID Properties-Transaction Recovery; Concurrency Control-Concurrency Control Techniques.

**UNIT – IV DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES**

**12**

Concepts of distributed databases- distributed databases environment – components-advantage-disadvantage; client server architecture based distributed databases - benefits of distributed databases – two tiered and three tiered architecture.

**UNIT – V DATABASE SECURITY**

**12**

Database Security-Privileges - Database Control – Cryptography- Digital Signature- Statistical Database-Data Warehouses and Data Mining-Emerging Database Technologies and applications.

**Total – 60Hrs**

**COURSE OUTCOMES:**

**CO1:** Awareness of database models

**CO2:** Knowledge of database technologies

**CO3:** Awareness of database security

**CO4:** Learn about supervised and unsupervised learning technique.

**CO5:** Develop and implement a basic trainable neural network

## TEXT BOOKS

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. Jeffrey A Hoffer et al, Modern Database Management, 8<sup>th</sup> Edition, Pearson Education, 2008,

## REFERENCES

1. V. K. Jain, Database Management Systems, Dreamtech press, 2007
2. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
3. Mark L.Gillenson& el, Introduction database management, Wiley India Pvt. Ltd, 2008

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	1	2	1	1	2	2	3	3	1	2	3
<b>CO2</b>	3	1	1	2	1	3	2	3	2	1	2	2
<b>CO3</b>	3	1	1	1	1	2	2	3	3	1	2	2
<b>CO4</b>	2	1	1	2	2	3	3	3	2	1	1	2
<b>CO5</b>	3	1	2	2	2	3	3	1	3	1	2	1





**COURSE OBJECTIVE**

To impart the concept of ERP, an ERP business case,  
How ERP is used to integrate business processes,  
How ERP enable process changes and to state the benefits of ERP

**UNIT I INTRODUCTION****12**

Overview of Enterprise – Introduction to ERP - Evolution of ERP, Benefits of ERP. ERP vs. Traditional Information Systems – ERP and related technologies - Business Process Reengineering – supply chain management.

**UNIT II ERP IMPLEMENTATION****12**

ERP implementation – lifecycle – Methodology - hidden costs - organizing the ERP implementation - Role of Vendors, consultants and users - Need for training - customization. Selection criteria for ERP Packages.

**UNIT III BUSINESS MODULES OF ERP****12**

Business modules in an ERP package - Finance, manufacturing, human resource, plant maintenance, materials management, quality management, sales and distribution.

**UNIT IV ERP MARKET****12**

Overview of ERP packages – SAP-R/3, PEOPLE SOFT, BAAN IV, MFG/PRO, IFS/AVALON, and ORACLE-FINANCIAL - Extended ERP (ERP II).

**UNIT V EMERGING TRENDS ON ERP****12**

ERP market place – service oriented market place – ERP and e-commerce - Future directions of ERP – new markets- new channels.

**Total – 60 Hrs****COURSE OUTCOMES:****CO1:** Knowledge of ERP implementation cycle**CO2:** Awareness of core of ERP**CO3:** Awareness of extended modules of ERP**CO4:** Understanding of post implementational impact and maintenance of ERP**CO5:** Knowledge of emerging trends on ERP

## TEXT BOOK

Alexis Leon, Enterprise Resource Planning –Tata McGraw Hill, 2006.

Vinod Kumar Garg& N K Venkatakrishna, Enterprise Resource Planning – Concepts and Practices, PHI, 2006.

## REFERENCES

Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008

Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	1	3	2	2	1	3	2	2	2	2
CO2	3	3	2	3	3	2	2	3	1	2	1	1
CO3	3	3	1	3	2	2	2	3	2	1	2	1
CO4	3	3	3	3	2	2	1	2	2	2	1	2
CO5	3	3	1	3	2	2	1	3	2	1	2	1

518BAV02

**Managerial Skill Development -II**

**L T P C**  
**4 0 0 4**

**COURSE OBJECTIVE:**

Need for strengthening of soft skill and competencies.  
Enhancing ethical and interpersonal sensitivity.  
Gaining information and collaboration with industry.

**Managerial Skill Developments**

Resume Writing  
Group discussion skill development  
Interview skill  
Presentation skill  
Language Skill  
Body Language  
Business etiquette  
Interpersonal Relations  
Leadership skills

**COURSE OUTCOME**

**CO1:** Development of understanding and practice personal and professional responsibility.

**CO2:** Demonstrate knowledge of personal belief.

**CO3:** Demonstrate knowledge of personal value.

**CO4:** Apply the comprehensive set of knowledge for business success.

**CO5:** Apply the comprehensive set of skills for business success.

**TEXTBOOKS**

1. David A. Whetten and Kim S. Cameron “Developing Management Skills” Pearson, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		2		3			2	1		2	2
CO2	3		2		3			2	1		1	1
CO3	3		2		3			2	1		2	1

<b>CO4</b>	3		2		3			2	1		1	2
<b>CO5</b>	3		1		2			2	2		2	1

# **ADHIYAMAAN COLLEGE OF ENGINEERING (Autonomous)**

## **DEPARTMENT OF MANAGEMENT STUDIES**

### **Curriculum (Regulation 2018)**

Choice Based Credit System

**MBA PART - TIME**

**SEMESTER VI**

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	618BAE__	Elective III	PE	4	1	0	4	4
2	618BAE__	Elective VIII	PE	4	1	0	4	4
3	618BAP04	Project Work	EEC	0	0	24	24	12
TOTAL				8	2	24	32	20

# **HUMAN RESOURCES**

## **ELECTIVES**

**618BAH01 INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS**

L	T	P	C
4	0	0	4

**Course Objective**

To promote a critical understanding of substantive and procedural labor laws.

The approach is to develop skills in handling legal issues in industrial relations

The approach is to develop skills in handling legal issues in other labor matters.

**Unit I - Industrial Relations****12**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Trade Union Act 2001 – Codes of conduct - The Plantation Labor Act, 1951-The Equal Remuneration Act, 1976

**Unit II -Labor Legislations****12**

Factories Act 1948 – Contract Labor Act 1970 – Industrial Disputes Act 1947 – Minimum Wages act1948 – Payment of Wages (1936) Amendment Act 2017– Payment of Bonus (1965)Amendment Act 2015– EPF Act 1952

**Unit III - Welfare of Special Categories of Labor****12**

Payment of Gratuity Act 1972 – Maternity Benefit Act 2017 – ESI Act 1948 - Child Labor – Female Labor – Contract Labor – Construction Labor – Agricultural Labor – Differently abled Labor– Social Assistance & Security

**Unit IV - Industrial Conflicts & Collective Bargaining****12**

Employees Compensation(Amendment) Act,2017 - Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication – Legal Framework of Collective Bargaining

**Unit V - Labor Welfare & Industrial Safety****12**

Concept – Objectives – Scope– Voluntary Welfare Measures – Statutory Welfare Measures –Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases.

**Total Hrs: 60****Course Outcomes**

**CO1:** Students will know how to resolve industrial relations.

**CO2:** Students will know how to resolve human relations problems and

**CO3:** They would promote welfare of industrial labour.

**CO4:** Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship

**CO5:** Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention

### **Text Books**

Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2011.

### **References**

C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 20012.

RatnaSen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2015.

Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 4<sup>th</sup> Edition, 2013.

Subba Rao, Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2015.

“B.D. Singh”, Labour Laws for Managers, Excel Books, 2017.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	2	1	3	3	1	2	1	3	2	2	1
<b>CO2</b>	3	3	3	3	3	3	2	2	2	1	2	1
<b>CO3</b>	3	3	3	3	3	2	1	1	2	1	2	1
<b>CO4</b>	3	3	2	3	3	1	1	2	3	3	3	2
<b>CO5</b>	3	3	3	3	3	2	1	1	2	3	2	2



## **OBJECTIVES:**

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

## **UNIT I ORGANIZATIONAL DESIGN 12**

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 12**

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 12**

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 12**

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 12**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

**Total Hrs: 60**

## **COURSE OUTCOMES:**

**CO1:** The fundamentals of organizational design and structure

**CO2:** Change process, types, and models of change in organizations

**CO3:** The fundamentals of organizational development

**CO4:** Organizational development Interventions

**CO5:** Organizational evolution and sustenance

## **REFERENCES :**

- 1.French & Bell: Organisational Development, McGraw-Hill, 2005
- 2.Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
- 3.Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
- 4.Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning.
- 5.S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
- 6.Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI
- 7.Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
- 8.Management of Organizational Change – K Harigopal – Response BOOKS, 2nd editon,2006
- 9.Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	3	3	2	3	3	1	2	3	1	1	1
<b>CO2</b>	3	3	2	3	3	2	2	2	3	1	2	1
<b>CO3</b>	3	2	3	3	3	2	2	2	2	1	1	1
<b>CO4</b>	3	2	3	3	2	2	2	3	2	1	1	1
<b>CO5</b>	3	3	2	3	3	2	2	3	2	1	2	1

# **FINANCE**

# **ELECTIVES**

### Course Objectives

To understanding the students about the concepts of derivatives and its types and acquaint the knowledge of options, futures and hedging and the development position of derivatives in India.

To provide a comprehensive understanding of derivatives and introduce the analytics of derivative valuation

To understanding the application of derivatives in formulating simple corporate financial management strategies.

#### Unit I Introduction to Derivatives

12

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

#### Unit II Forwards & Futures

12

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

#### Unit III Swaps

12

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

#### Unit IV Options

12

Types of Options & their characteristics – Specification of stock options - Application of options- Valuation - Properties of stock options - Merton model - Binomial trees - The Black - Scholes Model – Risk Management using Options.

#### Unit V Other Derivatives

12

Other derivatives - Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options - Derivatives Pitfalls - Current trends in India.

**Total - 60 Hrs**

### Course Outcomes

Upon completion of this course, students should be able to:

**CO1:** Understand the structural differences among derivative instruments.

**CO2:** Understand how derivatives are traded in exchanges and/or OTC markets.

**CO3:** Price derivative securities with different pricing models

**CO4:** Use Derivatives for hedging and/or speculation purposes.

**CO5:** Providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

#### Text Books:

SankarshanBasu John C Hull, Options Futures and Other Derivatives, Pearson Publication 9Th Edition, 2016.

John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 7<sup>th</sup> Edition, 2008.

Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.

Hull.c.John, “Options, Futures and Other Derivatives” Pearson, Printice Hall sixth edition 2006.

**Reference:**

Durbin, Michael, “All about Derivatives” Tata Mcgraw Hill publications 1st Edition 2006.

Stulz, Risk Management and Derivaties, Cengage Learning, 1<sup>st</sup> Edition, 2008.

Varma, Derivaties and Risk Management, 1<sup>st</sup> Edition, 2008.

David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.

S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2008.

Website of NSE, BSE.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	2	3	2	3	2	3	1	3
CO2	3	2	3	3	2	3	2	3	2	3	1	3
CO3	3	2	3	3	2	3	2	3	2	3	1	3
CO4	1	1	1	1	2	-	-	3	-	2	-	-
CO5	3	2	2	2	2	2	1	3	1	3	1	3

### OBJECTIVES :

Grasp how banks raise their sources and how they deploy it and manage the associated risks

Understand e-banking and the threats that go with it.

Understand about other asset based and fund based financial services in India

<b>UNIT I</b>	<b>INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE</b>	
<b>VALUATION</b>		<b>12</b>

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

<b>UNIT II</b>	<b>MANAGING BANK FUNDS/ PRODUCTS &amp; RISK MANAGEMENT</b>	<b>12</b>
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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 12

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 12

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 12

Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing –Bill discounting –factoring – Merchant Banking – Role of SEBI

**Total: 60 Hours**

**OUTCOMES :**

**CO1:** Understand the overall structure and functions of Indian Financial System

**CO2:** Gain knowledge about regulations governing the Indian Banking system

**CO3:** Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

**CO4:** Familiarise the students with the concept of e-banking

**CO5:** In-depth understanding of fee-based and fund-based financial services in India

**REFERENCES :**

- 1.Padmalaatha 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
3. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	2	1	1	1	1	-	1	2	2	3	1	2
<b>CO2</b>	2	2	2	2	3	-	-	1	1	3	-	1
<b>CO3</b>	3	2	2	2	2	3	1	3	1	3	1	1
<b>CO4</b>	3	2	2	2	2	2	1	3	2	3	3	3
<b>CO5</b>	3	1	2	2	2	2	-	2	-	2	-	1

# **OPERATION ELECTIVES**



**Course Objective**

- To foresee or predict goals and life cycles of various types of projects.
- To allocate and schedule the resources for project management
- To assess performance indicators that will be used to access project success.

**Unit I - Introduction to Project Management****12**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Scouting – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams – Turnkey Projects – Case study.

**Unit II - Planning and Budgeting****12**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Project Appraisal – Budget the Project – Methods. Cost Estimating and Improvement. Project Feasibility and Feasibility Report – Budget uncertainty and risk management– Case study.

**Unit III - Scheduling & Resource Allocation****12**

PERT & CPM Networks - Crash Time – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Project Overrun – Goldratt's Critical Chain– Case study.

**Unit IV - Control and Completion****12**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system – Project Monitoring and MIS – Project Evaluation, Auditing and Termination Project Management Software – Case study.

**Unit V - Project Organization& Conflict Management****12**

Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict– Case study.

**Total Hrs: 60**

## Course Outcome

**CO1:** Practical applications of project management to formulate strategies allowing organizations to achieve strategic goals

**CO2:** To understand planning and budgeting for risk management and good performance of the organization

**CO3:** Critical-thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions using project evaluations

**CO4:** Ability to manage project organization

**CO5:** Ability to control and complete projects

## Text Books

1. Samuel J. Mantel et al. Project Management – Core Textbook, First Indian Edition, Wiley India, 2006.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

## References

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
3. John M. Nicholas and Herman Steyn, Project Management for Business, Engineering and Technology, Butterworth-Heinemann, 2008.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	3	3	3	3	3	1	2	2
CO2	3	3	2	3	3	3	3	3	3	1	1	2
CO3	3	3	3	3	3	3	3	3	3	2	2	3
CO4	3	3	3	3	3	3	2	2	3	3	1	3
CO5	3	3	3	3	3	3	2	2	3	3	2	3

**618BA005**

**MATERIALS MANAGEMENT**

**L T P C**  
**3 0 0 4**

**OBJECTIVE**

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

**UNIT I INTRODUCTION**

**12**

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 manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

**UNIT III INVENTORY MANAGEMENT**

**12**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

**UNIT IV PURCHASING MANAGEMENT**

**12**

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**

**12**

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 – 60 Hrs**

**OUTCOMES :**

**CO1:** Understanding basics of materials management

**CO2:** Understanding requirement analysis for material planning

**CO3:** Ability to apply inventory management models

**CO4:** Understanding purchasing practices

**CO5:** Understanding storage in warehouse

**REFERENCES :**

- 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
- 4.A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
- 5.Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
- 6.Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition
- 7.S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	1	3	3	2	1	1	3	3	3
CO2	3	2	1	2	2	1	3	2	2	1	1	1
CO3	3	3	2	1	3	2	3	3	1	2	2	3
CO4	2	1	3	3	3	1	2	3	3	1	2	1
CO5	3	3	1	2	2	3	1	2	3	3	3	2

# **MARKETING**

# **ELECTIVES**

**COURSE OBJECTIVE**

To formulate effective brand strategies to build and manage brand equity

To evaluate an actual firm's branding strategy using brand audit methodology

To have hands-on practice of a "new" brand design

**UNIT - 1 Introduction to Branding: 12**

Introduction to strategic brand management, brand elements, brand associations. Brand image, brand personality, brand perception on the perceptual map, Brand mantra.

**UNIT – 2 Brand Equity and Brand Extension: 12**

Brand equity, CBBE 3 key ingredients and step in creating strong CBBE, David Aaker's brand equity model, Brand value chain, design the brand tracking to measure the brand effectiveness, introduce the brand extension, the model to reinforce the brand, the model to revitalize the death brand.

**UNIT – 3 Product/Service Differentiation Strategies: 12**

Width & length of product mix, differentiation strategies, design the qualitative research to capture the customer's, mindset measure the brand awareness, understand the scale measurement to measure the brand image.

**UNIT – 4 Understand the Brand Portfolio: 12**

To construct the brand portfolio, brand hierarchy build the equity at different level in the brand hierarchy, design the branding strategies and the principles in designing and implementing, the branding imitation strategies and brand consolidation, brand Growth share market matrix to grow the corporate

**UNIT – 5 Making Brands go Global: 12**

Sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, organization for a global brand, pathways to globalization. Case studies

**Total: 60 Hrs**

**COURSE OUTCOMES**

**CO1:** Demonstrate knowledge of the nature and processes of branding and brand management

**CO2:** Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.

**CO3:** Analyze and discuss contemporary brand related problems and develop appropriate strategies

**CO4:** Have a solid understanding of the key ‘branding’ concepts, methods and tools used by marketing practitioners.

**CO5:** Be able to more confidently engage in and contribute to ‘brand building’ projects, developments, and discussions.

### Text Books

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 5e Pearson Education – Kevin Lane Keller, 2020.
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication, 2007.

### References

1. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
2. Brand Imitations – Dr S SKaptan, Dr S Pandey – HPH, 1/e, 2004
3. Brand Management, Tapan Panda, 2/e, Excel Publication
4. Managing Indian Brands – S Ramesh Kumar – Vikas
5. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	3	3	1	1	2	1	1	1
CO2	3	3	2	1	3	1	1	2	1	1	1	1
CO3	3	3	3	2	1	1	2	1	3	1	2	3
CO4	3	3	2	2	3	3	2	1	1	1	1	1
CO5	3	2	2	1	2	2	2	3	1	1	2	2

**OBJECTIVE:**

This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.

**UNIT I AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)**  
**12**

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**  
**12**

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)**  
**12**

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**  
**12**

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.



Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics

**Total – 60 Hrs**

**OUTCOMES:**

**CO1:** To review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.

**CO2:** This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.

**CO3:** To Know how IMC fits into the marketing mix.

**CO4:** To develop an awareness about marketing communications tools, and how each can be used effectively- individually or in an integrated mix.

**CO5:** To examine the process by which integrated marketing communications programs are planned, developed, executed and measured.

**REFERENCES:**

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 8th edition
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
3. Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
4. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition, 2008.
5. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition, 2010.

6.JaishriJefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.

7.Dr Niraj Kumar, Integrated Marketing Communication,Himalaya Publishing House 2015

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO1</b>	3	2	1	2	3	3	2	3	3	2	2	2
<b>CO2</b>	3	3	2	3	3	3	3	3	2	1	2	2
<b>CO3</b>	2	3	2	2	3	3	2	2	3	3	2	3
<b>CO4</b>	3	1	2	3	2	3	2	2	3	1	1	2
<b>CO5</b>	2	3	2	2	2	2	1	2	1	1	1	2

# **SYSTEM ELECTIVES**

**OBJECTIVES :**

To experiment the technical aspects of Internet of Things.

To expose the application of Internet of Things.

**UNIT I INTRODUCTION****12**

Introduction to Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.

**UNIT II        IoT ARCHITECTURE****12**

ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.

**UNIT III        BUILDING IoT****12**

IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Raspberry Pi with Python - Other IoT Devices.

**UNIT IV        IoT DATA PLATFORM****12**

Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.

**UNIT V        CASE STUDIES AND REAL-WORLD APPLICATIONS****12**

IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Home Automation – Smart Cities - Environment - Agriculture - Productivity Applications.

**Total – 60 Hrs**

**OUTCOMES :**

**CO1:** Technical knowledge of Internet of Things.

**CO2:** Ability to understand IoT Architecture

**CO3:** Understanding of building blocks of IoT

**CO4:** Deep insights about IoT Data Platform

**CO5:** Knowledge of real world applications

## REFERENCES :

1.rshdeepBahga, Vijay Madiseti, - Internet of Things - Ahands-on approach,

University Press, 2015

2.Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Thingsl, Springer, 2011.

3.Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspectivel, CRC Press, 2012.

4.Jan Ho" ller, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, Stefa

5.Avesand. David Boyle, "From Machine-to-Machine to the Internet of Things - Introduction to a New Age of Intelligence", Elsevier, 2014.

6.Olivier Hersent, David Boswarthick, Omar Elloumi , —The Internet of Things – Key applications and Protocolsl, Wiley, 2012

7.Adrian McEwen and Hakim Cassimally, “Designing the Internet of Things”, John Wiley & Sons, 2013.

8.CunoPfister, “Getting Started with the Internet of Things: Connecting Sensors and Microcontrollers to the Cloud”, Maker Media, 2011.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	2	2	1	3	2	1	2	2
CO2	3	2	2	3	2	2	1	3	2	2	1	1
CO3	3	3	1	3	2	2	2	3	2	1	2	1
CO4	3	3	2	3	3	2	2	3	2	1	1	2
CO5	3	3	2	3	2	2	2	3	2	1	2	1

**OBJECTIVES**

To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management.

To provide the knowledge and necessary skills for taking up quality related task in Software projects.

**UNIT I SPM CONCEPTS****12**

Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

**UNIT II              SOFTWARE MEASUREMENTS****12**

Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

**UNIT III            SOFTWARE QUALITY AND RISK ISSUES****12**

Quality in SW development – quality assurance – quality standards and certifications. The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

**UNIT IV            QUALITY PLANNING****12**

Planning Concepts- Integrating Business and Quality Planning- Prerequisites to Quality Planning- The Planning Process. Define, Build, Implement and Improve Processes: Process Management Concepts- Process Management Processes.

**UNIT V            QUALITY CONTROL PRACTICES****12**

Testing Concepts- Developing Testing Methodologies- Verification and Validation Methods- Software Change Control- Defect Management. Metrics and Measurement: Measurement Concepts- Measurement in Software-Variation and Process Capability- Risk Management- Implementing a Measurement Program.

**Total – 60 Hrs**

### **OUTCOMES:**

**CO1:** Apply project management concepts and techniques to a project.

**CO2:** Explain project management in terms of the software development process.

**CO3:** Understand the risk issues in software development.

**CO4:** Apply the concepts in preparing the quality plan & documents.

**CO5:** Assess the quality of software product.

### **REFERENCES**

- 1.Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
- 2.Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2nd edition, 2000
- 3.Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6th Edition, 2017
- 4.Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3rd edition, 2011.
- 5.Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO1</b>	3	1	2	1	1	2	2	3	3	1	2	3
<b>CO2</b>	3	1	1	2	1	3	2	3	2	1	2	2
<b>CO3</b>	3	1	1	1	1	2	2	3	3	1	2	2
<b>CO4</b>	2	1	1	2	2	3	3	3	2	1	1	2
<b>CO5</b>	3	1	2	2	2	3	3	1	3	1	2	1

<b>S.No</b>	<b>Course Code</b>	<b>Course Title</b>
<b>1</b>	<b>618BAP04</b>	<b>Project Work</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>
<b>CO 1</b>	3	1	2	1	1	2	2	3	3	1	2	3
<b>CO 2</b>	3	1	1	2	1	3	2	3	2	1	2	2
<b>CO 3</b>	3	1	1	1	1	2	2	3	3	1	2	2
<b>CO 4</b>	2	1	1	2	2	3	3	3	2	1	1	2
<b>CO 5</b>	3	1	2	2	2	3	3	1	3	1	2	1