



SNS COLLEGE OF TECHNOLOGY

(An Autonomous Institution)



**Approved by AICTE, Recognized by UGC & Affiliated to Anna University
Accredited by NBA-AICTE, NAAC-UGC with 'A+' Grade**

Saravanampatti , Coimbatore -641035

**CURRICULA AND SYLLABI
REGULATION 2016
CHOICE BASED CREDIT SYSTEM**

DEPARTMENT OF MANAGEMENT STUDIES



SNS COLLEGE OF TECHNOLOGY, COIMBATORE - 641035

(AN AUTONOMOUS INSTITUTION)

REGULATION - 2016



CHOICE BASED CREDIT SYSTEM

SUGGESTED CURRICULUM AND SYLLABI I – IV SEMESTERS

MASTER OF BUSINESS ADMINISTRATION

SEMESTER I

S.NO.	COURSE CODE	COURSE TITLE	CAT	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
THEORY									
1.	16BA601	Business Organization & Management	FC	3	3	0	0	3	-
2.	16BA602	Legal Aspects of Business	FC	3	3	0	0	3	-
3.	16BA603	Organisational Behaviour	FC	3	3	0	0	3	-
4.	16BA604	Managerial Economics	FC	4	4	0	0	4	-
5.	16MA611	Quantitative Methods for Business	FC	4	4	0	0	4	-
6.	16BA605	Accounting For Managers	FC	4	3	1	0	4	-
7.	16BA606	Executive Communication	PC	3	3	0	0	3	-
PRACTICAL									
8.	16BA607	Creativity & Innovation	PC	3	1	0	2	2	-
TOTAL				27	24	1	2	26	

SEMESTER II

S.NO.	COURSE CODE	COURSE TITLE	CAT	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
THEORY									
1.	16BA608	Financial Management	PC	4	4	0	0	4	-
2.	16BA609	Human Resources Management	PC	3	3	0	0	3	-
3.	16BA610	Marketing Management	PC	3	3	0	0	3	-
4.	16BA611	Operations Management	PC	4	4	0	0	4	-
5.	16BA612	Research Methods for Management	PC	4	4	0	0	4	-
6.	16BA613	Corporate Governance and Business Ethics	PC	3	3	0	0	3	-
7.	16BA614	International Business	PC	3	3	0	0	3	-
PRACTICAL									

8.	16BA615	Business Data Analysis	PC	6	3	0	2	4	-
TOTAL				30	27	0	2	28	

SEMESTER III

S.NO.	COURSE CODE	COURSE TITLE	CAT	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
THEORY									
1.	-	Open Elective	OE	3	3	0	0	3	-
2.	-	Elective 1	PE	3	3	0	0	3	-
3.	-	Elective 2	PE	3	3	0	0	3	-
4.	-	Elective 3	PE	3	3	0	0	3	-
5.	-	Elective 4	PE	3	3	0	0	3	-
6.	-	Elective 5	PE	3	3	0	0	3	-
7.	-	Elective 6	PE	3	3	0	0	3	-
PRACTICAL									
8.	16BA742	Summer Internship	EEC	6	0	0	6	3	-
TOTAL				27	21	0	6	24	

SEMESTER IV

S.NO.	COURSE CODE	COURSE TITLE	CAT	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
THEORY									
1.	16BA743	Strategic Management	PC	4	4	0	0	4	-
PRACTICAL									
2.	16BA744	Industry Project	EEP	30	0	0	30	15	16BA612
TOTAL				34	4	0	30	19	

FOUNDATION COURSE (FC)

S.NO.	COURSE CODE	COURSE TITLE	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
1.	16BA601	Business Organization & Management	3	3	0	0	3	-
2.	16BA602	Legal Aspects of Business	3	3	0	0	3	-
3.	16BA603	Organisational Behaviour	3	3	0	0	3	-
4.	16BA604	Managerial Economics	4	4	0	0	4	-
5.	16MA611	Quantitative Methods for Business	4	4	0	0	4	-
6.	16BA605	Accounting For Managers	4	3	1	0	4	-

PROFESSIONAL CORE (PC)

S.NO.	COURSE CODE	COURSE TITLE	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
1.	16BA606	Executive Communication	3	3	0	0	3	-
2.	16BA608	Financial Management	4	4	0	0	4	-
3.	16BA609	Human Resources Management	3	3	0	0	3	-
4.	16BA610	Marketing Management	3	3	0	0	3	-
5.	16BA611	Operations Management	4	4	0	0	4	-
6.	16BA612	Research Methods for Management	4	4	0	0	4	-
7.	16BA613	Corporate Governance and Business Ethics	3	3	0	0	3	-
8.	16BA614	International Business	3	3	0	0	3	-
9.	16BA743	Strategic Management	4	4	0	0	4	-
10.	16BA607	Creativity & Innovation	3	1	0	2	2	-
11.	16BA615	Business Data Analysis	6	3	0	2	4	-

PROFESSIONAL ELECTIVES

S.NO.	COURSE CODE	COURSE TITLE	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
1.	16BA701	Entrepreneurship Theory and Practice	3	3	0	0	3	-
2.	16BA702	Family Business Management	3	3	0	0	3	-
3.	16BA703	Entrepreneurship Support Systems	3	3	0	0	3	-
4.	16BA704	Business Plan	3	3	0	0	3	-
5.	16BA705	Intrapreneurship	3	3	0	0	3	-
6.	16BA706	Indian Capital Market	3	3	0	0	3	16BA608
7.	16BA707	Working Capital Management	3	3	0	0	3	16BA608
8.	16BA708	Investment Management	3	3	0	0	3	16BA608
9.	16BA709	Financial Derivatives	3	3	0	0	3	16BA608
10.	16BA710	Financial Services	3	3	0	0	3	16BA608
11.	16BA711	Risk Management and Insurance	3	3	0	0	3	16BA608
12.	16BA712	Banking Management	3	3	0	0	3	16BA608
13.	16BA713	Human Resource Planning	3	3	0	0	3	16BA609
14.	16BA714	Industrial Relations and Labour Welfare	3	3	0	0	3	16BA609
15.	16BA715	Cross Cultural	3	3	0	0	3	16BA609

		Management						
16.	16BA716	Compensation & Reward Management	3	3	0	0	3	16BA609
17.	16BA717	IT for Human Resources Management	3	3	0	0	3	16BA609
18.	16BA718	Organisational Theory, Design and Development	3	3	0	0	3	16BA609
19.	16BA719	Strategic Human Resource Management	3	3	0	0	3	16BA609
20.	16BA720	International Trade	3	3	0	0	3	16BA614
21.	16BA721	Support Systems for Foreign Trade	3	3	0	0	3	16BA614
22.	16BA722	International Monetary System	3	3	0	0	3	16BA614
23.	16BA723	International Logistics Management	3	3	0	0	3	16BA614
24.	16BA724	International Marketing Management	3	3	0	0	3	16BA614
25.	16BA725	Advertising Management	3	3	0	0	3	16BA610
26.	16BA726	Social Media Marketing	3	3	0	0	3	16BA610
27.	16BA727	Services Marketing	3	3	0	0	3	16BA610
28.	16BA728	Retail Management	3	3	0	0	3	16BA610
29.	16BA729	Customer Relationship Management	3	3	0	0	3	16BA610
30.	16BA730	Brand Management	3	3	0	0	3	16BA610
31.	16BA731	Rural Marketing	3	3	0	0	3	16BA610
32.	16BA732	Materials Management	3	3	0	0	3	16BA611
33.	16BA733	Logistics and Supply Chain Management	3	3	0	0	3	16BA611
34.	16BA734	Lean Manufacturing	3	3	0	0	3	16BA611
35.	16BA735	Services Operations Management	3	3	0	0	3	16BA611
36.	16BA736	Quality Management	3	3	0	0	3	16BA611
37.	16BA737	Enterprise Resource Planning	3	3	0	0	3	-
38.	16BA738	Information Technology Management	3	3	0	0	3	-
39.	16BA739	Electronic Business Management	3	3	0	0	3	-
40.	16BA740	Management of Software Projects and Enterprises	3	3	0	0	3	-
41.	16BA741	Knowledge Management System	3	3	0	0	3	-

42	16BA745	Data Analytics Using R	3	3	0	0	3	16BA615
43	16BA746	Financial Analytics	3	3	0	0	3	16BA608
44	16BA747	HR Analytics	3	3	0	0	3	16BA609
45	16BA748	Social Network Analytics	3	3	0	0	3	16BA610
46	16BA749	Business Process Analytics	3	3	0	0	3	16BA611
47	16BA750	Supply Chain Analytics	3	3	0	0	3	16BA611

OPEN ELECTIVE OFFERED TO OTHER PROGRAMMES

S.NO.	COURSE CODE	COURSE TITLE	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
1.	16BAOE1	Finance for Engineers	3	3	0	0	3	-
2.	16BAOE2	HR for Engineers	3	3	0	0	3	-
3.	16BAOE3	Fundamentals of Entrepreneurship	3	3	0	0	3	-
4.	16BAOE4	Organizational Behaviour for Engineers	3	3	0	0	3	-

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

S.NO.	COURSE CODE	COURSE TITLE	CONTACT PERIODS	L	T	P	C	PRE-REQUISITES
1.	16BA742	Summer Internship	6	0	0	6	3	-
2.	16BA744	Industry Project	30	0	0	30	15	16BA612

S.No.	SUBJECT AREA	Credits Per Semester				Total Credits
		I	II	III	IV	
1	FC	21	0	0	0	21
2	PC	5	28	0	4	37
3	PE	0	0	18	0	18
4	EEC	0	0	3	15	18
5	OC	0	0	3	0	3
	TOTAL	26	28	24	19	97

16BA601	BUSINESS ORGANISATION & MANAGEMENT	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION TO MANAGEMENT & PLANNING				8
Organization- Management- Role of managers- Evolution of management thought - Nature and purpose of planning- Planning process- Types of plans- Managing by Objective (MBO).					
UNIT-II	ORGANISING				10
Nature and purpose of organizing- Organization structure- Formal and informal groups/organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal.					
UNIT-III	DIRECTING & CONTROLLING				10
Managing people- Communication- Hurdles to effective communication - Process of controlling- Types of control- Budgetary and non-budgetary control techniques.					
UNIT-IV	INTRODUCTION TO INDUSTRY & COMMERCE				8
Definition and Nature of Business, Industry & Commerce and their Interrelationship. The Concept of Business System, System Elements, Interrelationship and Interaction.					
UNIT-V	FORMS OF BUSINESS ORGANIZATION & TYPES OF COMPANIES				9
Sole Proprietorship, Partnership and Joint Stock Company Form of Business. Private and Public, Legal Requirements & Formation; Suitability of Company Form Small Business.					

L : 45 T: 0 P: 0 Total: 45 PERIODS

TEXT BOOKS

- 1 Chhabra, T.N., 'Modern Business Organization', New Delhi, Dhanpat Rai & Sons, (2010).
2. Tripathy.P.C and Reddy.P.N., 'Principles of Management', 4th Edition, Tata McGraw Hill, 2011

REFERENCES

- 1 Harold Koontz, and Weihrich, 'Essential of management', 8th Edition, (2010).
- 2 VSP Rao, V.Hari Krishna, 'Management', Excel books, 2010.
- 3 Dr.Kumkum Mukherjee, Principles of Management, 2nd Edition, Tata McGraw Hill, 2009.
- 4 Stephen.P.Robbins, Mary coulter, Neharikavohra, Pearson, Management, 10th Edition, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
- CO2** Understand the major internal features of a business system and the environment in which it operates.
- CO3** Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.
- CO4** Identify the different kinds of companies and its features.
- CO5** Identify the significance of how historical theories have shaped management

UNIT-I	THE INDIAN CONTRACT ACT 1872	8
Law of Contract, Meaning and Essentials of a Valid Contract, Formation of a contract, performance of contracts, breach of contract and its remedies.		
UNIT-II	THE SALE OF GOODS ACT 1930	8
Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, rights of an unpaid seller.		
UNIT-III	NEGOTIABLE INSTRUMENTS ACT 1881	8
Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.		
UNIT-IV	COMPANY LAW 2013	10
Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies. Amendments of Companies Act 2013.		
UNIT-V	INDIRECT TAXES & CONSUMER PROTECTION ACT	11
Corporate Tax planning, Income Tax, Goods and Services Tax –Introduction, Objective, Classification and practical implications of GST(Only Theory). Consumer Protection Act – Consumer rights, Procedures for Consumer grievances Redressal, Types of consumer Redressal Machineries and Forums.		

L : 45 T: 0 P: 0 Total: 45 PERIODS

TEXT BOOKS

- 1 Kapoor.N.D, 'Elements of Mercantile Law', 30th Edition, Sultan Chand &Co., (2015).
2. R.S.N. Pillai &Bagavathi, Legal Aspects of Business, S. Chand Group, Edition: 1 , (2011).

REFERENCES

- 1 Goel P.K, "Business Law for Managers", Biztantra Publishers, (2011).
- 2 Akhileshwar Pathak, "Legal Aspects of Business", Tata McGraw Hill, Fifth Edition, (2013).
- 3 Saravanavel.P&Sumathi, "Legal Systems in Business", 9th Edition, Himalaya Publishing House, (2009).
- 4 Tulsian P.C, "Business and Corporate Law for CA PE – II", New Delhi: Tata McGraw Hill, (2012).

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Recognise and manage legal risk in business decision making.
- CO2** The principles and concept of law dealing with business.
- CO3** To facilitate in legal thinking and encourage them in being on the right side of law.
- CO4** Understand key concepts of business law relating to contract formation, the selection of a business organisation.
- CO5** Ability to analyse legal issues facing a company with the knowledge gained

UNIT-I INTRODUCTION 9

Origin, Nature and Scope of Organisational Behaviour, Frame work, Organizational behaviour models.

UNIT-II INDIVIDUAL BEHAVIOUR 9

Personality, Perception, Learning, Values and Attitudes, Motivation, Early theories, Contemporary theories, Motivation at work, Designing Motivating Jobs.

UNIT-III GROUP BEHAVIOUR 9

Groups in organizations, Group Dynamics - Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness: High performing teams, Team Roles -cross functional and self directed teams.

UNIT-IV LEADERSHIP AND POWER 9

Leadership: Concepts and skills of leadership, Leadership and managerial roles, Leadership styles and effectiveness, Contemporary issues in leadership. Power and Politics: sources and Uses of power, politics at workplace, Tactics and strategies.

UNIT-V ORGANISATIONAL CULTURE AND CHANGE 9

Creating and sustaining organizational Culture, types of culture, Organizational change, Stability Vs Change, Proactive Vs Reaction change, the change process, Resistance to change, Managing change

L : 45 T: 0 P: 0 Total: 45 PERIODS

TEXT BOOKS

- 1 UdaiPareek, 'Understanding Organisational Behaviour', 3rd Edition, Oxford Higher Education (2011).
2. Stephen P. Robins, 'Organisational Behavior', 11th Edition PHI Learning / Pearson Education 2008.

REFERENCES

- 1 Subba Rao, P, 'Management of Organizational Behaviour', 1st Edition Himalaya Publishing House 2012.
- 2 Aswathappa, 'Organisational Behaviour', 8th Edition, Himalaya Publishing House, 2010.
- 3 Khanka.S.S, 'Organisational Behaviour', 6th Edition, S. Chand & Co, 2010.
- 4 Dr.Prasad.L.M, 'Organisational Behaviour', 4th Edition, Sultan Chand & Sons, 2008.
Uma Sekaran, 'Organisational Behaviour', Tata McGraw Hill, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** To discuss the development of the field of organizational behaviour and explain the micro and macro approaches
- CO2** To analyze and compare different models used to explain individual behaviour related to motivation and rewards
- CO3** To identify the processes used in developing communication and resolving conflicts
- CO4** To explain group dynamics and demonstrate skills required for working in groups (team building)
- CO5** To identify the various leadership styles and the role of leaders in a decision making process.

16BA604	MANAGERIAL ECONOMICS	L	T	P	C
		4	0	0	4
UNIT-I	INTRODUCTION				12
Nature and Scope of Managerial Economics, Definition of Economics, Relationship between Micro, Macro and Managerial Economics, Role of Globalisation in business and society.					
UNIT-II	DEMAND & SUPPLY ANALYSIS				12
Meaning of Demand, Law of Demand, Types of Demand, Determinants of Demand, Elasticity of Demand. Supply, Law of Supply, Determinants of Supply, Market Schedule.					
UNIT-III	PRODUCTION ANALYSIS				12
Production and Cost Analysis Production, Factors of Production, Production Function, Concept, Types of Production function - Law of Variable Proportion.					
UNIT-IV	PRODUCT PRICING				12
Pricing Methods and Strategies, Objectives, Factors, General Consideration of Pricing, Methods of Pricing, Dual Pricing, Price Discrimination.					
UNIT-V	MARKET STRUCTURE				12
Perfect Competition: Equilibrium of the Market, Long Run Industry Supply, Producer and Consumer Surplus, Effects of Taxes and Subsidies. Types of Market.					
		L : 60	T: 0	P: 0	Total: 60 PERIODS

TEXT BOOKS

- 1 Christopher R Thomas, 'Managerial Economics', 9th Edition ,Tata McGraw-Hill publishing company, New Delhi, (2010).
2. Yogesh Maheswari, 'Managerial Economics', 3rd Edition, PHI learning private Ltd., New Delhi, (2013).

REFERENCES

- 1 Samuelson, Paul A., and Nordhaus, W.D., Economics, Tata McGraw-Hill publishing company Ltd., New Delhi.(2011)
- 2 RuddarDatt, 'Indian Economy', 1st Edition, S.Chand& Company Ltd., New Delhi, (2006).
- 3 H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, 'Managerial Economics', 4th Edition, Pearson India, (2005)
- 4 H. L. Ahuja, 'Managerial Economics', 8th Edition, S.Chand Publishing, (2014).
D. M. Mithani, Managerial Economics, 7th Edition, Himalaya Publishing House Pvt. Ltd, (2004).

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Apply economic analysis to optimally allocate scarce resources to meet managerial objectives
- CO2** Estimate and analyse the market demand for a good and service
- CO3** Estimate and analyse firm level production and cost
- CO4** Analyse the industry structure and firm level conduct to develop profit maximizing pricing and production strategies.
- CO5** Comprehend concepts of managerial economics.

UNIT-I	INTRODUCTION				10+6
Accounting concepts and conventions, GAAP, Final Accounts, Financial Statement Analysis.					
UNIT-II	FINANCIAL ANALYSIS				10+6
Ratio Analysis, Fund flow statement, Cash flow statement.					
UNIT-III	COST ACCOUNTING				8+6
Cost Concepts and Classifications, Preparation of Cost Sheet.					
UNIT-IV	DECISION MAKING TOOLS – I				8+6
Cost-Volume-Profit (CVP) Analysis, Contribution Margin; Break Even Analysis; Profit Volume (P/V) Analysis.					
UNIT-V	DECISION MAKING TOOLS – II				9+6
Budgeting, Nature and Objectives, Cash, Flexible and Functional budgets, Limitations.					

L :45 T:15 P: 0 Total: 60 PERIODS

TEXT BOOKS

- 1 M Y Khan & P K Jain, 'Management Accounting: Text, Problems and Cases', 6th Edition, Tata McGraw-Hill Publishing Company Limited. (2008).
- 2 T S Reddy & Y. Hari Prasad Reddy, 'Financial and Management Accounting', 2nd Edition, Margham Publications, (2010).

REFERENCES

- 1 S N Maheshwari & S K Maheshwari, 'Accounting for Management', 2nd edition, Vikas Publishing House Pvt Ltd, New Delhi, 2008.
 - 2 Jan Williams, 'Financial and Managerial Accounting – The basis for business Decisions', 15th edition, Tata McGraw Hill Publishers, 2010
 - 3 Sankaralyer P, 'Operations Research', Tata Mcgraw Hill, 2008.
 - 4 R.Narayanaswamy, 'Financial Accounting – A managerial perspective', 5th edition, PHI Learning, New Delhi, 2011. (2008).
- S P Jain & K L Narang, 'Financial Accounting and Analysis', Kalyani Publishers, 1998, (2009).

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Compare and contrast financial accounting and managerial accounting in terms of audience, reporting, time frame, and use of information;
- CO2** Describe, record and, analyze transactions of a manufacturing business;
- CO3** Calculate cost information and use it to support operating and strategic decisions regarding products, customers, and long-term assets;
- CO4** Explain how managerial accounting information facilitates planning, controlling, and decision-making activities;
- CO5** Interpret time value of money calculations to make capital budgeting decisions; and describe why managerial accounting requires a cross-functional team.

UNIT-I COMMUNICATION IN BUSINESS 9

Communication, Meaning, Definition, Essential and importance of Business Communication, Communication process, Forms of Communication, Different Stages and Types of Communication, Communication Barriers

UNIT-II ORAL COMMUNICATION 9

Fundamentals of Oral Communication: Introduction, Types of Oral Communication, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages, creativity in oral communication, Skill required for Oral Communication.

UNIT-III REPORT WRITING 9

Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Types of Reports, Role of Technology in Communication - Various Communication Devices.

UNIT-IV BUSINESS COMMUNICATION 9

Letter to the agency, status enquiry, bank correspondence, and letters related to export and import, correspondence with Government Department and public bodies, Letters to the Editor, Job application Letters, Resume Preparation, Covering letters.

UNIT-V ROUTINE CORRESPONDENCE 9

Correspondence of company secretary with shareholders and directors, Agenda, Minutes of the meeting, Annual Report.

L : 45 T: 0 P: 0 Total: 45 PERIODS

TEXT BOOKS

- 1 Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, 'Business Communication Theory and Application', 6th edition, A.I.T.B.S Publisher and Distributors, New Delhi, 2003
2. Mary Ellen Guffey & Dana Loewy, Essentials of Business Communication, Cengage learning, 10th Edition, (2014)

REFERENCES

- 1 Raman, Meenakhshi, and Prakash Singh, 'Business Communication', Oxford University Press India, 2012
- 2 Asha Kaul, 'Effective Business Communication', 1st Edition, Prentice Hall of india, Newyork, 2003.
- 3 Kenneth W. Davis, 'Business Writing and Communication', McGraw Hill Education (India) Private Limited, (2008).
- 4 Thomas L.Means, 'Business Communication', Cengage Learning, (2009).

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** An understanding of how to adapt your style to interact effectively with others
- CO2** An understanding of communication errors and how to prevent them
- CO3** To create individual action plans for ongoing personal development
- CO4** The ability to deliver the message effectively
- CO5** To communicate information clearly to your audience

UNIT-I INTRODUCTION**3+6**

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT-II MECHANISM OF THINKING AND VISUALIZATION**3+6**

Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking.

UNIT-III CREATIVITY**3+6**

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation the Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT-IV CREATIVITY IN PROBLEM SOLVING**3+6**

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT-V INNOVATION**3+6**

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE33 commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton.

L : 15 T: 0 P:30 Total: 45 PERIODS**TEXT BOOKS**

- 1 Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999
2. Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999

REFERENCES

- 1 Clayton M. Christensen Michael E. Raynor, 'The Innovator's Solution', Harvard Business School Press Boston, USA, 2003
- 2 Semyon D. Savransky, 'Engineering of Creativity – TRIZ', CRC Press New York USA," 2000Web

COURSE OUTCOMES

At the end of the course student should be able to:

CO1 Understand building blocks of innovation**CO2** Be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decision making**CO3** Enhance their creative and innovative thinking skills**CO4** Be familiar with creative and innovative thinking styles**CO5** Practice and value teaming, communication, and diversity

16BA608	FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4
UNIT-I	INTRODUCTION TO FINANCIAL MANAGEMENT				12
	Scope, Objectives, Functions, Role of Financial Manager and Interface of Financial Management with Other Functional Areas, Sources of Finance: Long Term, Short Term.				
UNIT-II	INVESTMENT DECISIONS				12
	Nature and Importance of Capital Budgetary Process, Basic Principles in Estimating Costs and Benefits of Investments, Appraisal Criteria – Pay Back Period, Average Rate of Return, Net Present Value, Benefit Cost Ratio, Internal Rate of Return.				
UNIT-III	COST OF CAPITAL & CAPITAL STRUCTURE				12
	Cost of Capital - Cost of Debt, Cost of Equity, Cost of Preferred Stock, Weighted Average Cost of Capital.				
	Capital Structure -Introduction, Factors Affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Miller and Modigliani Propositions I and II.				
	Leverages - Operating, Financial and Combined Leverage.				
UNIT-IV	DIVIDEND POLICY				12
	Introduction, Dividend Decisions and Valuation of Firms, Determinants of Dividend Policy, Dividend Theories – Relevance and Irrelevance: Walter, Gordon and MM Hypothesis, Bonus Issues, Stock Split, Buy Back of Shares, Tax Issues.				
UNIT-V	WORKING CAPITAL MANAGEMENT				12
	Concepts, Needs, Determinants, Issues and Estimation of Working Capital, Working Capital Finance: Trade Credit, Bank Finance and Commercial Paper.				
		L : 60	T : 0	P : 0	Total: 60 PERIODS

TEXT BOOKS

- 1 I.M. Pandey, 'Financial Management', Vikas Publishing House Pvt. Ltd., 10th edition, (2010).
2. M.Y. Khan and P.K.Jain, 'Financial management, Text, Problems and cases', Tata McGraw Hill, 6th edition, 2011

REFERENCES

- 1 Brigham, Ehrhardt, 'Financial Management Theory and Practice', 11th edition, Cengage Learning 2012.
- 2 Prasanna Chandra, 'Financial Management', 7th edition, Tata McGraw Hill, 2011.
3. G.Sudarsana Reddy, 'Financial Management Principles & Practices', 2nd revised Edition, Himalaya Publishing House Private Limited, 2010

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand both the theoretical and practical role of financial management in business corporations.
- CO2** Analyse the finances of individual corporations both in terms of their performance and capital requirements
- CO3** Evaluate the role and importance of shareholders within modern corporations
- CO4** Have a greater appreciation and understanding of the importance of risk within the context of financial decision making
- CO5** Access financial information from a wide variety of sources and use this information to research and assess corporations

16BA609	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

UNIT-I INTRODUCTION TO HRM AND FRAMEWORK 9

Nature of HRM, Scope of HRM, Functions and objectives, HRM: policies and Practices, Role of HRM in changing business environment.

UNIT-II JOB ANALYSIS AND DESIGN & HUMAN RESOURCE PLANNING 9

Job Analysis: Introduction, Importance of Job analysis, Benefits, Competency based Job analysis, Job Design: Writing job description Introduction, and factors affecting job design, Job specification and Job evaluation. Introduction, The need for man power planning, Objectives, importance, benefits, process of HRP, Preparing manpower inventory. (Supply Forecasting).

UNIT-III RECRUITMENT, SELECTION AND TRAINING 9

Recruitment - Selection – Induction - Socialization benefits - Types of training methods - Purpose – benefits – resistance - Types of training methods - Purpose – Benefits - Resistance.

UNIT-IV PERFORMANCE EVALUATION 9

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change.

UNIT-V SALARY AND WAGE ADMINISTRATION 9

Remuneration- Components of remuneration - Incentives - Benefits - Motivation – Welfare and social security measures.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Mamoria C.B. and Mamoria S. 'Personnel Management', 1st Edition, Himalaya Publishers.
2. K. Aswathappa, 'Human Resource Management: Text and Cases', 7th Edition, (2013).

REFERENCES

- 1 V S P Rao, 'Human Resource Management', 3rd Edition, Excel Books, New Delhi, (2010).
- 2 Dessler, 'Human Resource Management', 12th Edition, Pearson India, (2011).
- 3 David A. Decenzo, 'Human Resource Management', WILEY India PVT. Ltd, New Delhi.
- 4 ShikhaTaneja, 'Human Resource Management', S.K. Kataria& Sons, (2012).

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate an understanding of the human resources management process and its importance to organizational effectiveness.
- CO2** Demonstrate an understanding of processes and tools commonly used to attract, develop and retain a high performance workforce.
- CO3** Demonstrate research and analytical skills by using both human and technological resources.
- CO4** Conduct a job analysis and produce a job description from the job analysis.
- CO5** Identify the human resources needs of an organization or department

16BA610	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9

Definition of Marketing - Scope - Core concepts – Evolution of Marketing – Marketing Environment – Marketing interface with other functional areas.

UNIT-II	CONSUMER BEHAVIOR				9
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Buyer behavior; influencing factors on Consumer Behavior – Buying situation – Buying decision process.

UNIT-III	STP AND MARKETING MIX				9
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Marketing Mix – Segmentation – Targeting – Positioning.

UNIT-IV	PRODUCT MANAGEMENT & PRICING				9
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Product Management: Features – Classification – Levels - Product Mix - Product planning and development - Product Life Cycle - Factors affecting pricing decisions, Methods of Pricing.

UNIT-V	MARKETING CHANNELS & COMMUNICATION MIX				9
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The Role of Marketing Channels: Channel Functions & Flows, Channel Levels.

Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct Marketing.

Communication Mix Elements: Introduction to Advertising, Sales promotion, Personal Selling, Public Relations, Direct Selling.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 V S Ramaswamy and S Namakumari, 'Marketing Management '(5e), McGraw Hill Education, 2013.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy, M Jha, (2008/latest edition 'Marketing Management': A South Asian Perspective, Pearson education India.

REFERENCES

- 1 Micheal R. Czinkota & Masaaki Kotabe, 'Marketing management', Vikas Thomson learning 2000.
- 2 [Rajan Saxena](#), 'Marketing Management', Tata McGraw-Hill 2010, 4th Edition
- 3 Tapan K. Panda, 'Marketing Management': Text and Cases Indian Context, Excel Books. 2009
- 4 Sherlekar S.A, 'Marketing Management', 14th Edition, Himalaya Publications House, 2008.
'Marketing Management', 2nd Edition, Arun Kumar, N Meenakshi, Vikas Publishing, 2010

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Ability to develop marketing strategies based on product, price, place and promotion objectives.
- CO2** Ability to construct written sales plans and a professional interactive oral sales presentation.
- CO3** Ability to formulate marketing strategies that incorporate psychological and sociological factors which influence consumers.
- CO4** Ability to collect, process, and analyze consumer data to make informed marketing decisions
- CO5** Ability to analyze marketing problems and provide solutions based on a critical examination of marketing information.

16BA611	OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4
UNIT-I	INTRODUCTION				12
	Operations Management, Nature, Importance, transformation processes, differences between services and goods, a system perspective, functions, challenges.				
UNIT-II	FORECASTING				12
	Demand Forecasting, Need, Types, Objectives and Steps, Overview of Qualitative and Quantitative methods, Capacity Planning, Long range, Types, Developing capacity alternatives, Overview of sales and operations planning.				
UNIT-III	PRODUCT DESIGN AND WORK SYSTEMS				12
	Product Design, Influencing factors, Process, Planning, Selection, Major Decisions. Work Study, Objectives, Procedure, Method Study and Motion Study, Work Measurement and Productivity, Measuring Productivity and Methods to improve productivity.				
UNIT-IV	MATERIALS MANAGEMENT				12
	Inventory Management: ABC Analysis, JIT, Lead-time Management, Pareto Principles. WIP: Lean Manufacturing, Line Balancing, SPC. FGS: Push V/S Pull System, Advantages of Pull System. Spares: EOQ.				
UNIT-V	DYNAMIC PURCHASING				12

Purchasing function – Selection of materials and vendors – Purchasing Organization – Concept of value analysis.

L : 60 T: 0 P:0 Total: 60 PERIODS

TEXT BOOKS

- 1 Aswathappa K and Shridhara Bhat K, 'Production and Operations Management', 2nd edition, Himalaya Publishing House, 2011.
2. William J Stevenson, 'Operations Management', 9th edition, McGraw Hill Education (India) Private Limited, 2009.

REFERENCES

- 1 A S N Chary, 'Production and Operations Management', 4th edition BPB Publications, New Delhi, 2010.
- 2 Pannerselvam R, 'Production and Operations Management', 6th edition, Prentice Hall of India, New Delhi, 2002
- 3 Gupta P.K, Hira D.S, 'Problem in Operations Research', 1st edition, S.Chand and Company, 2007
- 4 P. Verma, 'Operations Management', 1st edition, S.k. Kataria& Sons, 2010.
Jae K. Shim, Joel G. Siegel, 'Operations Management', 1st edition, Barron's Business Review Series Inc, 2009)

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Develop the ability to identify operational methodologies to assess and improve an organizations performance.
- CO2** Develop the skills to gather, organize and deploy evidence, data and information to make decisions.
- CO3** Critically evaluate the product design, process design and work system in an organization.
- CO4** Develop the ability to plan and carry out work independently and to be self disciplined, and self directed.
- CO5** Develop the skills of insight and critical evaluation.

16BA612	RESEARCH METHODS FOR MANAGEMENT	L	T	P	C
		4	0	0	4

UNIT-I INTRODUCTION 12

Meaning and Significance of Research in Management, Types of Research, Historical Studies, Case Studies, Survey and Experimental Studies, Criteria for Good Research, The Manager and Researcher Relationship.

UNIT-II RESEARCH DESIGN 12

Research Design, Classification of Research Designs, Formulation of Research Problem, Defining Research Problem.

UNIT-III DATA COLLECTION 12

Sampling Techniques, Steps in sampling, Types of Sample Design, Probability and Non Probability Sampling Designs. Data – Collection Methodology Primary Data, Collection Methods, Measurement Techniques, Secondary Data Collection Methods, Pilot Study, Processing of data – Editing, Coding, Tabulation. (Only Theory)

UNIT-IV HYPOTHESES 12

Hypothesis testing, Null and alternate hypothesis, level of significance, one and Two Sample Tests, ANOVA, Correlation and Regression Analysis. (Only Theory)

UNIT-V REPORT WRITING 12

Meaning, Different Types, Contents of Report, Need of Executive Summary, Readability, Comprehension, Final Proof, Report Format.

L : 60 T: 0 P:0 Total: 60 PERIODS

TEXT BOOKS

- 1 Donald R.Cooper and RamcisS.Schindler, ‘Business Research Methods’, edition 12, Tata McGraw Hill Publishing Company Limited, New Delhi.2013, (
2. Uma Sekaran, ‘Research Methods for Business’, 5th edition , John Wiley and Sons Inc., New York,2010,

REFERENCES

- 1 K.N.Krishnaswamy, AppaiyerSivakuma and M. Mathirajan , 2nd edition, ‘Management Research Methodology’, Pearson Eduction, 2008
- 2 C.R.Kothari, ‘Research Methodology’, 2ndEdition ,Newage International Limited, New Delhi,2005,.
- 3 R.Paneerselvam, ‘Research Methodology’, 1st Edition , Prentice Hall of India, New Delhi,2004,
- 4 D.K.Bhattacharya, ‘Research Methodology’, 1st Edition, Excel books, New Delhi,2004,.
5. T.N.Srivasava, ‘Business Research Methodology’, TataMaccraw Hill, New Delhi, 2011

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Discuss and apply different research approaches and methodologies
- CO2** Develop data collection instrument according to the underlying theoretical framework.
- CO3** Explain how to conduct data collection and analyse the quantitative and qualitative data
- CO4** Refine research questions to meet high level research objectives/questions.
- CO5** Construct and document an appropriate research design, including argumentation for data collection and analysis methods/techniques.

16BA613	CORPORATE GOVERNANCE AND BUSINESS ETHICS	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
Business Ethics, Characteristics, Ethical Theories, Causes of Unethical Behaviour, Ethical Abuses, Work Ethics, Code of Conduct, Public Good.					
UNIT-II	ETHICS THEORY AND BEYOND				9
Management of Ethics, Ethical Dilemma, Ethics in Practice, Ethics for Managers, Role and Function of Ethical Managers, Comparative Ethical Behaviour of Managers					
UNIT-III	LEGAL ASPECTS OF ETHICS				9
Political, Legal Environment, Provisions of the Indian Constitution Pertaining to Business, Political Setup, Major Characteristics and their Implications for Business, Prominent Features of FEMA					
UNIT-IV	ENVIRONMENTAL ETHICS				9
Economic Environment, Philosophy of Economic Grow and its Implications for Business, Main Features of Economic Planning with Respect to business, Industrial Policy and Framework of Government Contract Over Business.					
UNIT-V	CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE				9
Definition, Evolution, Need for CSR, Theoretical Perspectives, Corporate Citizenship; Business Practices, Strategies for CSR, Challenges and Implementation.					
		L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

REFERENCES

- 1 William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
- 2 Satheesh Kumar, Corporate governance, Oxford University, Press, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Integrate and apply contemporary Ethics & Governance issues in a business context
- CO2** Critically analyze and apply ethics to contemporary business practice
- CO3** Critically analyze key perspectives on corporate social responsibility and their application
- CO4** Evaluate different corporate ownership structures and their key governance features
- CO5** Critically analyze and apply corporate governance perspectives to contemporary business practice

16BA614	INTERNATIONAL BUSINESS	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION TO INTERNATIONAL BUSINESS				7
Evolution of International Business – Influences of International Business – Stages of Internationalization – Differences between Domestic Business and International Business – International Business Approaches – Advantages and problems of International Business.					
UNIT-II	THEORIES AND ENVIRONMENT OF INTERNATIONAL BUSINESS				10
Theories of International Business – theory of absolute Cost Advantage – Comparative Cost Advantage Theory – Product Life Cycle Theory – Global Strategic Rivalry Theory – Porters National Competitive Advantage- International Business Environment , Social, Cultural, Technological, Economic, Political.					
UNIT-III	MODES OF ENTERING INTERNATIONAL BUSINESS				9
Introduction – Modes of Entry , Exporting, Licensing, Franchising, Contract Manufacturing, Management Contracts, Turnkey Projects, Foreign Direct Investment, Alliances like Mergers and Acquisitions, Joint Ventures – Comparison of Different Modes of Entry.					
UNIT-IV	FDI, GLOBALIZATION, WORLD TRADE ORGANIZATION				9
Foreign Direct Investment – Factors influencing FDI – Reasons for FDI – Cost and Benefits of FDI – Trends of FDI – FDI in India – Globalisation – GATT – WTO.					
UNIT-V	FOREIGN TRADE PROCEDURES				10
Export procedures – Import Procedures – Financing Techniques – Export Promotion.					
		L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 P. Subba Rao, “International Business”, Himalaya Publishing House, 2014.

REFERENCES

- 1 Francis Cherunilam, “International Business”, New Delhi: Prentice Hall of India, 2010.
- 2 John D Daniels, Lee H.Radebaugh, and Sullivan, “International Business”, New Delhi: Pearson Education, 2010.
- 3 Rakesh Mohan Joshi, “International Business”, Oxford University Press, 2013.
- 4 Charles W L Hill, Arun Kumar Jain, “International Business”, Tata McGraw-Hill Publishing Company, 2006.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Identify and evaluate the complexities of international business and globalization from home versus host-country, and regional, cultural perspectives.
- CO2** Analyze the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions.
- CO3** Analyze current conditions in developing emerging markets, and evaluate present and future opportunities and risks for international business activities (The Opportunist).
- CO4** Develop a framework to support successful decision-making in all relevant functions and activities of any international business or international operations of a domestic business within the competitively, international environment.
- CO5** Understand the cultural environment of international business.

16BA615	BUSINESS DATA ANALYSIS	L	T	P	C
		3	0	2	4

UNIT-I INTRODUCTION TO EXCEL 9+6

Understating Excel, Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations. Chart your data, Creating Graphics using Insert tab Utilities.

UNIT-II EXCEL APPLICATIONS 9+6

Protecting your work sheet using review tab utilities, Create an Excel table, What-if Analysis, Pivot tables for Data Analysis, Analyzing data with the Analysis Tool Pak.

UNIT-III INTRODUCTION OF SPSS 9+6

Entering Data manually, Importing MS Excel file, Importing Text file, Managing files, Descriptive Statistics, Hypothesis, Interpretation of the results of Runs Test, Correlation Matrix, Regression.

UNIT-IV DECISION MAKING TOOLS – I 9+6

Mean Comparison – One sample T test, Independent T test, Paired Samples T Test, Pearson coefficient of Correlation, ANOVA.

UNIT-V DECISION MAKING TOOLS – II 9+6

Non Parametric Tests – Sign Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Test, Wilcoxon Signed-Rank Test.

L : 45 T: 0 P:30 Total: 75 PERIODS

TEXT BOOKS

- 1 Darren George, SPSS for Windows step by step, 11th edition, Pearson, New Delhi, 2014.
- 2 John Walkenbach, Microsoft Excel 2010 Bible, 1st edition, Wiley, 2010. .

REFERENCES

- 1 Matthew MacDonald, Excel 2013: The Missing Manual, 1st edition, O'Reilly, 2013.
- 2 Julie Pallant, SPSS Survival Manual: A Step by Step guide to data analysis, 4th edition, Open University Press, 2010.
- 3 Carver.Nash, Data Analysis with SPSS, 1st edition, Cengage Learning, New Delhi, 2011.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** How to calculate and apply measures of location and measures of dispersion grouped and ungrouped data cases.
- CO2** How to apply discrete and continuous probability distributions to various business problems.
- CO3** Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases
- CO4** Learn non-parametric test such as the Chi- Square test for Independence as well as Goodness of Fit
- CO5** Compute and interpret the results of Bivariate and Multivariate Regression and Correlation Analysis, for forecasting and also perform ANOVA and F test.

16BA701	ENTREPRENEURSHIP THEORY AND PRACTICE	L	T	P	C
		3	0	0	3

UNIT-I INTRODUCTION 9

Definition of Entrepreneur, Characteristics of Entrepreneur, Types of Entrepreneur, Knowledge, Skills and Functions, Entrepreneurial Motivation, Role of Entrepreneurship In Economic Development.

UNIT-II THE ENTREPRENEURIAL MINDSET 9

Key Drivers, Entrepreneurship Mindset in Employees, Impact of Entrepreneurial Mindset, Entrepreneurial Personality, Characteristics of Successful Entrepreneur, The Future of Entrepreneurship.

UNIT-III ENTREPRENEURSHIP PROCESS 9

An Overview, Assessing the Opportunity, Ideation & Coming Up With The Idea, Building the Business Model, Creating A Business Plan, Marshalling the Required Resources, Creation of Legal Entity, Making the Sale, Practice of the Process.

UNIT-IV WOMEN AND RURAL ENTREPRENEURSHIP 9

Role of Women Entrepreneurship in Society, Challenges to Women Entrepreneurs, Increasing Trends in Women in Business, Benefits. Rural Entrepreneurship - Needs, Challenges, Opportunities, benefits.

UNIT-V SUSTAINABILITY AND ENTREPRENEURSHIP 9

Sustainability, Need for Sustainability in Business, Creating buy- into Practice Sustainable Business, Entrepreneurship and Sustainability.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Raj Shankar, Entrepreneurship-Theory and Practice, 1st Edition, Tata-McGraw-Hill 2011.
- 2 S.S.Khanka: Entrepreneurial Development – 4th Edition, S.Chand& Company Ltd.2007.

REFERENCES

- 1 Vasant Desai: Dynamics of Entrepreneurial Development and Management 1st Edition -Himalaya Publication House 2010.
- 2 Lall, Entrepreneurship, 2nd Edition, Excel books 2008.
- 3 Raj Shankar, “Essentials of Entrepreneurship” 1st Edition, Vijay Nicole 2013.
- 4 Vasanth Desai, Small scale industries and Entrepreneurship, 9th Edition, Himalaya Publishing House 2014.
- 5 A.K.Gupta, Generic skills and Entrepreneurship Development, 1st Edition S.K.Kataria&Sons,Delhi 2012

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Describe and explain the concept of entrepreneurship and the types and characteristics of small businesses
- CO2** Recognise and recall the psychological theories of entrepreneurship and analyse how entrepreneurs acquire resources and persuade others to invest in their novel venture.
- CO3** Identify the various environmental factors, external to the individual, which can influence the extent of entrepreneurship in society
- CO4** Describe and discuss the concept of social enterprise and corporate social responsibility
- CO5** Outline how entrepreneurship connects to innovation in large businesses

16BA702	FAMILY BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
Defining The Family Business, Promoting Trust Among Family Members and Among Nonfamily Members, Family Culture - Beliefs & Values, Rediscovering and Re Orientating Family Business, Change Management for Family Businesses.					
UNIT-II	MANAGEMENT OF FAMILY BUSINESS				9
Problems and Unique Concerns of Family Business, Involvement In Management, Family Management and Control of Business, Interactions Between the Family and Business Systems, Long Term Success of the Family Business.					
UNIT-III	VENTURE GROWTH STRATEGIES				9
Issues, Entrepreneurial Management and Innovation In Family Business - Professional Management - Acting as a Venture Capitalist for Next Generation- Exit Strategies in Family Business.					
UNIT-IV	STRATEGIC IMPLICATIONS & CHALLENGES				9
Family Business Start-Up, Licensing, Buyout Opportunities & Franchising, Maintaining Competitiveness, Buying New Business, Expansion of Business - Separation of Ownership In Family Business.					
UNIT-V	LEGAL ISSUES IN FAMILY BUSINESS				9
Tax Planning and Owner Compensation, Provisions of law Relating to Termination, Resignation, or Death of the Principal family member.					
		L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 Sudipt Dutta - Family Business in India, Sage Publications 1997.
- 2 Lansky, Rhodes Managing Conflict in the Family Business Palgrave MacMillan 2013.

REFERENCES

- 1 Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: The Keys to Family Business Success- Aspen Family Business Group 2011.
- 2 Gersick, Davis, Generation to Generation: Life Cycles of the Family Business Hampton, Lansberg 1997.
- 3 Gordan, Grant; Nicholson, Nigal Family Wars: Cclassic conflicts in family business and how to deal with them Kogan Page Limited 2008.
- 4 John L. Ward, Make Change Your Family Business Tradition -Palgrave MacMillan, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Critically analyse the special characteristics, strengths and weaknesses within family businesses to determine the extent of their success.
- CO2** Identify and manage the behavioural, operational, and strategic issues that are prevalent in family business.
- CO3** Collaborate to synthesise the effects of family culture on the business in terms of the values and dynamics of strategic and business planning.
- CO4** Apply the concepts that distinguish the unique relationship between entrepreneurship and family businesses.
- CO5** Apply a personal approach to analyse the challenges of family business succession

16BA703	ENTREPRENEURSHIP SUPPORT SYSTEMS	L	T	P	C
		3	0	0	3
UNIT-I	ENTREPRENEURIAL PROMOTION				9
<p>Evolution of Entrepreneurs, Training and Developing Motivation: Factors, Mobility of Entrepreneurs, Entrepreneurial Change, Occupational Mobility, Role of Consultancy Organizations in Promoting Entrepreneurs.</p>					
UNIT-II	SMALL BUSINESS				9
<p>Concept & Definition, Role of Small Business in the modern Indian Economy, Steps for starting a small industry, Registration as SSI, Advantages and problems of SSIs, Govt. Policies for SSIs.</p>					
UNIT-III	FINANCING OF ENTERPRISE				9
<p>Sources of Finance, Capital Structure, Term Loans, Sources of Short Term Finance, Venture Capital, Export Finance, Angel Financing.</p>					
UNIT-IV	INSTITUTIONAL FINANCE TO ENTREPRENEURS				9
<p>Commercial Banks, Role of IFCI, IDBI, ICICI, LIC and SFC.</p>					
UNIT-V	INSTITUTIONAL AIDS AND TAX BENEFITS				9
<p>Role of DICs, SSICS, NSIC, SIDCO, SIDBI, SISI and SIPCOT. Tax Concessions to Small, Scale Industries in Rural Areas, Backward Areas.</p>					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 S.S.Khanka: Entrepreneurial Development – 4th Edition, S.Chand& Company Ltd.2007.
- 2 Robert F.Hisrich Entrepreneurship - 6th Edition Tata Mcgraw Hill 2006.

REFERENCES

- 1 N.P.Srinivasan& G.P. Gupta “Entrepreneurial Development” 5th Edition, Sultan chand& Sons 2008
- 2 P.Saravanelu “Entrepreneurship Development” Ess pee kay publications Chennai 1997.
- 3 Vasanth Desai, Small scale industries and Entrepreneurship, 9th Edition, Himalaya Publishing House 2014.
- 4 A.K.Gupta, Generic skills and Entrepreneurship Development, 1st Edition S.K.Kataria& Sons, Delhi 2012.
- 5 Peter F. Drucker,” Innovation and Entrepreneurship” 2 Revised Edition, Elsevier 2006.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Familiar with the concepts of Entrepreneurs and the role of Consultancy Organizations in Promoting Entrepreneurs.
- CO2** Familiar with the initialization process for starting SSI
- CO3** Describe and Explain the concepts of Export Financing and Seed Financing
- CO4** Proverbial with the role of Institutions providing finance to Entrepreneurs
- CO5** Understand the availability of Institutional Aids and Tax Benefits

16BA704	BUSINESS PLAN	L	T	P	C
		3	0	0	3
UNIT-I	BUSINESS IDEA				9
Creativity and innovation, Creative thinking, Barriers to Creativity, Enhancing Creativity, Organizational and Individual. Business plan, Importance, Format (elements) and Presentation, Groups Interested in Business Plan.					
UNIT-II	MARKETING PLAN				9
Guerrilla marketing strategies, Defining the Target Market, Market Research, Marketing on Web, Marketing Mix, e-Commerce, Myths of e-commerce.					
UNIT-III	FINANCIAL PLAN				9
Planning for Capital Needs, Cash Management, Avoiding the Cash Crunch, Basic Financial Statements, Balance Sheet and Profit and Loss Account, Creating Projected Financial Statements, Break Even Analysis.					
UNIT-IV	LOCATION AND LAYOUT				9
Factors Determining the Location of the Enterprise, Location as a Source of Competitive Advantage, Retail, Service and Manufacturing Units, Layout and Design Considerations, Layout for Retailers and Manufacturers.					
UNIT-V	DEVELOPMENT PLANS				9
Future Growth and Expansion Plans, Strategies for Expansion, Resource Requirements and Source of Generation of Resources, Assumptions Made, Explanation of Growth Variables.					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 S.S.Khanka: Entrepreneurial Development - 4th Edition, S.Chand& Company Ltd.2007.
- 2 David H. Holt, Entrepreneurship: New Venture Creation 1st Edition PHI Learning 2009.

REFERENCES

- 1 Coulter Mary, Entrepreneurship in Action,2nd edition Prentice Hall 2005.
- 2 Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publication House.
- 3 Jennifer Lee, the Right-Brain Business Plan-New World Library, 2011.
- 4 Media, Start Your Own Business, 5th Edition, Entrepreneur Press; 2010.
- 5 Vasant Desai: Dynamics of Entrepreneurial Development and Management 1st Edition -Himalaya Publication House 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Increase the knowledge on Business
- CO2** Ability to recognize & gather data, analyze information and synthesize for creative endeavors and problem solving.
- CO3** Invite students to check and apply their understanding on Financial statement preparation
- CO4** Helps students to develop logical model for business layout
- CO5** Helps to have a clear idea about the future growth and expansion plan

UNIT-I INTRAPRENEURSHIP**9**

Definition, Climate for Intrapreneurship, Establishing Intrapreneurship in Organisation, Intrapreneurship; Economic and Non-economic Influences, Causes for Interest in Intrapreneurship.

UNIT-II ANALYSIS OF ENTREPRENEUR AND INTRAPRENEUR**9**

Profiling The Entrepreneur/Intrapreneur - Traits, Skills and Activities Analysis - Innovation and the Intrapreneur, Risk and Rewards, Intreprenurial Stress and Coping Mechanisms.

UNIT-III INTRAPRENEUR LEADERSHIP**9**

Causes, Intrapreneurial Culture, Intrapreneurial Leadership Characteristics and Establishing Intrapreneurship in the Organisation. Corporate versus Intrapreneurial Culture, Intrapreneurial Leadership Characteristics.

UNIT-IV DEVELOPING AN ENVIRONMENT TO SUPPORT INTRAPRENEURSHIP**9**

Structuring The Company, Controls, Numbers And Profit Pool, Human Resource Management And Intrapreneurship, Entrepreneurship In Government Organizations, The Entrepreneurial Organization Of Tomorrow.

UNIT-V SOCIAL INTRAPRENEURS**9**

Definition, Types of Social Intrapreneurs, Mindset, Behaviours and Skills of Social Intrapreneurs, Challenges and Opportunities, Environment Inside Organisation, External Organisation and Networks.

L : 45 T: 0 P:0 Total: 45 PERIODS**TEXT BOOKS**

- 1 Kuratko& Morris: Corporate Entrepreneurship - Entrepreneurial Development within Organizations, 1st Edition, South-Western College Pub; 2001.
- 2 Robert Hisrich, Claudine Kearney, Corporate Entrepreneurship, 1st Edition McGraw-Hill Professional 2011.

REFERENCES

- 1 Robert F.Hisrich Entrepreneurship - 6th Edition Tata Mcgraw Hill 2006.
- 2 Vasant Desai: Dynamics of Entrepreneurial Development and Management 1st Edition -Himalaya Publication House 2010.
- 3 Cynithia, L. Greene, Entrepreneurship, 1st Edition, Cengage Learning,New Delhi 2009.
- 4 Narayana Reddy, Entrepreneurship, 1st Edition, Cengage Learning,New Delhi 2011.
- 5 Vijay Sathe, Corporate Entrepreneurship, Cambridge University Press 2003.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Examine how corporate entrepreneurship (intrapreneurship) builds competitive advantage within organizations.
- CO2** Discuss the challenges faced by organizations to continuously innovate in the pursuit of generating new
- CO3** Evaluate the feasibility, risk, and sustainability of an innovative business idea as a growth opportunity for the company.
- CO4** Describe the importance of capturing value through using metrics to capture returns from innovative ideas pursued.
- CO5** Leverage innovation to help improve the efficiency of a company's process incrementally.

UNIT-I OVERVIEW OF CAPITAL MARKETS 9

Overview of Indian Capital Market and Global Capital Market, Stock Exchanges in India: Vision, Mission and Functions, Product & Participants, Key Indicators of Securities Market, Market Segments & their Products, Options Available with Investors for Trading Online.

UNIT-II PRODUCTS IN CAPITAL MARKETS 9

Capital Market (Equity, Indices, MFs, ETFs, IPOs, Offer for Sale IPP, SLBs) Derivatives (Equity Derivatives, Currency Derivatives, Interest Rate Derivatives, Global Indices) Debt (Retail Debt Market, Wholesale Debt Market, Corporate Bonds) Investors' Rights and Obligations.

UNIT-III TRADING ONLINE 9

Pre Requirements and Documentation, Online Trading and Mobile Applications, Verifying Trades, Contract Notes, Bills, Demands, Verifying Margin Requirements and Balance in Trading Account.

UNIT-IV ANALYSIS USING ONLINE INFORMATION 9

Using Online Reports and Charts for Analysis and Decision Making (Daily, Monthly), Creating Data Base for Portfolio, Understanding Trading, Clearing & Settlement and Risk Management Related to Each Product in Capital Market.

UNIT-V SEBI 9

Overview of Regulations of Primary and Secondary Markets

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Gurusamy.S, Capital Markets, Tata McGraw – Hill Education Private Limited, 2009

REFERENCES

- 1 Khan. M.Y., Indian Financial System Tata McGraw Hill.,2006

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks
- CO2** Students will understand how to buy and sell these assets in financial markets.
- CO3** Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.
- CO4** Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different securities to manage their investment risks
- CO5** Students will be able to analyze investments and manage portfolios and make appropriate decisions in the area of investment analysis and portfolio management

UNIT-I INTRODUCTION TO WORKING CAPITAL 9

Operating Cycle, Production Cycle, Distribution Cycle, Pipeline Inventories, Factors Determining Working Capital Requirements, Importance of Optimum Working Capital, Working Capital Policy and Management, Profitability Vs Liquidity.

UNIT-II TYPES OF WORKING CAPITAL & WORKING CAPITAL ESTIMATION 9

Permanent and Temporary, Financing Working Capital, Working Capital Monitoring and Control. Estimation Procedure, Working Capital Based on Operating Cycle, Different Components of Working Capital, Estimation of Working Capital Requirements.

UNIT-III INVENTORY MANAGEMENT 9

Inventory Control, Types, Safety Stock, Service level, Inventory control systems (simple problems).

UNIT-IV MANAGEMENT OF CASH AND RECEIVABLES MANAGEMENT 9

Cash Management, Factors Affecting Cash Needs, Cash Budget, Control Aspects, Managing the Float, Investment of Surplus Cash. Costs and Benefits of Receivables, Credit Policy, Credit Evaluation, Credit Control, Factoring and Receivables Management, Forfeiting, Evaluation of Credit Policies.

UNIT-V WORKING CAPITAL FINANCING 9

Types of Spontaneous Sources, Trade Credit, Commercial Paper, Annualized Cost of Financing, Types of Bank Credit, Other Sources of Short Term Financing, Regulation of Bank Financing of Working Capital.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Bhalla.V.K. Working Capital Management: Text and Cases, Anmol.
- 2 I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2010.

REFERENCES

- 1 M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
- 2 Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2012.
- 3 Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2011.
- 4 G.Sudarsana Reddy, Financial Management Principles & Practices, 2nd revised Edition, Himalaya Publishing House Private Limited, 2010

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand the meaning, concepts and classification of working capital
- CO2** At the end of the course the student will able to estimate working capital requirements
- CO3** Student will be able to know fundamental principles of inventory control
- CO4** Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- CO5** Discuss the various approaches for financing short term needs

UNIT-I INVESTMENT SETTING

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment alternatives – Choice and Evaluation – Risk and return

Concepts – Security Contract Regulation Act.

UNIT-II SECURITIES MARKETS

9

Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.

UNIT-III FUNDAMENTAL ANALYSIS

9

Economic Analysis: Forecasting Techniques, Industry Analysis: Industry, Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques. – Graham and Dodds investor ratios.

UNIT-IV TECHNICAL ANALYSIS

9

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory. ROC, MACD, RSI.

UNIT-V PORTFOLIO MANAGEMENT

9

Portfolio analysis – Portfolio Construction - Portfolio Selection – Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Punithavathy Pandian. - “Security Analysis & Portfolio Management” – Vikas Publishing House Private Ltd - Noida: 2009.

REFERENCES

- 1 S. Kevin. - “Security Analysis & Portfolio Management” - Prentice-hall of India Pvt Ltd New Delhi: 2007.
- 2 Donald E Fischer. - and Ronald J Jordan. - “Security Analysis & Portfolio Management” Prentice Hall of India Private Ltd - New Delhi: 6th Edition: 2008.
- 3 Prasanna Chandra. - “Investment Analysis and Portfolio Management” – Tata McGraw Hill – New Delhi: 2006.
- 4 Frank K Reilly & Keith C Brown. - “Investment Analysis and Portfolio Management” – Thomson Learning - New Delhi: 2007.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks
- CO2** Students will understand how to buy and sell these assets in financial markets.
- CO3** Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.
- CO4** Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different securities to manage their investment risks
- CO5** Students will be able to analyze investments and manage portfolios and make appropriate decisions in the area of investment analysis and portfolio management

UNIT-I DERIVATIVES

Definition, Types, Forward Contracts, Futures Contracts, Options, Swaps, Differences Between Cash and Future Markets, Types of Traders, OTC and Exchange Traded Securities, Types of Settlement, Uses and Advantages of Derivatives.

UNIT-II FUTURES

9

Specifications of Futures Contract, Margin Requirements, Marking to Market, Hedging Using Futures, Types of Futures Contracts, Securities, Stock Index Futures, Currencies and Commodities, Delivery Options, Relationship between Future Prices, Forward Prices and Future Spot Prices. (Only Theoretical Aspects).

UNIT-III OPTIONS

9

Definition, Exchange Traded Options, OTC Options, Specifications of Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Payoff, Options on Securities, Stock Indices, Currencies and Futures, Options Pricing Models, Differences Between Futures and Option Contracts.(Only Theoretical Aspects)

UNIT-IV SWAP

9

Definition of SWAP, Interest Rate SWAP, Currency SWAP, Role of Financial Intermediary Warehousing, Valuation of Interest Rate SWAPs and Currency SWAPs, Bonds and FRNs, Credit Risk. (Only Theoretical Aspects).

UNIT-V EVOLUTION OF DERIVATIVES MARKET IN INDIA

9

Evolution of Derivatives Market in India, Regulations, Framework, Exchange Trading in Derivatives, Commodity Futures, Contract Terminology and Specifications for Stock Options and Index Options in NSE, Contract Terminology and Specifications for Stock Futures and Index Futures in NSE, Contract Terminology and Specifications for Interest Rate Derivatives.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Guiskpta.S.L, Financial Derivatives - Theory, Concepts and Practice, Prentice Hall of India, 2010.

REFERENCES

- 1 Parasuraman. N.R. - "Fundamentals of Financial Derivatives" - Wiley India's publishing: 2008.
- 2 Kumar S SS. - "Financial Derivatives" - Prentice Hall of India Ltd - New Delhi: 2007. John C Hull. - "Options - Futures and other Derivative Securities" - Prentice Hall of India Ltd - New Delhi: 2006.
- 3 Robert A Strong. - "Derivatives an Introduction" - Thomson Publishing - New Delhi: 2009.
- 4 VijayaBhasker - P and Mahapatra B. - "Derivatives Simplified – An Introduction to Risk Management" - Response Books - New Delhi: 2009.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** To have a discussion and explain in detail financial instruments such as options, futures, swaps and other derivative securities.
- CO2** Develop and employ theoretical valuation methods to price these financial instruments
- CO3** Apply these instruments in managing the risk of investing and hedging activity at the individual and the corporate level
- CO4** Analyse and price diverse derivatives products to generate an optimal risk management strategy
- CO5** Demonstrate an understanding of pricing forwards, futures and options contract

16BA710	FINANCIAL SERVICES	L	T	P	C
		3	0	0	3
UNIT-I	COMMERCIAL BANKING SERVICES				9
Loans – Personal Loans, Commercial Loans and Mortgage Loans; Bank Cards -Credit Cards, Debit Cards, ATMs, EFT, Overdraft and Notary.					
UNIT-II	MUTUAL FUND				9
Structure in India, Custodians of Mutual Funds (Sponsors, Trust, AMC), Role of AMC, NFOs, Registrars, Agents, Mutual Fund Classification, Types of Mutual Funds.					
UNIT-III	INSURANCE				9
Structure and Investment Pattern of LIC, GIC and Other Insurance Companies, Competition, Innovation, Role of IRDA, Challenges of Insurance Sector.					
UNIT-IV	FINANCIAL AND SECURITIES MARKETS				9
Structure and Functions of Call Money Market, Government Securities Market, T- Bills Market, Commercial Bills Market, Commercial Paper and Certificate of Deposits- Securities Markets.					
UNIT-V	OTHER FINANCIAL SERVICES				9
Venture Capital, Financial Market Utilities, Foreign Exchange Services.					

L : 45 T : 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 M.Y.Khan - Financial Services - Tata McGraw-Hill - 12th Edition - 2012
- 2 Dr. S. GURUSAMY - Merchant Banking and Financial Services; M/S Tata McGraw Hill, New Delhi in 2006.

REFERENCES

- 1 NaliniPravaTripathy - Financial Services - PHI Learning - 2011.
- 2 Machiraju - Indian Financial System - Vikas Publishing House - 2nd Edition - 2010.
- 3 J.C.Verma - A Manual of Merchant Banking - Bharath Publishing House – New Delhi
- 4 Varshney P.N. & Mittal D.K. - Indian Financial System - Sultan Chand & Sons - New Delhi.
- 5 Sasidharan - Financial Services and System - Tata McGraw Hill - New Delhi - 2nd Edition - 2011.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** The student will able to discuss the various issues and challenges in banking sector.
- CO2** Familiarize students with the finance decision-making process and also how financial markets work
- CO3** Familiarize students with mutual fund and its types
- CO4** The student will able to acquire knowledge on financial and securities market
- CO5** The student will able to understand about the prevailing market conditions and other services offered by Institutions

16BA711	RISK MANAGEMENT & INSURANCE	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
Risk, Types, Sources of Risk, Measurement of Risk, Risk Identification and Evaluation of Risk.					
UNIT-II	RISK AVERSION & MANAGEMENT TECHNIQUES				9
Risk Avoidance, Loss Control, Risk Retention, Risk Transfer, Value of risk Management and Risk Diversification.					
UNIT-III	Introduction to Insurance				9
Principles of Insurance, Requisites of Insurable risk, Requirements and Characteristics of an Insurance Contract, Income Tax Treatment of Life Insurance, Life Insurance contract Provisions.					
UNIT-IV	General Insurance				9
General Insurance, Principles of general insurance, General Insurance Products (Fire, Motor, Health), Double Insurance.					
UNIT-V	Life Insurance				9
Risk management and the Insurance Industry, Functions and Organization of Insurers, Government Regulation of Risk Management and Insurance.					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, (2011).
- 2 Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010..

REFERENCES

- 1 Mark S. Dorfman, 'Introduction to Risk management and Insurance', 10th Edition, Prentice hall of India, 2011.
- 2 Stulz, 'Risk management and Derivaties', Cengage Learning, 2nd Edition, 2011.
- 3 Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009. (Unit I,II,III,IV,V).
- 4 NaliniPraveTripathy, and Prabir Pal, 'Insurance – Theory and Practice', Prentice hall of India, 2010.
- 5 George E Rejda, 'Principles of Risk Management and Insurance', Pearson Education, 8th Edition, 2009.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Students are able to demonstrate a working knowledge of the language and procedures associated with risk management
- CO2** Students are able to analyze information to determine if a loss exposure may be covered by property insurance contract
- CO3** Students are able to describe the insurance market and roles of market participants
- CO4** Students are able to evaluate the methods utilized by insurance carriers to manage their underwriting risk
- CO5** Students are able to demonstrate insure contracts and features of various insurance

UNIT-I OVERVIEW OF INDIAN BANKING SYSTEM**9**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Overview of Financial statement of banks – Balance sheet and Income Statement - Retail Banking and Corporate Banking.

UNIT-II SOURCES AND APPLICATION OF BANK FUNDS**9**

Capital adequacy, Deposits and non-deposit sources, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis.

UNIT-III CREDIT MONITORING AND RISK MANAGEMENT**9**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT-IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION**9**

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT-V E BANKING**9**

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

L : 45 T: 0 P:0 Total: 45 PERIODS**TEXT BOOKS**

- 1 Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
- 2 Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

REFERENCES

- 1 Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
- 2 Desai Vasant, "Indian Banking, Nature & Problems" Himalaya Publishing House, 1st Edition, 1987.
- 3 Hugar, S.S., (Ed.) Trend and challenges to Indian Banking, Deep & Deep Publications, New Delhi, 1993.
- 4 Gardon and Natarajan, "Banking Theory and Practice" Himalaya publishing House.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** The student will able to discuss the various issues and challenges in banking sector
- CO2** Familiarize students with the finance decision-making process and also how financial markets work.
- CO3** Familiarize students with mutual fund and its types
- CO4** The student will able to acquire knowledge on financial and securities market
- CO5** The student will able to understand about the prevailing market conditions and other services offered by Institutions

UNIT-I INTRODUCTION

9

HRP, Definition, meaning, characteristics and features, Importance of HRP- factors affecting HRP, Evolution of Human Resource Planning (HRP), relation between HRP and other HR Functions, Human Resource Planning and business environment.

UNIT-II ORGANIZATIONAL WORKFORCE

9

Demand Forecasting, Action Planning, Matching Requirement and Availability: Retention, Resourcing, Flexibility and Downsizing, Methods of Job Analysis, Skills Analysis/Skill Inventory, Internal & External Mobility, Career Management and Succession Planning, Benchmarking, Quality of Work-Life.

UNIT-III HUMAN RESOURCE PLANNING PROCESS

9

HRP process outline, time scale of HRP forecasts, difficulties in manpower forecasts using quantitative tools, use of qualitative models for better managerial judgment, analysis of manpower supply, different methods of wastage analysis, manpower planning models.

UNIT-IV EMPLOYEE SELECTION

9

Recruitment policy & function, Current practices in Recruitment, Internal recruitment, outsourcing, e-recruitment, Interviews and other selection devices, decision making for selection, Issues relating to managerial selection.

UNIT-V HUMAN RESOURCE DEVELOPMENT

9

Approaches to Human Resource Development, Integrated HRD Systems, HRD Climate in Organisations, Impact of Technology on HRD, Implication of Technological change on HRD, Human Resource Audit and HR Matrices.

L : 45 T: 0 P:0 Total: 45 PERIODS**TEXT BOOKS**

- 1 Dipak Kumar Bhattacharyya, Human Resource Planning, 1st Edition, Excel Books, 2002
- 2 V.S.P.Rao, Human Resource Management, 2nd Edition, Excel Books, 2004.

REFERENCES

- 1 K. Aswathappa, Human Resource Management, 3rd Edition, Tata McGraw Hill Publishing Company Ltd, 2002.
- 2 P.Subba Rao, Personnel & Human Resource Management, 5th Edition, Himalaya Publications, 2009.
- 3 Thomas N. Duening& John M. Ivancevich, Management Principles & Guidelines, 1st Edition, Dream Tech Press, 2003.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes
- CO2** Administer and contribute to the design and evaluation of the performance management program
- CO3** Develop, implement, and evaluate employee orientation, training, and development programs.
- CO4** Facilitate and support effective employee and labour relations in both non-union and union environments
- CO5** Research and support the development and communication of the organization's total compensation plan.

16BA714 INDUSTRIAL RELATIONS & LABOUR WELFARE **L T P C**
3 0 0 3

UNIT-I INDUSTRIAL RELATIONS **9**

Concept & Scope; Industrial Relations Perspectives: Conflict model Vs. Collaboration model Concepts , Importance , Approaches to the study of Industrial Relations , IR and its effect on management Industrial Relations problems in the Public Sector , Growth of Trade Unions , Codes of conduct.

UNIT-II INDUSTRIAL CONFLICTS **9**

Disputes, Impact, Causes, Strikes, Prevention, Industrial Peace, Government Machinery, Conciliation, Arbitration, Adjudication.

UNIT-III LABOUR WELFARE **9**

Concept, Objectives, Scope, Need, Voluntary Welfare Measures, Statutory Welfare Measures, Labour, Welfare Funds, Education and Training Schemes, Labour Welfare and Productivity - Effect of various statutory provisions.

UNIT-IV INDUSTRIAL SAFETY **9**

Causes of Accidents, Prevention, Safety Provisions, Industrial Health and Hygiene, Importance, Problems, Occupational Hazards, Disease, Psychological problems, Counseling, Statutory Provisions.

UNIT-V WELFARE OF SPECIAL CATEGORIES OF LABOUR **9**

Child Labour, Female Labour, Contract Labour, Construction Labour, Agricultural Labour, Differently abled Labour, BPO & KPO Labour, Social Assistance, Social Security, Implications.

L : 45 T : 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, 3rd Edition, Himalaya Publishing House, 2005.
- 2 ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. 1st Edition, Tata McGraw Hill, 2002

REFERENCES

- 1 P.Subba Rao, Personnel & Human Resource Management, 5th Edition, Himalaya Publications, 2009.
- 2 V.S.P.Rao, Human Resource Management, 2nd Edition, Excel Books, 2004
- 3 Ratna Sen, Industrial Relations in India, Shifting Paradigms, 1st Edition, Macmillan India Ltd, 2003.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand the concepts of Industrial Relation
- CO2** Know the dynamics of Industrial Relation issues and HR problems and know how to manage the problems.
- CO3** Understand the various labour welfare facilities followed in the Organization
- CO4** Know and able to ensure the employee safety in Organization
- CO5** Acquired knowledge about special categories of labour and the welfare measures prevailing and to be taken care in the industrial activities.

UNIT-I INTRODUCTION

9

Culture, Definition, concepts & elements, Importance & roles of culture, characteristics of culture, variables, dimensions, theories of culture, Organisational Culture & organizational change, organizational change from a global perspective, influence of culture in international business organizations.

UNIT-II DIVERSITY AT WORK

9

Organizational culture & diversity, methods to ensure cultural diversity, Causes of diversity, managing diversity, the paradox of diversity, diversity with special reference to differently abled, women and aging people, intra company cultural difference in employee motivation.

UNIT-III CROSS CULTURAL MANAGEMENT

9

Cross cultural issues & theories, cross cultural issues in organizations, cross-cultural variables, understanding cross-cultural differences, cross-cultural analysis, cross-cultural issues and marketing, Cross cultural team work, cross-cultural team building, Human Resource Management in Cross Cultural Context.

UNIT-IV COMMUNICATION, NEGOTIATION & DECISION MAKING

9

Cross Cultural Communication and Negotiation; types of negotiation, process and international negotiation hurdles, Managing Expatriates; Entry and re-entry challenges and culture shock; Training of expatriates, Cross Cultural Leadership and Decision Making, cultural issues in merger & acquisition.

UNIT-V GLOBAL BUSINESS, GROWTH & EVOLUTION

9

Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross-Cultural Research Methodologies, Ethics and Morality in International Business.

L : 45 T: 0 P:0 Total: 45 PERIODS**TEXT BOOKS**

- 1 Dipak Kumar Bhattacharyya, Cross Cultural Management, PHI Learning Private Limited.
- 2 K. Aswathappa, Human Resource Management, 3rd Edition, Tata McGraw Hill Publishing Company Ltd, 2002

REFERENCES

- 1 V.S.P.Rao, Human Resource Management, 2nd Edition, Excel Books, 2004
- 2 P.Subba Rao, Personnel & Human Resource Management, 5th Edition, Himalaya Publications, 2009.
- 3 Hodgetts & Luthans, International management, 5th Edition, Tata McGraw Hill.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Know about the main theories in cross-cultural management, analyse existing research around the theoretical constructs and argue the validity of the extant literature;
- CO2** To engage with the relevant contextual issues in cross-cultural management in relation to international business and the multi-cultural Australian workforce;
- CO3** Identify problems in cross-cultural management, relate the problems to the literature and suggest solutions; and,
- CO4** To communicate effectively in oral and written forms about cross cultural management using appropriate concepts, logic and rhetorical conventions.
- CO5** To gain sound perspectives on competent practice in communicating and managing within a culturally diverse context

16BA716	COMPENSATION & REWARD MANAGEMENT	L	T	P	C
		3	0	0	3

UNIT-I INTRODUCTION 9

Concept of compensation, system of compensating, compensation dimensions, Concept of Reward, Non-financial compensation system, concept of total reward system, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Executive compensation.

UNIT-II WAGE DETERMINATION 9

Economic & social objectives of wage policy, wage concepts, Minimum wages & ILO, Institutional Mechanism for wage determination, unilateral pay fixation, Job Evaluation: Concept, Scope, Methods and techniques.

UNIT-III PAY STRUCTURE 9

Pay structures purpose and types, graded pay structures, rewarding individual and team contributions and organizational performance, performance related pay, performance management and rewards, shop floor incentive schemes, skill based pay, competency related pay, team rewards, non financial rewards, knowledge based pay system, market based pay system, Incentive based pay system, types of incentive plans, wage differentials.

UNIT-IV EMPLOYEE BENEFIT 9

Strategic perspective on benefits, classification of employee benefits, costing benefits, Allowances and pension schemes, Managing the reward system for special groups, rewarding directors and senior executives, international pay and expatriates rewards, rewarding sales staff, managing reward systems.

UNIT-V WAGE ADMINISTRATION IN INDIA 9

Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The Rate of Minimum Wages Act. Emerging trends of compensation management.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 B D Singh: Compensation and reward System, 1st Edition, Excel Books, 2007
- 2 Richard I. Henderson, Compensation Management in a knowledge based world, 1st Edition, Pearson Education, 2003.

REFERENCES

- 1 Milkovich & Newman, Compensation, 7th Edition, Tata McGraw Hill. 2005
- 2 V.S.P.Rao, Human Resource Management, 2nd Edition, Excel Books, 2004
- 3 K. Aswathappa, Human Resource Management, 3rd Edition, Tata McGraw Hill Publishing Company Ltd, 2002

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand about the compensation modules in Industrial Sectors.
- CO2** Demonstrate wage determination system policy and pay fixation.
- CO3** To produce purpose and types of pay structure and incentive plans.
- CO4** Understand how benefit plans are financed.
- CO5** To produce wage administration and pay commission process in India.

UNIT-I INTRODUCTION 9

Orange HRM, services, customization, Support, Training, HRIS Packages comparison, Open Source, Professional, Enterprises, Editions and Add-ons, Implementation, training and management consultation, customization, implementation services, Support Services.

UNIT-II OPEN SOURCE FEATURES 9

Orange HRM, administrative module, personal information module, leave module, time module, employee self service module, recruitment/ application tracking module, Personnel Information management. (PIM)

UNIT-III HRM SOLUTIONS 9

HR for all , HRMS for Small and Medium Enterprises, The Global HR Management System Orange HRM Live ,cost-effective HR Management and the Cloud ,Need for Orange HRM Live.

UNIT-IV HRM ENTERPRISE 9

Orange HRM Enterprise, System Administration, Personnel Information Management, Additional Modules ,Optional Modules, Leave/Time Off, Recruitment, Performance, Training ,On/Off Boarding ,Android Mobile Platform.

UNIT-V HRM ROLE IN THE WORLD 9

Pros and Cons , Greater HRM Data Control and Customized Reporting, Making HRM Better with Orange HRM ,Future and Scope of Orange HRM, Poodle Vulnerability, vulnerability to heart bleed ,Web-based SaaS system.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 V.S.P.Rao, Human Resource Management, 2nd Edition, Excel Books, 2004
- 2 K. Aswathappa, Human Resource Management, 3rd Edition, Tata McGraw Hill Publishing Company Ltd, 2002

REFERENCES

- 1 Aston Centre for Human Resources Strategic human resource management: building research-based practice. Mumbai: Jaico Publishing House. (2008)
- 2 Kew, J. and Stredwick, J. (2013) *Human resource management in a business context*. 2nd edition. London: Chartered Institute of Personnel and Development.
- 3 Wetherly, P. and Otter, D. (eds.) (2014) *The business environment: themes and issues in a globalizing world*. Third edition. Oxford: Oxford University Press.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, and make appropriate staffing decisions.
- CO2** Design a training program using a useful framework for evaluating training needs, designing a training program, and evaluating training results.
- CO3** Properly interpret salary survey data and design a pay structure with appropriate pay grades and pay ranges.
- CO4** Evaluate a company's implementation of a performance-based pay system.
- CO5** Demonstrate knowledge of employee benefit concepts, plan design, administrative considerations and regulations governing employee benefit practices.

16BA718 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

L T P C
3 0 0 3

UNIT-I ORGANISATION & ITS ENVIRONMENT 9

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness

UNIT-II ORGANIZATIONAL DESIGN 9

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Mutual adjustment-Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design - Implications for Managers.

UNIT-III ORGANISATIONAL CULTURE 9

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT-IV ORGANISATIONAL CHANGE 9

Meaning – Forces for Change - Resistance to Change – Types and forms of change –
– Change process -Organisation Development – HR functions and Strategic Change Management

UNIT-V ORGANISATION EVOLUTION AND SUSTENANCE 9

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

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
- 2 Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10th Edition 2012.

REFERENCES

- 1 Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th edition 2011,
- 2 Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
- 3 Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Students will identify the origins of organisational development.
- CO2** Students will compare and contrast the ideologies and agendas of organisational design.
- CO3** Students will be able to describe the describe the culture and change in the organisation development
- CO4** Students will describe organisational change effects of the organisational implication.
- CO5** Students will evaluate organisational evaluation and its sustainability

**16BA719 STRATEGIC HUMAN RESOURCE L T P C
MANAGEMENT**

3 0 0 3

UNIT-I HUMAN RESOURCE DEVELOPMENT 10

Meaning – Strategic framework for HRM, Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs, Assessment - HRD practices – Strategy and Business Goals – Recent trends

UNIT-II E-HRM 6

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e – training And development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy.

UNIT-III CROSS CULTURAL HRM 7

Culture Assessment - Cross Cultural, Education and Training Programs – Leadership and Strategic HR I- Current challenges in Outsourcing, Building Multicultural Organisation - International Compensation.

UNIT-IV COMPETENCY DEVELOPMENT & CAREER 10

Competency Mapping Models - Career Concepts - Career development Models - Managing Career plateaus- Designing Effective -Career Development Systems – Competencies and Career Management.

UNIT-V EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in coaching – Skills for Effective Coaching – Need for Counseling – Role of HR in Counseling -Components of Counseling Programs – Counseling Effectiveness – Stress Management Techniques.- Self Management and Emotional Intelligence.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
- 2 Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011.

REFERENCES

- 1 Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
- 2 Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
- 3 MonirTayeb. International Human Resource Management. Oxford. 2007.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Effective Human Resource Planning to maintain labor management relations. Thus performance at all levels may increase.
- CO2** Produce framework on E business strategy to improve Human resource Management
- CO3** Broad mission of SHRM is to ensure customer and employee satisfaction. By ensuring successful and fair recruitment, selection, training, career development
- CO4** Demonstrate Competency mapping and career management through strategic human resource Management.
- CO5** Present the emergent role on employee coaching and counseling for developmental task

UNIT-I THEORETICAL FOUNDATIONS OF INTERNATIONAL TRADE 9

Reasons for international trade: Mercantilist and neo mercantilist view; Theories of international trade.

UNIT-II DIRECT INVESTMENT 9

FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI.

UNIT-III FACTOR MOVEMENTS AND INTERNATIONAL TRADE IN SERVICES 9

Capital flows, Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

UNIT-IV REGIONAL ECONOMIC INTEGRATION 9

Levels of Regional Economic Integration; Free trade area, customs union, economic union, NAFTA, EU, SAARC, ASEAN.

UNIT-V GATT AND WTO 9

International trade agreements, Dunkel proposal, WTO, Important agreements under WTO, major developments since 1995, Expected effects on the Indian economy.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Pawan Kumar Oberoi, International trade, 3rd Edition, Global Vision Publishing House, 2011.(Units-I,II,III,IV)
- 2 M B Rao, Manjula Guru, WTO and International trade, 2nd Edition, Vikas Publishing House, Noida, 2008.

REFERENCES

- 1 Rai Agarwal, International Trade, 1st Edition, Excel Books, New Delhi, 2004.
- 2 Cherunilam F, International Trade and Export management, 18th Edition, Himalaya Publishing House, 2013.
- 3 Dominick Salvatore, International Economics: Trade and Finance, 10th Edition, 2009.
- 4 International Economics: Theory and Policy, 9th Edition, Pearson Education.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Develop new or improved innovative business framework in International level.
- CO2** Articulate the investment systems followed in international level
- CO3** Appraise the factors which affect the trading in international business
- CO4** Evaluate regional economic integration process in international level
- CO5** Demonstrate agreement strategies in Indian Economy

16BA721

SUPPORT SYSTEMS FOR FOREIGN TRADE

L T P C

3 0 0 3

UNIT-I INTRODUCTION TO FOREIGN TRADE 9

Meaning of trade and components of Trade, Concept and component of Foreign Trade, Need and necessity of foreign Trade.

UNIT-II TRADE POLICY AND SUPPORT SYSTEMS 9

Regulatory environment, Sanitary, Phytosanitary systems, Port-privatization, Energy restructuring, Customs reform.

UNIT-III RECENT TRENDS IN FOREIGN TRADE 9

Export Assistance , Export Finance , Export Processing Zones (EPZs) ,Special Economic Zones (SEZs) ,Exports by Air, Post and Sea ,Small Scale Industries (SSI) and Exports ,Role of ECGC, Role of EXIM Bank of India, Role of Commodity Boards ,Role of State Trading Agencies in Foreign Trade.

UNIT-IV AUTOMATED EXPORT SYSTEM 9

Overview of AES, AES Foreign Trade Regulations (FTR), ACE and Automated Systems: Automated Commercial Environment features, ACE Deployment.

UNIT-V MAJOR EXPORT PROMOTION SCHEMES 9

EPCGS, duty exemption scheme, DEPB scheme, facility for deemed exports, Export promoting institutions, role of export promotion councils, commodity boards and ITPO.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 V.K. Puri and S.K .Mishra, Indian Economy, 31st Edition, Himalaya Publishing House, 2013.
- 2 Rajiv Aserkar and Justin Paul, Export Import Management, 2nd Edition, Oxford University Press, 2014.

REFERENCES

- 1 C. Ramagopal , Export Import Procedures: Documentation and Logistics, 1st Edition, New Age International Publishers, 2006.
- 2 M.Y. Khan, Indian Financial System, 8th Edition, McGraw Hill Education (India) Private Limited, 2013.
- 3 Lewer Joshua J, Van Den, Berg Hendrik International Trade and Economics Growth, Phi Learning, 2007.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** To trace out the emerging trend practice in International Business
- CO2** Demonstrate the trade policy culture in International business
- CO3** Identify the current issue in the role of Trading
- CO4** Describe trade regulation automated in Export System
- CO5** Articulate the major Export promotion schemes in international business

16BA722	INTERNATIONAL MONETARY SYSTEM	L	T	P	C
		3	0	0	3
UNIT-I	INTERNATIONAL MONETARY SYSTEMS				9
Exchange rates, Spot and forward exchange market, Uncovered and Covered Interest Parity (UIP and CPI).					
UNIT-II	FIXED EXCHANGE RATES				9
Fixed exchange rates in the post-war period, Gold Standard, Bretton Woods (Gold Exchange Standard).					
UNIT-III	THE FINANCIAL SYSTEM				9
Meaning, constituents, functions and importance of financial system. Money market and Capital Market, Stock Market-its role in economic development, Stock market indices.					
UNIT-IV	MONETARY UNION				9
European Monetary Union, Costs and benefits of monetary union, European Monetary System, EMU enlargement: benefits and cost.					
UNIT-V	BALANCE OF TRADE AND BALANCE OF PAYMENT				9
International Monetary fund, Asian Development Bank, World Bank, Introduction to Export and Import finance, methods of Payment in International Trade.					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Barry Eichengreen, Globalizing Capital: A History of the International Monetary System, 2nd Revised Edition, Princeton University Press, 2008.
- 2 Srinivas, Gowda R. Narayana, Specifications of monetary System, 1st Edition, Himalaya Publishing House PVT Ltd.

REFERENCES

- 1 Alexander Del Mar, History of Monetary Systems, Lighting Source UK Ltd, 2012.
- 2 M.Y. Khan, Indian Financial System, 8th Edition, McGraw Hill Education (India) Private Limited, 2013.
- 3 S. Dell, the International Monetary System and its Reforms, 1st Edition, Elsevier Science, 1990.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate the emergence of International Monetary system.
- CO2** Describe the exchange rate in International Business.
- CO3** Understand the market conditions of financial system.
- CO4** Describe the monetary unions in international Level.
- CO5** Define Export - Import implementation in International Trade.

16BA723

INTERNATIONAL LOGISTICS MANAGEMENT

L T P C

3 0 0 3

UNIT-I INTRODUCTION TO GLOBAL LOGISTICS 9

International logistics Development, International trade logistics chain, 7R's of logistics management.

UNIT-II LOGISTICS AND DOCUMENTATION 9

Consular Invoice, Commercial Invoice, Certificate of origin and value, Bill of lading, Import License, Export Declaration Forms.

UNIT-III TRANSPORTATION 9

Modes of transportation, Transport activities and land use, Energy and Environment, Transportation of goods through Air, World Air Cargo growth.

UNIT-IV SHIPPING FORMALITIES 9

Booking shipping space, Conference shipping, Non Conference shipping, Charter shipping, Shipping Storage, Ocean Shipping Procedure.

UNIT-V LOGISTICS CONTRACTS 9

Bailment and licenses, Introduction to agents and principles, International Conventions, Logistics risks and insurance.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 DK Agarwal, Text book of Logistics and Supply Chain Management, 1st Edition, Macmillan Publications, 2003.
- 2 Usha Kiran Rai, Export-Import & Logistics Management, 2nd Edition, PHI Learning, 2010.

REFERENCES

- 1 Martin Christopher, Logistics and Supply Chain Management, 4th Revised Edition, Prentice Hall, 2011.
- 2 Douglas long, International Logistics: Global Supply Chain Management, 1st Edition, Springer, 2003.
- 3 Anurag Saxena, Logistics and Supply Chain Management, 1st Edition, Jaico Publishers, 2006.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate the ability to communicate effectively on emergence in logistics
- CO2** Design a supply chain for a specific type of product
- CO3** Graduates will demonstrate an ability to work effectively with others.
- CO4** Describe the best practices to identify constraints and remove them from the supply chain process
- CO5** Describe the contract procedure undergone in Logistics

16BA724	INTERNATIONAL MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
Nature, Scope of international Marketing, International marketing management process, scanning and monitoring global marketing management.					
UNIT-II	INTERNATIONAL MARKET SEGMENTATION				9
Screening and selection of markets, International market entry strategies, Export and licensing, joint venture.					
UNIT-III	PRICING FOR INTERNATIONAL MARKETS				9
Pricing strategies, factors affecting international price determination, Environmental factors, International pricing process and policies, Transfer pricing.					
UNIT-IV	INTERNATIONAL DISTRIBUTION DECISIONS				9
The structure of international distribution systems, Distribution channel strategy, Distribution channels, Warehousing and insurance.					
UNIT-V	INTERNATIONAL PROMOTION STRATEGIES				9
International promotion mix; push and pull strategies; advertising, personal selling, publicity and sales promotion, challenges in international advertising.					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Justin Paul, International Marketing Text and Cases, 1st edition, Tata McGraw Hill Publishing Company Ltd, 2008.
- 2 Cherunilam F, International Marketing, 12th Edition, Himalaya Publishing House, New Delhi.

REFERENCES

- 1 Warren J.Keegan& Mark C.Green, Global Marketing, 7th edition, 2012.
- 2 Kate Gillespie, International marketing, 1st Edition, Cenage learning, New Delhi, 2009.
- 3 U C Mathur - International Marketing Management Text and Cases, 1st Edition, SAGE Publications, 2009.
- 4 Rajendra P. Maheshwari, Marketing management, 1st Edition, International Book House, 2012.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand and assess the challenges of turbulent business environments
- CO2** Be able to evaluate and design sustainable strategies in such environments either in marketing, international business.
- CO3** Be able to apply relevant business skills
- CO4** Be able to acquire and develop relevant additional knowledge and skills to support subject-based expertise and international readiness and personal development
- CO5** Be able to conduct and report on an independent scientific research project

UNIT-I INTRODUCTION TO ADVERTISING 9

History of advertising, Classification of advertising, The structure of the Advertising & Promotions World, Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising.

UNIT-II PLANNING AN ADVERTISING CAMPAIGN 9

Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.

UNIT-III CREATIVE STRATEGY 9

Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes - Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.

UNIT-IV MEDIA STRATEGY 9

Types of media, Media characteristic , Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, Audience Measurement , Media selection and scheduling, Media Buying.

UNIT-V THE ADVERTISING AGENCY 9

Agency structure, Flow of work in an Agency, Agency Compensation, Client Agency relationship. Testing Advertising Effectiveness - Communication and sales Effectiveness, Various methods of Pre & Post testing.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Kazmi and Batra, Advertising and Sales Promotion, First Edition, Excel Publishing, 2001.
- 2 S.A.Chunawalla, K.C.Sethia, Foundations of Advertising: Theory and Practice, 5th Edition, Himalaya Publishing House, 2004.

REFERENCES

- 1 Rajeev Batra, John.G.Myers, David.A.Aaker, Advertising Management, 5th Edition, Pearson Edition, 2002.
- 2 William.D.Wells, John Burnett, Sandra Moriarty, Advertising: Principles and Practice, 7th Edition, Pearson, 2006.
- 3 Larry D Kelley, Donald W Jugenheimer, Advertising Media Planning, 1st Edition, Prentice Hall, 2004.
- 4 George E.Belch, MichealE.Belch, Advertising and Promotion, 6th Edition, Tata McGraw Hill, 2003.
- 5 Jethwaney& Jain, Advertising Management, 1st Edition, Oxford Publishing, 2006.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate ability of history of advertising
- CO2** Application of basic advertising theories and practices
- CO3** Synthesize broader knowledge of advertising agencies
- CO4** Create and conduct ethical and social strategy
- CO5** Plan and implement advertising campaign in promotional world

	L	T	P	C
16BA726				
SOCIAL MEDIA MARKETING				
	3	0	0	3
UNIT-I				9
INTRODUCTION TO SOCIAL MEDIA MARKETING				
Difference between traditional and the new age marketing; Defining social media marketing; Use of social media for word of mouth communication.				
UNIT-II				9
SOCIAL MEDIA MARKETING STRATEGY				
Building social media strategy; tools for social media strategy (Corporate blogs, twitter, face book, linkedin etc.); Using multimedia for grabbing attention in a crowded marketplace (Using multimedia)				
UNIT-III				9
SOCIAL MEDIA METRICS				
Basics, choosing social media metrics, real-world connections, Planning for measurement.				
UNIT-IV				9
SOCIAL MEDIA CHANNELS				
Social media channels, social networks, white-label platforms, social interactions.				
UNIT-V				9
4 ZONES OF SOCIAL MEDIA				
Social Community, Social Publishing, Social Entertainment, Social Commerce.				
	L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 Dave Evans, Social Media Marketing, Wiley.

REFERENCES

- 1 The new community rules: Marketing on the Social web,” Tamar Weinberg
- 2 Groundswell: Winning in a world transformed by social technologies
- 3 Tara Hunt, “The Wuffle factor: Using the power of social networks to build your business.” ISBN- 10: 0470614153
- 4 Francois Gossieaus and Ed Moran, “The Hyper-Social Organization: Eclipse your competition by leveraging social media.” ISBN-10: 0071714022

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Discuss the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses.
- CO2** Demonstrate how to develop effective social media marketing strategies for various types of industries and businesses.
- CO3** Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.
- CO4** Put together a social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.
- CO5** Produce on different zones in media and know about its importance in Social media

UNIT-I INTRODUCTION 9

Definition, Service Economy, Goods vs Services, Nature of Service Act, Unique characteristics of services, Classification of services.

UNIT-II SERVICE MARKETING OPPORTUNITIES 9

Expanded marketing mix, Consumer Behavior in Services, Service market segmentation, targeting and positioning.

UNIT-III SERVICE DESIGN AND DEVELOPMENT 9

Service Life Cycle, New service development, Service Blue Printing, GAP model of service quality, Measuring service quality, SERVQUAL.

UNIT-IV SERVICE DELIVERY AND PROMOTION 9

Services Delivery Channels, Pricing of services, methods, Service marketing triangle, Integrated Service marketing communication.

UNIT-V SERVICE STRATEGIES 9

Service Marketing Strategies for health, Hotel, Financial, Educational, Entertainment & public utility Information technique Services.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Valarie Zeithaml et al, Services Marketing, 5th Edition, Tata McGraw Hill, 2007. (Unit IV & V)
- 2 ChristopherH.Lovelock and JochenWirtz, Services Marketing, 7th edition, Pearson Education, 2011. (Unit I, II, III, IV)

REFERENCES

- 1 Dr.Balaji.B, Services Marketing and Management, 1st Edition, S.Chand& Company, 2012 (Unit II, III, IV, V)
- 2 Ramneek Kapoor, Justin Paul and BiplabHalder, Services Marketing, Concepts and Practices, 4th Edition, Tata McGraw Hill, 2011. (Unit IV & V)
- 3 Ravi Shanker, Services Marketing, 1st Edition, Excel Books, 2002. (Unit I, IV, V)
- 4 R.Srinivasan, Services Marketing, 2nd Edition, Prentice Hall of India, 2004. (Unit III, IV, V)
- 5 RajendraNargundkar, Services Marketing, 1st Edition, Tata McGraw Hill, , 2004 (Unit I, V)

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Trace the emergence of development of marketing services
- CO2** Identify the primary channels through which services are delivered to end customers.
- CO3** Explain the unique challenges involved in marketing and managing services
- CO4** Demonstrate that the gaps model is a useful framework for understanding service quality in Organization
- CO5** Demonstrate the value of service blueprinting and how to develop and read service blueprint

UNIT-I INTRODUCTION**9**

Definition, Importance & Scope. Prospects of Retailing in India. Retail Scenario - Global, Retail Scenario-India. Opportunities in Retailing.

UNIT-II CLASSIFICATION**9**

Retail Institutions by Ownership, Store Based Retailing, Electronic & Non - Store Retailing & other forms of Non- Traditional Retailing.

UNIT-III TARGETING CUSTOMERS & GATHERING INFORMATION**9**

Identifying & Understanding Consumers, Information Gathering & Processing in Retailing. Importance of Information System in Retailing.

UNIT-IV COMMUNICATION MIX & STRATEGIES**9**

Planning Retail Communication, Implementing Retail Advertising Retail Market Strategies.

UNIT-V STORE PLANNING**9**

Store Planning Design & Layout, Retail Merchandising, Pricing in Retailing, Importance of Supply Chain Management in Retailing.

L : 45 T: 0 P:0 Total: 45 PERIODS**TEXT BOOKS**

- 1 Gibson G.Vedamani, Retail Management, 8th Edition, Jaico Publishing House, 2002.
- 2 Michael Levy, Barton A.Weitz, Retail Management, Fourth Edition, Tata Mc Graw Hill, 2003

REFERENCES

- 1 Barry Berman & Joel R.Evans, Retail Management, A strategic Approach, 1st Edition, Pearson Education, 2009.
- 2 Karen R. Gillespie, Joseph C.Hecht, Carl F.Lebowitz, Retail Business Management, 3rd Edition, Tata Mc Graw Hill.
- 3 R.Gopal, Pradip Manjrekar, Retail Management: An Indian Perspective, First Edition, Excel Books, 2009
- 4 David Gilbert, Retail Marketing Management, Second Edition, Pearson, 2009
- Dunne, Lusch, Retail Management, Fifth Edition, Cengage Learning, 2001

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Defining the frame work of retail management
- CO2** Understand what marketing means to business executives and academics
- CO3** Demonstrate the ways that retailers use marketing tools and techniques to interact with their customers
- CO4** Producing actual mixed strategy in retail management
- CO5** Performing good planning and implementation for the development of Retail Management

16BA729 CUSTOMER RELATIONSHIP MANAGEMENT		L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
Definitions, Concepts and Context of relationship Management, Evolution, Transactional Vs Relationship Approach, CRM as a strategic marketing tool, CRM significance to the stakeholders.					
UNIT-II	UNDERSTANDING CUSTOMERS				9
Customer information Database, Customer Profile Analysis, Customer perception, Expectations analysis, Customer life time value, Selection of Profitable customer segments.					
UNIT-III	CRM STRUCTURES				9
Elements of CRM, CRM Process, Strategies for Customer acquisition, Retention and Prevention of defection.					
UNIT-IV	CRM PLANNING AND IMPLEMENTATION				9
Strategic CRM planning process, Implementation issues, CRM Tools- Analytical CRM, Operational CRM, Call center management, Role of CRM Managers.					
UNIT-V	EMERGING PERSPECTIVES				9
Employee-Organisation Relationship, Employee-Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation.					
		L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 Alok Kumar Rai, Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning, 2013.
- 2 Shainesh.G, Jagdish, Sheth.N, Customer Relationships Management: Strategic Perspective, Macmillan Publishers India Limited, 2006.

REFERENCES

- 1 Zikmund. Customer Relationship Management, First Edition, Wiley, 2003.
- 2 H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, 7th Edition, Vikas Publishing, 2005.
- 3 Jim Cathart, The Eight Competencies of Relationship selling, Macmillan India, 2005
- 4 Assel, Consumer Behavior, 6th Edition, Cengage Learning, 2005

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Analyze relationship theory and relationship economics from the point of view of the customer and the organization.
- CO2** Critically analyse an organization's relational strategies with stakeholder groups that affect how well it meets customer needs
- CO3** Evaluate CRM implementation strategies
- CO4** Formulate and assess strategic, operational and tactical CRM decisions.
- CO5** Plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format

16BA730	BRAND MANAGEMENT	L	T	P	C
		3	0	0	3
UNIT-I	BRANDING – AN INTRODUCTION				7
Definition of a Brand - Brands Vs Products - Significance of Branding - Types of a brand - Functions of a brand Branding Decisions.					
UNIT-II	BRAND ASSOCIATION				10
Brand Vision - Brand Ambassadors - Brand as a personality, as trading asset - Brand positioning, alternatives - Brand Repositioning.					
UNIT-III	BRANDING IMPACT				10
Branding impact on Buyers, competitors - Brand Loyalty, Loyalty programs - Brand Equity, Brand Equity Measurement.					
UNIT-IV	LEVERAGING BRANDS				9
Brand Extensions, Extendibility, - Merits & Demerits - Line Extensions - Co-Branding & Licensing brands.					
UNIT-V	BRAND VALUATION				9
Methods of Valuation - Implication for buying & selling brands - Branding industrial goods, services - Indianisation of foreign brands - Taking Indian brands global – Issues & challenges.					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Dr.S.L.Gupta, “Brand Management”, Himalaya, 2007. 2. U.C.Mathur, “Brand Management Text & Cases”, Macmillan, 2006

REFERENCES

- 1 Kevin Lane Keller, “Strategic Brand Management”, PHI/Pearson, New Delhi, 2003.
- 2 KapFerer, Jean Noel, “Strategic Brand Management – Creating and Sustaining Equity in the Long Term”, Kogan Page, New Delhi, 2004.)
- 3 Harsh Varma, “Brand Management” Excel Books, New Delhi, 2006.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand key principles of branding
- CO2** Explain branding concepts and ideas in their own words
- CO3** Understand and conduct the measurement of brand equity and brand performance
- CO4** Practically develop a brand, including positioning and communication
- CO5** Prepare a professional, logical and coherent report in the form of a brand audit

16BA731

RURAL MARKETING

L T P C

3 0 0 3

UNIT-I OVERVIEW OF RURAL MARKETING 9

Introduction of Rural marketing – Definition – Five Ps - Rural Market Environment – Rural Population – Occupation Pattern – Literacy Level – Income Generation – Rural Communication – Problems in Rural Marketing.

UNIT-II MARKETS AND MARKET STRUCTURE 9

Introduction – Classification of Markets – Growth of Market – Factors Affecting Market Growth Rate – Components of Market Structure – Consumer Goods and Classification – FMCG Sector in Rural India.

UNIT-III RURAL MARKETING STRATEGIES 9

Introduction – Rural Market Segmentation – Targeting – Selection of Segments – Coverage of Segments, Positioning.

UNIT-IV PRICING, DISTRIBUTION & PROMOTION STRATEGIES 9

Introduction – Pricing Objectives – Factors affecting price sensitivity – Rural Pricing Methods – Rural Marketing Channels – Promotion Strategies.

UNIT-V MARKET INFORMATION, MARKETING AGENCIES & INSTITUTIONS 9

Introduction – Methods of Collection of Information – Types of Market Report – Grading & Standardisation – Marketing Agencies – Marketing Institutions.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Ravindranath V. Badi & Narayana V. Badi, Rural Marketing, Himalaya Publications, New Delhi, 2011.
- 2 C G Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing, Pearson Education, 2011.
- 3 Awadhesh Kumar Singh Satyaprakash Pandey, Rural Marketing: Indian Perspective, New Age Publishers, 2007.

REFERENCES

- 1 Ramkishan Y, New Perspectives on Rural Marketing: Includes Agricultural Marketing, 2010.
- 2 Pradeep Kashyap & Siddhartha Raut, Biztantra, Rural Marketing, 2005.
- 3 U.C. Mathur, Rural Marketing –, excel books, 1/e, 2004.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** To know about the mantra for success for any company going rural.
- CO2** To understand the buying behavior, the consuming pattern, the need and wants of the rural consumer.
- CO3** To provide some of the challenges and opportunities that the rural market holds for the Companies.
- CO4** Demonstrate the promotional and distribution strategies in rural marketing.
- CO5** Produce collection of information on market conditions for better standard

16BA732

MATERIALS MANAGEMENT

L T P C

3 0 0 3

UNIT-I INTRODUCTION 9

Materials management, An overview, Introduction, Scope, Objective, Importance Integrated Approach to Materials Management

UNIT-II MATERIAL PLANNING 9

Introduction, Factors Affecting Material Planning, Techniques of Material Planning, MRP

UNIT-III PURCHASING 9

Procedure & Pricing Issues, Receipt, Storage, Price and Source

UNIT-IV INVENTORIES 9

Definition, Classification of Inventories, Need for Inventories, Merits & Demerits of Inventories.

UNIT-V INVENTORY CONTROL TECHNIQUES AND PRINCIPLES 9

Classification, Codification, Standardization, ABC Analysis, VED, GOLF, and FSN, HML

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Materials Management-Procedures, Texts & Cases, 2nd edition, A.K. Dutta, Pearson 2006
- 2 Materials Management, Gopalkrishnan, 1st Edition PHI publishers,2002

REFERENCES

- 1 A.K.Dutta, Materials Management Inventory Control, Jaico publishing House, Mumbai, 2001
- 2 A.K.Dutta, Materials Management Procedures,2ndEdition,Prentice-Hall India, 2003. (Unit I, II, III, IV, V)
- 3 Rajendramishra, Materials Management,1st Edition, ExcelBooks, 2008
- 4 J. R.Tony Arnold, Materials Management , Stephen N.Chapman, 5th Edition, Pearson Education, 2007
- 5 A.K.Chitale and R.C.Gupta, Materials Management,3rd Edition, PHI Publishers.2014

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Develop the ability to identify operational methodologies in materials management to assess and improve an organizations performance.
- CO2** Implement different materials handling techniques to improve efficiency.
- CO3** Critically evaluate the product design, process design and work system in an organization.
- CO4** Develop the ability to plan and carry out work independently and to be self disciplined, and self directed.
- CO5** Develop the skills of insight and critical evaluation of materials management

16BA733

**LOGISTICS AND SUPPLY CHAIN
MANAGEMENT**

L T P C

3 0 0 3

UNIT-I LOGISTICS MANAGEMENT 9

Origin and Definition, Types of Logistics, Logistics Management, Ware House Management, Customer Service and Logistics Management, Distribution and Inventory.

UNIT-II TYPES OF INVENTORY CONTROL 9

Demand Forecasting, Warehousing and Stores Management, Routing, Transportation Management, Logistics in 21st Century.

UNIT-III SUPPLY CHAIN MANAGEMENT 9

Introduction and Development, Nature and Concept, Importance of Supply Chain, Value Chain, Components of Supply Chain.

UNIT-IV ROLE OF A MANAGER IN SUPPLY CHAIN 9

Supply Chain Performance Drivers, Key Enablers in Supply Chain Improvement Systems and Values of Supply Chain.

UNIT-V ALIGNING THE SUPPLY CHAIN WITH BUSINESS STRATEGY 9

SCOR Model, Outsourcing and 3PLs, Fourth Party Logistics, Supply Chain Relationships, Certifications.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 D K Agarwal, Textbook of Logistics and Supply Chain Management, 1st Edition, MacMillan, 2003.
- 2 G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts, 3rd Edition, Mac Millan, 2000.

REFERENCES

- 1 Janat Shah, Supply Chain Management: Text and Cases, Pearson.
- 2 Martin Christopher, Logistics and Supply Chain Management, 4th Edition, Prentice Hall.
- 3 Paul Schonleben, Integral Logistic Management, 3rd Edition, Taylor and Francis Group, 2010.
- 4 Logistics and Distribution Management, Alan Rushton and Phil Coucher, 4th Edition, Kogan Page Limited, 2010.
- 5 Michael Hugoas, Essential of Supply Chain Management, 2nd Edition, John Wiley and Son, 2006.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Explain how to use the levers of the logistics strategy to redefine the points necessary to make this harmonization.
- CO2** Produce and combine effectively the options available for managing inventory and orders per case.
- CO3** Understand the structure of supply chains and the different ways through which supply chain can become competitive in the market.
- CO4** Analyse the importance of the term "Value Creation" and to propose actions in the field of management of logistics costs towards the creation of value.
- CO5** Assess accurately the risk occurred due to loss of focus on the satisfaction of end customer demand

16BA734

LEAN MANUFACTURING

L T P C

3 0 0 3

UNIT-I OVERVIEW

9

Evolution of Lean, Traditional versus Lean Manufacturing- Business of Survival and Growth, Business Model Transformation.

UNIT-II VALUE STREAM MANAGEMENT

9

Definition, VSM Types, Product Family Selection, Value Stream Manager, Current State Map, Process Box.

UNIT-III SYSTEM IMPLEMENTATION

9

Concept of Kaizen-Steps involved in Kaizen Deployment, Industrial Engineering , Concepts and Fundamentals, KANBAN Concepts, Types of Kanbans.

UNIT-IV LEAN METRICS AND LEAN SUSTENANCE

9

Identify Lean Metrics, Steps involved in Goal Setting, Corporate Goals, Kaizen Cloud identification in VSM.

UNIT-V SIX SIGMA

9

Project Charter-Stakeholder Analysis, SIPOC, Voice of the Customer, Rolled throughput Syield, KANO Models.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Dennis P.Hobbs, Lean Manufacturing and Implementation, 1st Edition, Cengage Learning, New Delhi, 2011.
- 2 N.Gopalakrishnan, Simplified Lean manufacturing, PHI Learning Private Ltd, New Delhi 2010

REFERENCES

- 1 John Black, Lean Production, 1st Edition, Industrial Press, Newyork, 2008.
- 2 Lonnie Wilson, Lean Manufacturing, 1st Edition, Tata Mcgraw Hill Publishers, 2010.
- 3 William M. Feld, Lean Manufacturing, CRC Press Series, 2000
- 4 John x Wang, Lean Manufacturing, CRC Press Series, 2011.
- 5 James Tallant, Elements of Lean Manufacturing, Lean Enterprise,2010

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate the principles of lean manufacturing and its applicability in business transformation.
- CO2** Implement the value stream management concept effectively.
- CO3** Plan, implement and evaluate the impact of lean manufacturing principles and practices in a simulated manufacturing setting.
- CO4** Able to set corporate goals and set a path way to achieve it.
- CO5** Assess accurately the organization's progress and suggest suitable tools to improve its efficiency.

	L	T	P	C
16BA735 SERVICES OPERATIONS MANAGEMENT	3	0	0	3
UNIT-I SERVICE OPERATIONS CONCEPT				9
Definition, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Field Service and Customer satisfaction.				
UNIT-II SERVICE OPERATION STRATEGY				9
Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection.				
UNIT-III SYSTEM IMPLEMENTATION				9
Field Service Management, Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation.				
UNIT-IV OPERATING SERVICES				9
Service Operational Planning and Control, Process Analysis, Process Simulation, Service Facility Location, Capacity Management in Services.				
UNIT-V TOOLS AND TECHNIQUES				9
Vehicle Routing and Scheduling, Productivity and Performance measurement, Data Envelopment Analysis (DEA), Scoring System.				
L : 45 T: 0 P:0				Total: 45 PERIODS

TEXT BOOKS

- 1 Service Management & Operations, Haksever, Render, Rumel, 2nd Edition, Pearson, 2003
- 2 Service Management – Operations, Strategy / Information Technology: Fitzsimmons and Fitzsimmons – TMH, 2014

REFERENCES

- 1 David W. Parker, Services operations management, Edwars Elgar Publishing Limited, 2012.
- 2 Robert Johnson, Graham Clark, Services operations management, Pearson Education Limited, 2012
- 3 Robert Johnson, Graham Clark, Services operations management, 1st Edition, Prentice Hall, 2008.
- 4 Bill Hollins and Sadie sinkins, Managing Services operations, Sage Publications Ltd, 2006.
- 5 James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Explain the role of service operations and its relationship with other organisational functions.
- CO2** Able to face the unique challenges in managing excellent service operations.
- CO3** Able to demonstrate the progress of field service inventory management.
- CO4** Able to demonstrate capacity management and operational planning effectively.
- CO5** Exposed to and mastery of analytical tools specific to service industry

UNIT-I INTRODUCTION 9

Definitions of Quality, Quality in Manufacturing and Service Systems, Economic Issues, Quality and Price, Quality and Market Share, Quality and Cost ,The Taguchi Loss Function

UNIT-II PRINCIPLES OF TOTAL QUALITY MANAGEMENT 9

Elements of Total Quality Management, Strategic Planning and Leadership, Deming's 14 Points for Management, the Juran Philosophy

UNIT-III CUSTOMER FOCUS 9

The Customer, Driven Quality Cycle, Quality Function Deployment, the Quality Function Deployment Process, Building the House of Quality, Implementing Quality Function Deployment

UNIT-IV QUALITY CONTROL AND QUALITY ASSURANCE 9

Concept of Quality Control, Concept of Process Variation , Attributes and variable sampling plans, OC Curves

UNIT-V QUALITY MANAGEMENT STANDARDS 9

The ISO 9001:2000 Quality Management System Standard, The ISO 14001:2004 Environmental Management System Standard, ISO 27001:2005 Information. Security Management System.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 James R.Evals, The Management and Control of Quality,6th Edition, Thomson Publishers,Sigapore,2005
- 2 KanishkaBedi, Quality Management, Oxford University, Delhi,2008

REFERENCES

- 1 James R.Evals, Total Quality Management organization and strategy, 4th Edition, Cengage Learning, 2009.
- 2 S. Bhaskar, Total Quality Management, Anuratha Publication, Chennai,2011
- 3 Sonaversity, Total Quality Management, Sonaversity,salem,2005)
- 4 Thomas pyzdek and paulkeller, Quality Management,2nd Edition, Tata McGraw Hill,2013
- 5 Barrie G.Dale , Ton van der wile and jos van iwaarden, 5th Edition, Blackwell Publishing, 2007

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Develop an understanding on quality management philosophies and frameworks develop analytical skills for investigating and analysing quality management issues in the industry and suggest implement able solutions to those.
- CO2** Develop in-depth knowledge on various tools and techniques of quality management
- CO3** Learn the applications of quality tools and techniques in both manufacturing and service industry
- CO4** Exposed to and mastery of analytical tools specific to service industry.
- CO5** Able to implement quality standard via ISO certifications

UNIT-I INTRODUCTION 9

Overview of enterprise systems, Evolution, Risks and benefits, Fundamental technology, Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT-II ERP SOLUTIONS AND FUNCTIONAL MODULES 9

Overview of ERP software solutions, Small, medium and large enterprise vendor solutions, BPR, and best business practices, Business process Management, ERP tools and techniques, Functional modules.

UNIT-III ERP IMPLEMENTATION 9

Planning Evaluation and selection of ERP systems Implementation life cycle, ERP implementation, Methodology and Frame work, Training, Data Migration, People organization in implementation, Consultants, Vendors and Employees.

UNIT-IV POST IMPLEMENTATION 9

Maintenance of ERP, Organizational and Industrial impact, Success and Failure factors of ERP Implementation

UNIT-V EMERGING TRENDS ON ERP 9

Extended ERP systems and ERP add-ons, CRM, SCM, Business analytics, Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Vinod Kumar Garg and N.K.Venkita Krishnan, Enterprise Resource Planning- Concepts and Practice, 1st edition, Prentice Hall of India, 2004.
- 2 Goyal D P, Enterprise Resource Planning – A Managerial Perspective, 1st edition, McGraw Hill Education (India) Private Limited, 2011.

REFERENCES

- 1 Jagan Nathan Vaman, ERP in Practice: ERP Strategies for Steering Organizational Competence and Competitive Advantage, 1st edition, Tata McGraw-Hill Education, 2007.
- 2 Alexis Leon, Enterprise Resource Planning, 1st edition, Tata McGraw-Hill Education, 2008.
- 3 Monk, Wagner, Concepts in Enterprise Resource Planning, 4th edition, Course Technology, 2014.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate a good understanding of basic issues in enterprise Systems
- CO2** Demonstrate an ability to work independently and in a group
- CO3** To understand concepts of reengineering and how they relate to ERP Implementation
- CO4** Use one of the popular ERP packages to support business operations and decision making
- CO5** To understand the steps and activities in ERP life cycle

16BA738 INFORMATION TECHNOLOGY MANAGEMENT

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3 0 0 3

UNIT-I HARDWARE MANAGEMENT 9

Historical review, Managerial consideration in acquisition, maintenance, controlling, replacement of hardware, Overview of General purpose application software such as software suits, messaging, groupware, conferencing, commercial and corporate tools.

UNIT-II SYSTEM SOFTWARE MANAGEMENT 9

Overview of operating systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and security monitors, System development programs, Managerial considerations in selection, maintenance, controlling, replacement of software.

UNIT-III NETWORKING MANAGEMENT 9

Networking trends, Internet basics, Intranet and Extranet – Overview of networking alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Network protocols.

UNIT-IV SECURITY MANAGEMENT 9

Need, Case studies, Types of computer crime, cyber law, Tools of security Management, Security Defenses, System Controls and audit.

UNIT-V LEGAL AND PRIVACY ISSUES 9

I.T. organization of large corporation, selection and recruitment, Training, Retention, Performance Measurement.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Rich Schiesser, IT System Management, 2nd edition, Pearson Education Inc, 2010. (Unit I, II, III, IV, V)
- 2 Laudon and Dass, Management Information System, 11th Edition, Pearson Education Inc, 2010. (Unit I, II, IV, V)

REFERENCES

- 1 James, A. O'brien, Management Information System, 10th edition, McGraw Hill Education (India) Private Limited, 2013. (Unit I, II, V)
- 2 Gordon B. Davis, Margrethe H. Olson, Management Information System, 2nd edition, McGraw-Hill Inc, 1985. (Unit I, II, III)
- 3 Applegate, Lynda M, Corporate Information Strategy and Management: Text and Cases, 6th edition, McGraw-Hill, 2003. (Unit I, II)

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Analyse technical requirements to determine resource requirements and the impact solution will have on an organization
- CO2** Design, Plan, Budge and propose an IT project for an identified need within a specific scope
- CO3** Analyse and select application and operating system settings to create an optimal user environment
- CO4** Analyse the current processes in an existing computer program and revise the program so that it performs as required
- CO5** Apply knowledge of business concepts and functions in an integrated manner

16BA739	ELECTRONIC BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION TO E-BUSINESS				9
e-business, e-business vs e-commerce, Economic forces, advantages, myths, e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.					
UNIT-II	TECHNOLOGY INFRASTRUCTURE				9
Internet and World Wide Web, internet protocols, FTP, intranet and extranet, information publishing technology, basics of web server hardware and software.					
UNIT-III	BUSINESS APPLICATIONS				9
Consumer oriented e-business, e-tailing and models, Marketing on web, advertising, e-mail marketing, affiliated programs, e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals, social media marketing.					
UNIT-IV	E-BUSINESS PAYMENTS AND SECURITY				9
E-payments, Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems, internet security, cryptography, security protocols, network security.					
UNIT-V	LEGAL AND PRIVACY ISSUES				9
Legal, Ethics and privacy issues, Protection needs and methodology, consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.					
		L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 Jonathan Reynolds, e-business – A Management Perspective, 1st edition, Oxford University Press, 2009.
- 2 Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e-business, 1st edition, Oxford University Press, 2012.

REFERENCES

- 1 Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 1st edition, Tata McGraw-Hill Education Pvt. Ltd, 2008.
- 2 Hentry Chan & el, E-Commerce –fundamentals and Applications, Wiley India Pvt Ltd, 2007.
- 3 Robert C Elsenpeter, E Business A Beginners Guide, 1st edition, Tata McGraw Hill - New Delhi, 2000.
- 4 KamleshK.Bajaj and Debjani Nag, Ecommerce - the cutting edge of Business, 7th edition, Tata McGraw-Hill Publications, 2009.
- 5 Elias M and Award, Electronic Commerce – From Vision to Fulfillment, 3rd edition, Prentice Hall of India, New Delhi, 2009.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand e-Commerce and e-Business and their types
- CO2** Develop their Intellectual Skills
- CO3** Familiarize students with the e-business concepts.
- CO4** Motivate students to think critically and analytically to new successful business ideas.
- CO5** Analyze and present and case study of successful e-Business stories.

16BA740	MANAGEMENT OF SOFTWARE PROJECTS AND ENTERPRISES	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
	Software Projects, Projects Planning and implementation, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.				
UNIT-II	SOFTWARE METRICS				9
	Goal, Question, Metric (GQM) model, Product Quality metrics, In-process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.				
UNIT-III	SOFTWARE PROJECT ESTIMATION				9
	Effort and Cost Estimation, Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II, Risk Management.				
UNIT-IV	SOFTWARE CONFIGURATION MANAGEMENT				9
	Basic Functions, Responsibilities, Standards, Configuration management, Prototyping, Models of Prototyping, Planning for small projects: Introduction, Some problem with student projects, Content of project plan.				
UNIT-V	PROJECT MANAGEMENT SOFTWARE				9
	Introduction to Microsoft project 2010, Prince2 and Primavera and learning to use any one of these products.				

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Bob Hughes and Mike Cotterell, Software Project Management, 5th Edition, Tata McGraw Hill, 2010.
- 2 Roger S. Pressman, Software Engineering - A Practitioners Approach, 5th Edition, Tata McGraw Hill, New Delhi, 2010.

REFERENCES

- 1 Richard H. Thayer, Software Engineering Project Management, 2nd edition, Wiley, 2001.
- 2 Darrel Ince, H. Sharp and M. Woodman, Introduction to Software Project Management and Quality Assurance, 1st edition, Tata McGraw Hill, 1993.)
- 3 Watts. S. Humphrey, Introduction to the Personal Software Process, 1st edition, Pearson Education, 2006.
- 4 Walker Royce, Software Project Management, 2nd edition, Addison Wesley, 2002.
- 5 Boris Beizer, Software System Testing and Quality Assurance, 1st edition, International Thomas Computer Press, 1996.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** The student can able to manage the selection and initiation of individual projects and of portfolios of projects in the enterprise
- CO2** Demonstrate effective project execution and control techniques that result in successful projects
- CO3** Conduct project closure activities and obtain formal project acceptance.
- CO4** Demonstrate a strong working knowledge of ethics and professional responsibility
- CO5** Demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders

16BA741

KNOWLEDGE MANAGEMENT SYSTEM

L T P C

3 0 0 3

UNIT-I INTRODUCTION 9

Understanding Knowledge: Data, Information and Knowledge, Types of Knowledge, Human thinking and Learning, Knowledge Management, System Life Cycle, Conventional vs. KM System Life Cycle, Challenges in Building KM System.

UNIT-II KNOWLEDGE CREATION AND CAPTURE 9

Knowledge Creation, Nanaka's Model, Knowledge Architecture. Capturing Tacit Knowledge: Evaluating the Expert, Developing a Relationship with Experts, Fuzzy Reasoning and Quality of Knowledge Capture, Interview as a Tool Guide to Successful Interview, Rapid Prototyping Interviews, other Knowledge Capture Techniques: on-site Observation, Brainstorming, Protocol Analysis, Census Decision Making, The Repertory Grid, Nominal Group Technique, Delphi Method, Concept Mapping, Black boarding.

UNIT-III KNOWLEDGE CODIFICATION 9

Knowledge Codification: Meaning, Reasoning for Codifying, Codification Tools and Procedures. Knowledge Developer's Skill Set, System Testing and Deployment: Knowledge Testing, Approaches to Logical Testing, Approaches to user Acceptance Testing, Managing the testing phase, KM System Deployment: Issues, User Training, Post Implementation Review.

UNIT-IV KM SYSTEM TOOLS AND PORTALS 9

Learning from Data: Data Visualization, Neural Networks as a Learning Model, Association Rules, Classification Trees, Data Mining: Definition, Data Mining and Business Intelligence, Business Drivers, Technical Drivers, DM Virtuous Cycle, Data Management, Role of DM in Customer Relationship Management. Portals: Definition, the Business Challenge, Knowledge Portal Technologies.

UNIT-V ETHICS IN KNOWLEDGE MANAGEMENT 9

Ethics, Legal and Managerial Issues: Knowledge Owners, Legal Issues, Ethics Factor, Improving the Climate, Managing Knowledge Workers.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Elias M Awad and Hassan M Ghazini, Knowledge Management, 1st edition, Pearson Education, 2004.
- 2 Stuart Barnes, Knowledge Management Systems: Theory And Practice, Thomas Learning, 2002.

REFERENCES

- 1 Jerry Honeycutt, Knowledge Management Strategies, 1st edition, Microsoft Press, 2000.
- 2 Madan Mohan Rao, Knowledge Management Tools and Techniques: Practioners and Experts Evaluate KM Solutions, 1st edition, Bulter worth-Heinemann, New York, 2009.
- 3 S. Barnes, Knowledge Management Systems - Theory and Practice, 4th edition, Thomson Learning, New Delhi, 2009.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Apply complex theories and practice of knowledge and intellectual capital management;
- CO2** Apply theories to a wide range of scenarios;
- CO3** Formulate action plans for knowledge intensive organisations
- CO4** Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organisations and provide alternatives
- CO5** Formulate a framework for thinking about knowledge intensive organisations;

UNIT-I AN OVERVIEW OF STRATEGIC MANAGEMENT 12

Concept, evolution of strategic management as a discipline, characteristics of strategic management, defining strategy The objectives of strategic management, strategic decision - making, School of thought on strategy formation, strategy formulation, stakeholders in business, vision, mission and purpose, goals and objectives of business organization.

UNIT-II ENVIRONMENTAL APPRAISAL 12

Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, porter's five forces model of competition, Mckinsey's 7s framework, GE nine cell model, distinctive competitiveness, selection of matrix.

UNIT-III STRATEGIC IMPLEMENTATION 12

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioral issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies, financial, marketing, operations and personnel plans and policies.

UNIT-IV STRATEGY EVALUATION 12

Importance, symptoms of malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, analyzing variances, role of organizational systems in evaluation.

UNIT-V STRATEGIC ANALYSIS AND CHOICE 12

Process of strategic choice, corporate-level strategic analysis, business - level strategic analyses, subjective factors in strategic choice, contingency strategies, strategic plan. New Business Models - Strategies for Internet Economy, internet strategies for traditional business.

L : 60 T: 0 P:0 Total: 60 PERIODS

TEXT BOOKS

- 1 Thomas L. Wheelen, J. David Hunger, Wheelen Thomas L., Concepts in Strategic Management and Business Policy, 12th edition, Pearson Prentice Hall, 2009.
- 2 AzharKazmi, Strategic Management and Business Policy, 3rd edition, Tata McGraw Hill, 2008.

REFERENCES

- 1 Haber berg, Adrian, and Alison Rieple. Strategic Management: Theory and Application, 1st edition, New Delhi, Oxford University Press, 2007.
- 2 Charless W.L. Hill & Gareth R. Jones, Strategic Management Theory, an Integrated Approach, 10th edition, South-Western College Publishing, 2012.
- 3 John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.
- 4 Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, 2nd edition, Prentice Hall of India, 2005.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Know, understand, and apply the strategic management process to analyze and improve organizational performance.
- CO2** Conduct and draw conclusions from external analyzes of an organization's environment;
- CO3** Conduct and draw conclusions from internal analyzes of an organization's capabilities;
- CO4** Formulate realistic strategies; and
- CO5** Develop implementation plans to execute those strategies.

		L	T	P	C
16BA745	DATA ANALYTICS USING R				
		3	0	0	3
UNIT-I	INTRODUCTION				9
	Introduction to Statistics – Data Basics – Data Collection: Variables, Measurement Error, Validity and Reliability – Analysing Data: Frequency Distribution, Centre of a Distribution, and Dispersion in a Distribution.				
UNIT-II	THE R ENVIRONMENT				10
	The R-Chitecture, Pros & Cons of R, Downloading & Installing R, Version of R, Application of R				
UNIT-III	SAMPLING AND SAMPLING DISTRIBUTION				9
	Sampling Methods and techniques, Sampling Bias, Sampling from Normal Distribution				
UNIT-IV	SPECIAL DISTRIBUTIONS				8
	Normal Distribution, Poisson Distribution and Chi square.				
UNIT-V	HYPOTHESIS TESTING				9
	Introduction to hypothesis testing procedure, Simple and composite hypothesis - Type I and type II errors and the power function, Parametric tests t test, F test, ANOVA.				

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Andy Field, Jeremy Miles and Zoe Field, "Discovering Statistics using R", 1st Edition, Sage Publication Ltd, 2012..

REFERENCES

- 1 Bollen, Johan, Huina Mao, and Xiaojun Zeng. "Twitter mood predicts the stock market." Journal of computational science 2, no. 1 (2011)
- 2 Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, Introduction to Statistical Learning with Applications in R, Springer 2013.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate a good understanding of basic issues in enterprise Systems
- CO2** Demonstrate an ability to work independently and in a group
- CO3** To understand concepts of reengineering and how they relate to ERP Implementation
- CO4** Use one of the popular ERP packages to support business operations and decision making
- CO5** To understand the steps and activities in ERP life cycle

	L	T	P	C
16BA746				
FINANCIAL ANALYTICS				
	3	0	0	3
UNIT-I				9
INTRODUCTION				
Financial Statistics – Sample Mean, Standard Deviation and Variance, Financial Returns, Sample Covariance and Correlation, Capital Asset Pricing Model.				
UNIT-II				10
FINANCIAL SECURITIES ANALYTICS				
Stock Investments – Securities Datasets and Visualization – Adjusting for stock splits –Securities Data Importing – Securities Data Cleansing- Securities Quoting.				
UNIT-III				9
DATASET ANALYTICS AND RISK MANAGEMENT				
Generating Prices from Log Returns – Normal Mixture Models of Price Movements.				
UNIT-IV				8
TIME SERIES ANALYSIS				
Examining Time Series –Stationary Time Series.				
UNIT-V				9
THE SHARPE RATIO				
Sharpe Ratio Formula – Time Periods and Annualizing –Ranking Investment Candidates- Measuring Income Statement Growth - Sharpe Ratios for Income Statement Growth.				
L : 45 T: 0 P:0 Total: 45 PERIODS				

TEXT BOOKS

- 1 Mark J. Bennet and Dirk. L Hugen “Financial Analytics with R: Building a Laptop Laboratory for Data Science”, 1st Edition, Cambridge University Press, 2016.
- 2 Elton, Gruber, Brown and Goetzmann, “Modern Portfolio Theory and Investment Analysis, 9th Edition, Wiley Publications, 2014.

REFERENCES

- 1 Maheswari S. N. &Maheswari S. K. (2017). *Advanced accountancy*. New Delhi: Vikas
- 2 Shukla M. C. &Grewall T. S. (2017). *Advanced accountancy (15 Ed.)*. New Delhi: S. Chand

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Critically evaluate the securities investment based on R Software.
- CO2** Critically analyze and Evaluate securities based on Securities Dataset Analytics.
- CO3** Manage Securities based on data, facts and figures.
- CO4** Measure the riskiness of a stock position by time series analytics.
- CO5** Optimally measure the growth of Income statement by using the sharpe ratio in the investment.

UNIT-I INTRODUCTION 9

Overview of HR Process, Benefits of Analytics in HR improving HR Process, Intersection of people and profits.

UNIT-II EMPLOYEE ENGAGEMENT MEASUREMENT PROCESS 9

Attracting and motivating people, Organization Gap and alignment Analytics, Developing performance metrics.

UNIT-III ORGANIZATION - WIDE ALIGNMENT AUDITS 9

Recruitment Analytics and On Boarding Analytics Staffing- Attrition & Retention Analytics.

UNIT-IV APPROACH TO HR SOLUTIONS 9

Identifying job responsibilities, HR Dashboards, Advanced Data Analytics, Business Insights, High End Consulting.

UNIT-V PROGRAM EVALUATION AND RETURN-ON-INVESTMENT ANALYSIS 9

Clarifying HR issues on organization change. Evaluating critical HR initiatives, Program improvements and shifts.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Jac Fitz-enz; The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association, 2010.
- 2 John W. Boudreau Beyond HR : The New Science of Human Capital, Harvard Business School Press 2007

REFERENCES

- 1 Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
- 2 2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed
- 3 3. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
- 4 4. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press w.e

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** To demonstrate the benefits of analytics in improving HR process
- CO2** To develop audits on recruitment analysis process.
- CO3** Articulate improvements in performance metrics
- CO4** Deliver different approaches to HR solutions.
- CO5** To evaluate critical HR initiatives and improvement techniques in analytics.

16BA748	SOCIAL NETWORK ANALYTICS	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION TO SOCIAL MEDIA AND SOCIAL NETWORKS				9
Introduction – A Historical Preview – The Rise of Social Media as Consumer Applications – Applying Social Media to National Priorities.					
UNIT-II	SOCIAL MEDIA – NEW TECHNOLOGIES OF COLLABORATION				9
Introduction – Social Media Design Framework – Types of Social Media.					
UNIT-III	SOCIAL NETWORK ANALYSIS				9
Introduction – The Network Perspective – Types of Networks – Network Analysis Metrics.					
UNIT-IV	NODEXL TUTORIAL: LEARNING BY DOING				9
Introduction – Getting Started with NodeXL – Layout - Visual Design – Labeling.					
UNIT-IV	SOCIAL MEDIA NETWORK ANALYSIS CASE STUDIES				9
Email – Twitter – You Tube – Facebook					

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Derek Hansen, Ben Shneiderman and Marc A. Smith, “Analyzing Social Media Networks with NodeXL: Insights from a Connected World”, Morgan Kaufmann Publisher, Elsevier Inc, 1st Edition, 2011.

REFERENCES

- 1 Wasserman, S., & Faust, K. (1994). Social network analysis: Methods and applications. 2. Easley, D., & Kleinberg, J. (2010). Networks, crowds, and Markets; reasoning about a highly connected world.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** It explores the use of social network analysis to understand the growing connectivity and complexity on different scales ranging from small groups to the World Wide Web.
- CO2** It examines how we create social, economic and technological networks
- CO3** Apply ethical principles to the use of web and social media data.
- CO4** Use appropriate information visualization technique to gain insights into large datasets.
- CO5** Understand sources and limitations of web-based data.

	L	T	P	C
16BA749	BUSINESS PROCESS ANALYTICS			
	3	0	0	3
UNIT-I	INTRODUCTION			9
Business Process Analysis and Improvement Methods-Business Process Tracing - Key Process Performance Metric; Process Flow Times and Capacity Calculation.				
UNIT-II	TOOLS FOR DESIGN			9
Six-Sigma: DFSS (Design for Six-Sigma) – Robust Design.				
UNIT-III	TOOLS FOR MEASUREMENT			9
Six-Sigma: DMAIC - DEFINE Phase-Six-Sigma: DMAIC - MEASURE Phase.				
UNIT-IV	TOOLS FOR IMPROVEMENT			9
Six-Sigma: ANALYZE Phase-Six-Sigma: DMAIC – IMPROVE Phase.				
UNIT-V	TOOLS FOR CONTROL			9
Six-Sigma: DMAIC – CONTROL Phase.				

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 James R. Evans and William M. Lindsay., “An Introduction to Six Sigma & Process Improvement” (Book and CD), Thomson-Southwestern, 2005. ISBN: 0-324-30075-1 (book and CD package)

REFERENCES

- 1 Michael L. George, David Rowlands, Mark Price, and John Maxey., “The Lean Six-Sigma Pocket Tool Book”, McGraw-Hill (New York). 2005. ISBN: 0-07-144119-0.
- 2 Goldratt, E. and Cox, J., The Goal “A Process of Ongoing Improvement”, 3rd Revised Edition, North River Press Inc., Croton-on-Hudson: NY 2004.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Develop new or improved innovative business processes from gap analysis through business process analysis.
- CO2** Develop business models that support a company's strategic objectives in six sigma
- CO3** Articulate the interdependence and analysis in improving the six sigma phase.
- CO4** Appraise the impact of control process in specific business processes in six sigma model.
- CO5** Evaluate the opportunities for business process in designing the six sigma phase in detail.

16BA750

SUPPLY CHAIN ANALYTICS

L T P C

3 0 0 3

UNIT-I INTRODUCTION 9

Understanding and defining the supply chain analytics (SCA) – Importance of analytics in supply chain - Relating Operations Management with Supply chain concepts with SC Analytics.

UNIT-II SUPPLY CHAIN ANALYTICS 9

Key issues in supply chain analytics - Concept of Descriptive Analytics in a Supply Chain - Decision Domains in supply chain analytics, Application of supply chain analytics in India.

UNIT-III FOUNDATION OF BUSINESS ANALYTICS 9

Introduction to Modelling, Approaches for Optimization and Simulation, Modelling software, Understanding of Data and its role in Analytics - Analytics of a Transportation problem in a Supply Chain - Managerial implication of results of analytics.

UNIT-IV PERSPECTIVE ANALYSIS IN NETWORK PLANNING 9

Network Planning in a Supply Chain - Importance of Network Planning - Design of Logistics Network - Concept of 3PL/4PL in a Supply Chain.

UNIT-V IT ENABLEMENT OF SUPPLY CHAIN 9

Role of ICT in supply chain - Designing supply chain information system - Characteristics of information system - Effective forecasting - Information for coordination of system - Information and SC integration.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Sunil Chopra, and Peter Meindl, “Supply Chain Management”, Pearson, 5th Edition, 2012.
- 2 Jeremy F. Shapiro, “Modelling of Supply Chain”, Cengage Learning, 2nd Edition, 2006

REFERENCES

- 1 D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
- 2 Rahul Saxena and Anand Srinivasan, “Business Analytics - A Practitioner’s Guide”, 1st Edition, Springer-Verlag New York, 2013.
- 3 Meier H, Golembiewski M & Quade N (2008), Design concept for a transparent supply chain, WGP Journal - Production Engineering Research and Development, Vol. 2, (3), pp. 311-315.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Understand the different analytical tools in supply chain management for decision making
- CO2** Apply descriptive analytics in supply chain management
- CO3** Understand different models in supply chain management and use suitable tools for decision making
- CO4** Implement business analytics in supply chain to increase the performance of the company
- CO5** Create an IT enabled supply chain platform in an organization

UNIT-I INTRODUCTION 9

Accounting concepts, techniques and conventions, GAAP, Principles and practices recommended by the Institute of Chartered Accountants of India (ICAI), Journal, Ledger and Trial Balance.

UNIT-II COST ACCOUNTING 9

Cost Concepts and Classifications, Activity Based, Job order, Batch, Service and Product Costing – Concept and uses.

UNIT-III DECISION MAKING TOOLS – I 9

Cost-Volume-Profit (CVP) Analysis, Contribution Margin; Break Even Analysis; Profit Volume (P/V) Analysis. Budgeting, Nature and Objectives, Cash, Flexible and Functional budgets, Limitations.

UNIT-IV FINANCIAL MANAGEMENT 9

Scope, Objectives, Functions, Role of Financial Manager and Interface of Financial Management with Other Functional Areas. Investment Appraisal Criteria – Pay Back Period, Average Rate of Return, Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Risk Analysis in Capital Budgeting.

UNIT-V LONG TERM SOURCES OF FINANCE 9

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Vinod Kumar Garg and N.K.Venkita Krishnan, Enterprise Resource Planning- Concepts and Practice, 1st edition, Prentice Hall of India, 2004.
- 2 Goyal D P, Enterprise Resource Planning – A Managerial Perspective, 1st edition, McGraw Hill Education (India) Private Limited, 2011.

REFERENCES

- 1 Jan Williams, 'Financial and Managerial Accounting – The basis for business Decisions', 15th edition, Tata McGraw Hill Publishers, 2010.
- 2 M. Pandey, 'Financial Management', Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
- 3 Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
- 4 Srivatsava, Mishra, 'Financial Management', Oxford University Press, 2011.
- 5 Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Analyse the financial statement of the company.
- CO2** Apply cost concepts and cost behaviors in the solving of management decision.
- CO3** Analyze the profitability of a product or service.
- CO4** Apply the concepts of financial management to contemporary financial events.
- CO5** Access financial information from a wide variety of sources and use this information to research and assess corporations

UNIT-I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT 9

Evolution of human resource management – The importance of the human factor – Objectives of human resource management – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies

UNIT-II THE CONCEPT OF BEST FIT EMPLOYEE 9

Importance of Human Resource Planning – Forecasting human resource requirement – Matching Supply and demand - Internal and External sources. Recruitment - Selection – Induction - Socialization benefits.

UNIT-III TRAINING AND EXECUTIVE DEVELOPMENT 9

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

UNIT-IV SUSTAINING EMPLOYEE INTEREST 9

Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT-V PERFORMANCE EVALUATION AND CONTROL PROCESS 9

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

L : 45 T: 0 P:0 Total: 45 PERIODS

TEXT BOOKS

- 1 Aswathappa.K, 'Human Resource and Personnel Management – Text and Cases', Tata McGraw Hill, 2010.
- 2 Gary Dessler, 'Human Resource Management, Prentice Hall of India', 2010.

REFERENCES

- 1 VSP Rao, 'Human Resource Management –Text and Cases', Excel Books', 2010
- 2 SubbaoRao.P, 'Personnel and Human Resource Management', Himalaya Publishing House, 2010.
- 3 Scott Snell, 'Human Resource Management', Cengage Learning, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** Demonstrate an understanding of the human resources management process and its importance to organizational effectiveness.
- CO2** Demonstrate an understanding of processes and tools commonly used to attract, develop and retain a high performance workforce.
- CO3** Demonstrate research and analytical skills by using both human and technological resources.
- CO4** Conduct a job analysis and produce a job description from the job analysis.
- CO5** Identify the human resources needs of an organization or department.

16BAOE3	FUNDAMENTALS OF ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3

UNIT-I INTRODUCTION 9

Evaluation of the concept of Entrepreneur – Characteristics - Functions – Types

UNIT-II ENTREPRENEURSHIP ENVIRONMENT 9

Growth of Entrepreneurs in India – Role of entrepreneurship in Economic Development – Knowledge and skills of entrepreneur - Developing Competencies.

UNIT-III ENTREPRENEURSHIP DEVELOPMENT PROGRAMME 9

Need for EDP – Objectives – Different Phases – Evaluation – Women Entrepreneurship – problems in Women Entrepreneur – Development of Women Entrepreneur.

UNIT-IV BUSINESS ENVIRONMENT 9

Small Entrepreneurs in International Business – Export Performance – Trends of Small Entrepreneurs – TQM – Major constraints in TQM

UNIT-V TECHNOPRENEUR 9

Business plan preparation – Criteria for selection of a product – Matching Entrepreneur with the project – Report preparation and evaluation criteria.

L : 45 T: 0 P:60 J: 0 Total: 45 PERIODS

TEXT BOOKS

- 1 SS Kanya, Entrepreneurial Development, S. Chand & Company, First Edition 1999
2. Vasanth Desai, Small Scale Industries and Entrepreneurial Development, Mrs.Meena Pandey, First Edition 2003

REFERENCES

- 1 David H.Holt, Asoke K. Ghosh, Porentice New Venture Creation, Sixth Edition 2002.
- 2 R.K.Singal, Entrepreneurship Development and Management, Published by S.K Kataria, Darya Ganj, New Delhi, 2009.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** The students will able to generate and evaluate ideas for new business ventures
- CO2** The students will able to demonstrate the concepts of technopreneur
- CO3** The students will able to develop such ideas into business concepts
- CO4** The students will have ability to design a value-creating business model
- CO5** Determine the appropriate type of venture for the new business

16BAOE4	ORGANIZATIONAL BEHAVIOUR FOR ENGINEERS	L	T	P	C
		3	0	0	3
UNIT-I	INTRODUCTION				9
	Origin, Nature and Scope of Organisational Behaviour, , Organizational behaviour models.				
UNIT-II	INDIVIDUAL BEHAVIOUR				9
	Personality, Perception, Learning, Values and Attitudes, Motivation, Contemporary theories, Motivation at work,				
UNIT-III	GROUP BEHAVIOUR				9
	Groups in organizations, Group conflicts and group decision making. Team Effectiveness: High performing teams, Team Roles.				
UNIT-IV	LEADERSHIP AND POWER				9
	Leadership: Meaning and Definition – Importance of leadership, Leadership and managerial roles, Leadership styles and effectiveness. Transformational leadership.				
UNIT-V	ORGANISATIONAL STRESS				9
	Meaning of stress – Sources of stress – Individual and Group level stressors – Stress management – Stress and Performance .				
		L : 45	T: 0	P:0	Total: 45 PERIODS

TEXT BOOKS

- 1 UdaiPareek, ‘Understanding Organisational Behaviour’, 3rd Edition, Oxford Higher Education (2011).
- 2 Stephen P. Robins, ‘Organisational Behavior’, 11th Edition PHI Learning / Pearson Education 2008.

REFERENCES

- 1 Subba Rao, P, ‘Management of Organizational Behaviour’, 1st Edition Himalaya Publishing House 2012.
- 2 Aswathappa, ‘Organisational Behaviour’, 8th Edition, Himalaya Publishing House, 2010.
- 3 Khanka.S.S, ‘Organisational Behaviour’, 6th Edition, S. Chand & Co, 2010.
- 4 Dr.Prasad.L.M, ‘Organisational Behaviour’, 4th Edition, Sultan Chand & Sultan Chand & Sons, 2008
- 5 Uma Sekaran, ‘Organisational Behaviour’, Tata McGraw Hill, 2010.

COURSE OUTCOMES

At the end of the course student should be able to:

- CO1** To discuss the development of the field of organizational behaviour and explain the micro and macro approaches
- CO2** To analyze and compare different models used to explain individual behaviour related to motivation and rewards
- CO3** To identify the processes used in developing communication and resolving conflicts
- CO4** To explain group dynamics and demonstrate skills required for working in groups (team building)
- CO5** To identify the various leadership styles and the role of leaders in a decision making process.

1. The scope of the project work is to enable the students Individual members on a project involving theoretical and experimental studies.
2. Students should take covering letter/s from the college, addressed to the organization/professional institutions.
3. The students can approach any Business organizations / Corporate of Public and Private sectors, Government Departments, Research organizations based on their Specialization.
4. The continuous assessment shall be made according to the regulation which is tabulated below.
5. Analyze data, evaluate the results and conclude the appropriate solution, suggestion for feature work.
6. The progress of the project is evaluated based on a minimum of two reviews.
7. During each review, you are accepted to make a presentation on the progress of your work and meet your guide and submit hard copy of the same for correction.
8. Internship report has to be submitted to the department after approval by the concerned Supervisor/Mentor and the Head of the department for the Power point (PPT) presentation for evaluation.
9. Each student shall finally produce a comprehensive report covering background information, literature survey, problem statement, project work details, result and conclusion.

L : 0 T: 0 P: 12 Total: 180 PERIODS

1. The scope of the project work is to enable the students Individual members on a project involving theoretical and experimental studies.
2. Students should take covering letter/s from the college, addressed to the organization/professional institutions.
3. The students can approach any Business organizations / Corporate of Public and Private sectors, Government Departments, Research organizations based on their Specialization.
4. The students in consultation with Supervisor / Mentor and head of the department should choose of Business Management as per the Syllabus prescribed by the Department.
5. The continuous assessment shall be made according to the regulation which is tabulated below.
6. The student will be able to collect original data following ethical protocols. The means of assessment and evaluation are described in the rubric.
7. The student will be able to interpret the data collected, draw conclusions solidly rooted in the data, and convey those interpretations and implications in a formal written report
8. The student will be able to develop a formal Presentation of the research project and engage/answer questions in a collegial discussion with peers and faculty. .
9. The progress of the project is evaluated based on a minimum of two reviews.
10. During each review, you are accepted to make a presentation on the progress of your work and meet your guide and submit hard copy of the same for correction.
11. The student will be able to compose a formal report of their research to include the Introduction section, purpose of the study, literature review, the methodology, findings and interpretations, conclusions, and implications

L : 0 T: 0 P: 60 Total: 180 PERIODS