



**SRI KRISHNA COLLEGE OF TECHNOLOGY**  
An Autonomous Institution, Affiliated To Anna University  
Coimbatore – 641042



**CURRICULUM AND SYLLABI**  
**2018**  
**MASTER OF BUSINESS ADMINISTRATION**

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*M. Lakshmi*



**CURRICULUM STRUCTURE 2018 – 2019**

Course Type	Trimester I		Trimester II		Trimester III		Trimester IV		Trimester V		Trimester VI		Total	
	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit
CC	6	17	7	20	5	12	2	5	1	3	-	-	21	57
EC	-	-	-	-	2	6	6	18	6	18	-	-	14	42
MC	-	-	1	-	2	-	-	-	-	-	-	-	3	-
IT	-	-	-	-	-	-	1	2	-	-	-	-	1	2
PW	-	-	-	-	-	-	-	-	-	-	1	5	1	5
<b>Total</b>	<b>6</b>	<b>17</b>	<b>8</b>	<b>20</b>	<b>9</b>	<b>18</b>	<b>9</b>	<b>25</b>	<b>7</b>	<b>21</b>	<b>1</b>	<b>5</b>	<b>40</b>	<b>106</b>
<b>Marks</b>	<b>600</b>		<b>700</b>		<b>700</b>		<b>900</b>		<b>700</b>		<b>100</b>		<b>3700</b>	

**NOTE:**

CC: Core Course; EC: Elective Course; MC: Mandatory Course; IT: Internship Training; PW: Project Work

Courses	Courses	Credits
CC: Core Course	21	57
EC: Elective Course	14	42
MC: Mandatory Course	3	-
IT: Internship Training	1	2
PW: Project Work	1	5
<b>TOTAL</b>	<b>40</b>	<b>106</b>

**TRIMESTER I**

S. No.	Course Code	Courses	L/T/P	Contact Hours/Week	C	Int./Ext.	Type
1/	18PNC101	Management Principles and Organisational Behavior	3/0/0	3	3	40/60	CC
2/	18PNC102	Managerial Economics	3/0/0	3	3	40/60	CC
3/	18PNC103	Accounting for Managers	2/2/0	4	3	40/60	CC
4/	18PNC104	Indian Ethos and Business Ethics	3/0/0	3	3	40/60	CC
5/	18PNC105	Business Mathematics and Statistics	2/2/0	4	3	40/60	CC
6	18PNC106	Business Communication	0/0/4	4	2	100/0	CC
7	18PNM101	*Language	0/0/2	2	-	-	MC
<b>TOTAL</b>			<b>13/4/6</b>	<b>23</b>	<b>17</b>	<b>600</b>	

\* Assessment for the Run through course – Hindi/Foreign Language will be done at the end of the course in the second trimester

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### TRIMESTER II

S. No.	Course Code	Courses	L/T/P	Contact Hours/ Week	C	Int./Ext.	Type
1	18PNC207	Marketing Management	3/0/0	3	3	40/60	CC
2	18PNC208	Human Resource Management	3/0/0	3	3	40/60	CC
3	18PNC209	Financial Management	2/2/0	4	3	40/60	CC
4	18PNC210	Operations Research	2/2/0	4	3	40/60	CC
5	18PNC211	Legal Aspects of Business	3/0/0	3	3	40/60	CC
6	18PNC212	Information Technology for Management	3/0/0	3	3	40/60	CC
7	18PNC213	Managerial Skills for Effectiveness	0/0/4	4	2	100/0	CC
8	18PNM101	*Language	0/0/2	2	-	-	MC
<b>TOTAL</b>			<b>16/4/6</b>	<b>26</b>	<b>20</b>	<b>700</b>	

### TRIMESTER III

S. No.	Course Code	Courses	L/T/P	Contact Hours/ Week	C	Int./Ext.	Type
1	18PNC314	Business Research Methods	3/0/0	3	3	40/60	CC
2	18PNC315	Entrepreneurship Development	3/0/0	3	3	40/60	CC
3	18PNC316	Production and Operations Management	2/2/0	4	3	40/60	CC
4	18PNC317	Business Research Lab	0/0/4	4	2	100/0	CC
5	18PNC318	Rural Immersion Programme	5 days	-	1	100/0	CC
6		Elective 1	3/0/0	3	3	40/60	EC
7		Elective 2	3/0/0	3	3	40/60	EC
8	18PNM302	Aptitude Training	3/0/0	3	-	-	MC
9	18PNM303	Outbound Training Programme	-	-	-	-	MC
<b>TOTAL</b>			<b>17/2/4</b>	<b>23</b>	<b>18</b>	<b>700</b>	

### TRIMESTER IV

S. No.	Course Code	Courses	L/T/P	Contact Hours/ Week	C	Int./Ext.	Type
1	18PNC419	Strategic Management	3/0/0	3	3	40/60	CC
2	18PNC420	EXCEL for Business Applications	0/0/4	4	2	100/0	CC
3		ELECTIVE-3	3/0/0	3	3	40/60	EC
4		ELECTIVE-4	3/0/0	3	3	40/60	EC
5		ELECTIVE-5	3/0/0	3	3	40/60	EC
6		ELECTIVE-6	3/0/0	3	3	40/60	EC
7		ELECTIVE-7	3/0/0	3	3	40/60	EC
8		ELECTIVE-8	3/0/0	3	3	40/60	EC
9	18PNI401	Internship Training	-	*	2	100/0	IT
<b>TOTAL</b>			<b>21/0/4</b>	<b>25</b>	<b>25</b>	<b>900</b>	

\*Internship Training is undertaken after the end of the third trimester and before the beginning of the fourth trimester for a period of 4 weeks.

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### TRIMESTER V

S. No.	Course Code	Courses	L/T/P	Contact Hours/ Week	C	Int./Ext.	Type
1	18PNC521	Business Analytics	2/0/2	4	3	100/0	CC
2		ELECTIVE-9	3/0/0	3	3	40/60	EC
3		ELECTIVE-10	3/0/0	3	3	40/60	EC
4		ELECTIVE-11	3/0/0	3	3	40/60	EC
5		ELECTIVE-12	3/0/0	3	3	40/60	EC
6		ELECTIVE-13	3/0/0	3	3	40/60	EC
7		ELECTIVE-14	3/0/0	3	3	40/60	EC
<b>TOTAL</b>			<b>20/0/2</b>	<b>22</b>	<b>21</b>	<b>700</b>	

\*The following Elective courses will have 2 hours of theory and 2 hours of practical sessions per week and the assessment will be only through internal mode.

S. No.	Course Code	Courses	L/T/P	Contact Hours/ Week	C	Int./Ext.	Type
1	18PNE008	Econometrics and Financial Modelling	2/0/2	4	3	100/0	EC
2	18PNE023	Marketing Analytics	2/0/2	4	3	100/0	EC
3	18PNE034	Human Resource Analytics	2/0/2	4	3	100/0	EC
4	18PNE055	Supply Chain Analytics	2/0/2	4	3	100/0	EC
5	18PNE066	Time Series Analysis	2/0/2	4	3	100/0	EC
6	18PNE067	Data Science using R	2/0/2	4	3	100/0	EC
7	18PNE070	Data Visualization and Tableau	2/0/2	4	3	100/0	EC

### TRIMESTER VI

S. No.	Course Code	Courses	L/T/P	Contact Hours/ Week	C	Int./Ext.	Type
1	18PNP001	Project Work and Viva Voce	0/0/30	30	5	40/60	PW
<b>TOTAL</b>			<b>0/0/30</b>	<b>30</b>	<b>5</b>	<b>100</b>	
<b>GRAND TOTAL</b>					<b>106</b>	<b>3700</b>	

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## LIST OF ELECTIVES

S. No.	Course Code	Courses	L/T/P	Contact Hours / Week	C	Int./Ext.	Type
<b>FINANCE ELECTIVES</b>							
1	18PNE001	Corporate Finance	3/0/0	3	3	40/60	EC
2	18PNE002	Banking and Insurance	3/0/0	3	3	40/60	EC
3	18PNE003	Financial Services	3/0/0	3	3	40/60	EC
4	18PNE004	Security Analysis and Portfolio Management	3/0/0	3	3	40/60	EC
5	18PNE005	Financial Derivatives	3/0/0	3	3	40/60	EC
6	18PNE006	Personal Finance	3/0/0	3	3	40/60	EC
7	18PNE007	International Financial Management	3/0/0	3	3	40/60	EC
8	18PNE008	Econometrics and Financial Modelling	2/0/2	4	3	100/0	EC
9	18PNE009	Corporate Valuation	3/0/0	3	3	40/60	EC
10	18PNE010	Financial Statement Analysis and Reporting	3/0/0	3	3	40/60	EC
11	18PNE011	Foreign Exchange Management	3/0/0	3	3	40/60	EC
12	18PNE012	Project Finance	3/0/0	3	3	40/60	EC
13	18PNE013	Strategic Financial Management	3/0/0	3	3	40/60	EC
14	18PNE014	Taxation	3/0/0	3	3	40/60	EC
<b>MARKETING MANAGEMENT ELECTIVES</b>							
15	18PNE015	Digital and Social Media Marketing	3/0/0	3	3	40/60	EC
16	18PNE016	Integrated Marketing Communication	3/0/0	3	3	40/60	EC
17	18PNE017	Consumer Behavior	3/0/0	3	3	40/60	EC
18	18PNE018	Services Marketing	3/0/0	3	3	40/60	EC
19	18PNE019	Rural Marketing	3/0/0	3	3	40/60	EC
20	18PNE020	Retail Management	3/0/0	3	3	40/60	EC
21	18PNE021	Brand Management	3/0/0	3	3	40/60	EC
22	18PNE022	Sales and Distribution Management	3/0/0	3	3	40/60	EC
23	18PNE023	Marketing Analytics	2/0/2	4	3	100/0	EC
24	18PNE024	Business to Business Marketing	3/0/0	3	3	40/60	EC
25	18PNE025	Green Marketing	3/0/0	3	3	40/60	EC
26	18PNE026	Healthcare Marketing	3/0/0	3	3	40/60	EC
27	18PNE027	Marketing Research	3/0/0	3	3	40/60	EC
28	18PNE028	International Marketing	3/0/0	3	3	40/60	EC
<b>HUMAN RESOURCE MANAGEMENT ELECTIVES</b>							
29	18PNE029	Industrial Relations and Labor Legislations	3/0/0	3	3	40/60	EC
30	18PNE030	Strategic Human Resource Management	3/0/0	3	3	40/60	EC
31	18PNE031	Organizational change and Development	3/0/0	3	3	40/60	EC
32	18PNE032	Learning and Development	3/0/0	3	3	40/60	EC
33	18PNE033	Performance Management and Compensation Practices	3/0/0	3	3	40/60	EC

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S. No.	Course Code	Courses	L/T/P	Contact Hours / Week	C	Int./Ext.	Type
34	18PNE034	Human Resource Analytics	2/0/2	4	3	100/0	EC
35	18PNE035	Talent Management	3/0/0	3	3	40/60	EC
36	18PNE036	Diversity and Inclusion	3/0/0	3	3	40/60	EC
37	18PNE037	Agile Organisation	3/0/0	3	3	40/60	EC
38	18PNE038	Competency Mapping	3/0/0	3	3	40/60	EC
39	18PNE039	Work place Counselling	3/0/0	3	3	40/60	EC
40	18PNE040	Creating High Performance Organisation	3/0/0	3	3	40/60	EC
41	18PNE041	International Human Resource Management	3/0/0	3	3	40/60	EC
42	18PNE042	Leadership and Team Building	3/0/0	3	3	40/60	EC
<b>OPERATIONS MANAGEMENT ELECTIVES</b>							
43	18PNE043	Logistics and Supply Chain Management	3/0/0	3	3	40/60	EC
44	18PNE044	Project Management	3/0/0	3	3	40/60	EC
45	18PNE045	Technology Management and IPR	3/0/0	3	3	40/60	EC
46	18PNE046	Total Quality Management	3/0/0	3	3	40/60	EC
47	18PNE047	Lean Manufacturing	3/0/0	3	3	40/60	EC
48	18PNE048	Product Design and Development	3/0/0	3	3	40/60	EC
49	18PNE049	Manufacturing Systems	3/0/0	3	3	40/60	EC
50	18PNE050	Business Process Reengineering	3/0/0	3	3	40/60	EC
51	18PNE051	Advanced Inventory Management	3/0/0	3	3	40/60	EC
52	18PNE052	Lean Six Sigma	3/0/0	3	3	40/60	EC
53	18PNE053	Process Management	3/0/0	3	3	40/60	EC
54	18PNE054	Service Operations Management	3/0/0	3	3	40/60	EC
55	18PNE055	Supply Chain Analytics	2/0/2	4	3	100/0	EC
56	18PNE056	Value Analysis and Value Engineering	3/0/0	3	3	40/60	EC
<b>SYSTEMS ELECTIVES</b>							
57	18PNE057	Enterprise Resource Planning	3/0/0	3	3	40/60	EC
58	18PNE058	Customer Relationship Management	3/0/0	3	3	40/60	EC
59	18PNE059	Data Warehousing and Mining	3/0/0	3	3	40/60	EC
60	18PNE060	Decision Support Systems	3/0/0	3	3	40/60	EC
61	18PNE061	System Analysis and Design	3/0/0	3	3	40/60	EC
62	18PNE062	Cloud Computing and Information Security Management	3/0/0	3	3	40/60	EC
63	18PNE063	Software Project Management	3/0/0	3	3	40/60	EC
64	18PNE064	E-Business	3/0/0	3	3	40/60	EC
65	18PNE065	Information Security and Risk Management	3/0/0	3	3	40/60	EC
66	18PNE066	Time Series Analysis	2/0/2	4	3	100/0	EC
67	18PNE067	Data Science using R	2/0/2	4	3	100/0	EC
68	18PNE068	Database Management System	3/0/0	3	3	40/60	EC
69	18PNE069	Software Development	3/0/0	3	3	40/60	EC
70	18PNE070	Data Visualization and Tableau	2/0/2	4	3	100/0	EC

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S. No.	Course Code	Courses	L/T/P	Contact Hours / Week	C	Int./Ext.	Type
<b>ENTREPRENEURSHIP ELECTIVES</b>							
71	18PNE071	Innovation, Incubation, Clusters And Technology Entrepreneurship	3/0/0	3	3	40/60	EC
72	18PNE072	Emerging Business Models	3/0/0	3	3	40/60	EC
73	18PNE073	Global Entrepreneurship	3/0/0	3	3	40/60	EC
74	18PNE074	Microfinance	3/0/0	3	3	40/60	EC
75	18PNE075	Startups And Venture Funding	3/0/0	3	3	40/60	EC
76	18PNE076	Export Management and Documentation	3/0/0	3	3	40/60	EC
77	18PNE077	Business Plan Development	3/0/0	3	3	40/60	EC
78	18PNE078	Agribusiness Management	3/0/0	3	3	40/60	EC
79	18PNE079	Business Growth and Expansion Strategies	3/0/0	3	3	40/60	EC
80	18PNE080	Family Business Management	3/0/0	3	3	40/60	EC
81	18PNE081	Event Management	3/0/0	3	3	40/60	EC
82	18PNE082	Crowdfunding	3/0/0	3	3	40/60	EC
83	18PNE083	Social Entrepreneurship	3/0/0	3	3	40/60	EC
84	18PNE084	Indian Business Models	3/0/0	3	3	40/60	EC

#### LIST OF MANDATORY COURSES

S.No	Course code	Courses
1	18PNM101	Language <ul style="list-style-type: none"> <li>• Hindi</li> <li>• Foreign Language</li> </ul>
2	18PNM302	Aptitude training
3	18PNM303	Out Bound Training

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## TRIMESTER I

18PNC101 MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOR 3/0/0/3



**PREREQUISITES:** Exposure to basic Management and behavioral science terms and concepts

### COURSE OBJECTIVES

1. The objective of the course is to provide basic knowledge about management to familiarize the students with the management principles & organizational behavior
2. The course is designed to enable the students to adapt & apply theoretical concepts in business
3. To know about the role of manager in the area of management.
4. To create and implement team building strategies for organisation building.

### COURSE OUTCOMES

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

1. Identify and Understand different management principles techniques in business environment.
2. Apply management fundamentals to solve organisation problems
3. Understand and analyse the changes within an individual will change the group as well as the organisation
4. Understand and evaluate the models discussed and create new models for more behavioral learning.

### UNIT 1 INTRODUCTION TO MANAGEMENT PRINCIPLES 4

Concept- Nature- Importance-The Evolution of Management-Thought Managerial roles and styles- Principles of Management - Levels of Management- Characteristics of Managers -Decision making approach-MBO-Management and Society

### UNIT 2 FUNCTIONS OF MANAGEMENT 6

The Nature and Purpose of Planning- Objectives - Strategies, Policies and Planning Premises -The Nature of Organizing- Organizational Structure: Departmentation -Line/Staff Authority and Decentralization – Co-ordination functions in Organization - Communication- The System and Process of Controlling - Control Techniques

### UNIT 3 INDIVIDUAL BEHAVIOR 8

Definition, need and importance -Nature and scope-Importance of Learning- Introduction and theories Motivation: Content and process theories-Leadership: Styles and Theories - Perception-Personality - Attitudes

### UNIT 4 GROUP BEHAVIOR 6

Definition, need and importance -Nature and scope-Importance of Groups and Teams- Role relationships and conflict-Group dynamics- Work values.

### UNIT 5 ORGANISATION DEVELOPMENT 6

Organizational culture: Elements - Organizational climate– Factors affecting organizational climate- Organizational Commitment, Organizational change- Importance- Stability Vs Change- Proactive Vs Reaction change- Change process– Resistance to change- Managing change

**TOTAL: 30**

### TEXT BOOKS:

1. Koontz, Weihrich. 'Essentials of Management: An International Perspective', Tata McGraw Hill, 2010.
2. Chandrani Singh, Aditi Khatri, 'Principles and Practice of Management and Organizational Behaviour', Sage Publications, 2016
3. Robbins, Judge, Sanghi, 'Organisational Behaviour' Pearson, 2009
4. Luthuns, 'Organisational Behaviour' Tata McGraw Hill, 2009

### REFERENCE BOOKS:

1. Mahajan, J.P., 'Management Theory and Practices', Ane Books Pvt Ltd., 2011
2. Moshal B.S., 'Organizational Theory and Behaviour', Ane Books Pvt. Ltd., 2012

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**PREREQUISITES:** Basic Management and Economics Concepts



**COURSE OBJECTIVES**

1. To give an exposure to micro economics at enterprise level
2. To sensitize them for various market forces around us
3. To learn the mechanism of supply and demand and equilibrium
4. To understand the pricing methods
5. To learn the business practices and influence of macroeconomic indicators

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Understand the role of managerial economics in the business decision-making process for profit maximization
2. Analyze the demand and supply conditions and assess the position of a company
3. Analyse the nature of production and its relationship to costs
4. Evaluate appropriate pricing strategies

**UNIT 1 INTRODUCTION**

6

Meaning, Scope of Managerial Economics, Role and Responsibility of Managerial Economics Managerial Economics with other discipline, Distinction between Micro and Macroeconomics V Business Cycle Theories.

**UNIT 2 DEMAND AND SUPPLY**

6

Demand: Law of demand, Determinants, Elasticity of Demand and their types- Demand Forecasting techniques & Shift in Demand - Supply, Law of Supply & Elasticity of Supply Factors affecting supply & shift in supply

**UNIT 3 PRODUCTION AND COST ANALYSIS**

6

Production Function and Process, Law of production & Factors of production - Economies and Diseconomies of Scale, Cost Concepts & Various Types of Cost, Short Run & Long Run Cost Curve, Marginal Cost and Break Even Analysis

**UNIT 4 MARKET STRUCTURE AND PRICING**

6

Perfect competition, Monopoly & Monopolistic competition, Duopoly & Oligopoly - Pricing: Types of Pricing & Pricing Strategies

**UNIT 5 NATIONAL INCOME AND ITS RELATED CONCEPTS**

6

National income: Measurement of National Income - Economic Indicators like GNP, GDP, WPI and CPI- Inflation, Types, Deflation & Business Cycle, Fiscal Policy, Monetary Policy

**TOTAL: 30**

**TEXT BOOKS:**

1. G. Geetika, Piyali Ghosh, Purba Choudhury, Managerial Economics, Tata McGraw Hill, 2009
2. Maheswari Yogesh, Managerial Economics Prentice Hall of India, 2014
3. Michael Baye, Jeffrey Prince, Managerial Economics & Business strategy, McGraw Hill, 2014

**REFERENCE BOOKS:**

1. K.K. Dewett Modern Economic Theory, S. Chand, 2012
2. Gupta G.S., Managerial Economics, Tata McGraw-Hill, New Delhi, 2011
3. Moyer & Harris, Managerial Economics, Cengage Learning, New Delhi, 2010

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**PRE-REQUISITES:** Basic knowledge on Accounts

**COURSE OBJECTIVES**

1. To impart knowledge on preparation and interpretation of Financial Statements
2. To facilitate the students to analyze the financial statements using ratio analysis
3. To gain the knowledge on Cash flow analysis and budgeting
4. To understand the Cost volume profit analysis for decision making



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Apply the accounting concepts and prepare accounting reports
2. Analyse and interpret the financial statements of the company
3. Make use of cost volume profit analysis for business decisions
4. Prepare Budget according to the business requirements

**UNIT 1 BASICS OF ACCOUNTING**

8

Accounting Principles – Journal, Ledger and Trial Balance –Final Accounts (Problems) – Introduction to Tally package – Reports generated by Tally.

**UNIT 2 RATIO ANALYSIS**

8

Ratios - Liquidity Ratios – Leverage ratios – Profitability and Turnover Ratios – Analysis of Balance Sheet – Trend Analysis – DuPont Analysis

**UNIT 3 COST - VOLUME - PROFIT ANALYSIS**

8

Cost and Management Accounting – Elements of Cost – Preparation of Cost Sheet – Marginal Costing – Cost Volume Profit Analysis

**UNIT 4 CASH FLOW ANALYSIS**

8

Statement of Cash flows as per AS 3 – Principles Sources and Application of Cash – Calculation of Cash from Operations – Managerial Uses of Cash flow Analysis

**UNIT 5 BUDGETING AND BUDGETARY CONTROL**

8

Budget and Budgetary Control – Classification of Budgets: Sales Budget (Problems) – Cash Budget (Problems) – Flexible Budget (Problems)– Zero Based Budgeting

**TOTAL: 40**

**TEXT BOOKS**

1. Jain S.P and Narang K.L , 'Financial Accounting', Kalyani Publishers, New Delhi, 2016
2. Khan and Jain, 'Cost Accounting', Tata McGraw Hill Education, 2017
3. Maheswari S. N, 'Principles of Management Accounting', Sultan Chand and Sons Limited, 2014

**REFERENCE BOOKS**

1. Khan, Jain, 'Management accounting: Text, Problems and Cases', Tata McGraw Hill, 2010
2. Horngren Charles T, 'Introduction to Financial Accounting', Pearson Education Pvt.Ltd, 2013
3. Shashi K Gupta, R.K. Sharma, 'Management Accounting -Principles and Practice', Kalyani Publishers, 2014

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**PRE-REQUISITES:** Basic knowledge of Ethos and Ethics

**COURSE OBJECTIVES**

1. To make the students to know Indian Ethos.
2. To make the students to understand the importance of Values and Karma.
3. To make the students to know Ethics
4. To make students to understand the various dimensions in Ethics



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of Ethos.
2. Analyse the importance of Values and Karma.
3. Understand the concept of Ethics.
4. Acquire insights on the dimensions of Ethics.

**UNIT 1 Indian Ethos – An Overview**

5

History & Relevance- Role of Indian Ethos in Managerial Practices-Management Lessons from Vedas, Mahabharata, Bible, Quran -Kautilya's Arthashastra.

**UNIT 2 Values**

5

Ethics v/s Ethos , Work Ethos and Values for Indian Managers- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular vs. Spiritual Values - Value System in Work Culture

**UNIT 3 Karma**

7

Indian Systems of Learning-Gurukul System of Learning, importance of Karma to Managers-Nishkama Karma - Laws of Karma - Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection.

**UNIT 4 Theories of Ethics**

7

Understanding the need for ethics - Ethical Principles in Business - Theories of Ethics- Absolutism verses Relativism - Teleological approach - the Deontological approach, Kohlberg's six stages of moral development (CMD)

**UNIT 5 Ethics in Business**

6

Ethical Culture in Organization - Developing codes of Ethics and conduct - Role of scriptures in understanding ethics - Indian wisdom & Indian approaches towards business ethics

**TOTAL: 30**

**TEXT BOOKS:**

**TEXT BOOKS:**

1. Tushar Agarwal and Nidhi Chandorkar, 'Indian Ethos in Management', Himalaya Publishing House, 2017
2. Nandagopal.R and Ajith Sankar.N, 'Indian Ethos and Values in Management', Tata McGraw Hill, 2011
3. Nagarajan K, 'Indian Ethos and Values for Leadership excellence', New Age International, 2013

**REFERENCE BOOKS:**

1. N.M.Khandelwal, 'Indian Ethos and Values for Managers', Himalaya Publishing House, 2015
2. Rinku Sanjeev, Parul Khanna, 'Ethics and Values in Business Management', Ane Books India, 2013
3. Chakraborty, S.K., 'Ethics in Management – Vedantic Approach', Oxford India, 1995

*Prakash M*



**PREREQUISITES:** Basic Computing Skills

**COURSE OBJECTIVES**

1. To enable the students get acquainted with the fundamentals of Business Mathematics and Statistics
2. To enable the students acquire the required skills for the application of mathematical and statistical skills in analyzing business problems
3. To enable the students analyze and categorize data meaningfully for deriving inputs needed for business
4. To provide the students with the knowledge and skill required to carry out statistical analysis of business problems by applying appropriate statistical tools

**COURSE OUTCOMES**

1. Understand the basic mathematical concepts that find applications in business
2. Apply mathematical and statistical tools in decision making situations
3. Analyse the information obtained and present the information in a manner appropriate to business environment
4. Evaluate the usefulness of different mathematical and statistical tools and make use of the right tools for the given situations

**UNIT 1 SET THEORY AND MATRICES**

8

Set Theory – Practical Applications – Matrix – Basic concepts and applications - Solution of Simultaneous linear equations using Matrix

**UNIT 2 DATA HANDLING AND DESCRIPTIVE STATISTICS**

8

Data handling– tables, graphs and frequency distribution – Measures of Central Tendency – Arithmetic Mean, Median, Mode, Measures of Dispersion, Range, Quartile, Standard Deviation, Coefficient of Variation

**UNIT 3 PROBABILITY DISTRIBUTION**

8

Basic concepts of Probability – Addition and Multiplication Theorems -Business Applications – Standard Distribution – Binomial Distribution – Poisson Distribution – Normal Distribution – Standard Normal Distribution

**UNIT 4 HYPOTHESIS TESTING**

12

Hypothesis – types – one tailed and two tailed tests – population proportion – large sample and small samples – Z test – t test – F test – Analysis of Variance – One way and Two way – Chi square Test of Goodness of fit – Chi Square test of Independence of attributes

**UNIT 5 CORRELATION AND REGRESSION**

4

Correlation – Karl Pearson coefficient – rank correlation – Regression – Simple and Multiple regression – Method of Least Squares- Emerging Trends.

**TOTAL: 40**

**TEXT BOOKS:**

1. Cheryl Cleaves and Margie Hobbs, Business Mathematics, Prentice Hall, 2008
2. Arora and Kavita Gupta, Business Mathematics, Taxmann, 2015
3. Aggarwal B.M. 'Business Mathematics and Statistics', Ane Books Pvt Ltd., 2010

**REFERENCE BOOKS:**

1. Subramani K and Santha A, 'Statistics for Management', Scitech Publications, 2014
2. Das N.G and Das J. K, 'Business Mathematics and Statistics TMH, 2012
3. Qazi Zameeruddin, 'Business Mathematics', Vikas Publishing House, 2013
4. Ravitha Bharadwaj, 'Mathematics for Managers' University Science Press 2010
5. Gupta S.C., and Kapoor V.K, 'Fundamentals of Mathematical Statistics', Sultan Chand and Sons, 2014

*Book 1-11*

**PREREQUISITES:** Basic knowledge towards English language

### **COURSE OBJECTIVES**

1. To emphasize and develop language skills to satisfy the needs of work environment
2. To develop the prominence of listening and reading practices using authentic business vocabulary
3. To create a style of communication appropriate to typical reporting situations in business
4. To familiarize students with business communication procedures



### **COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. To develop the word power and improve the overall etiquettes of the students
2. To strengthen the internal business communication skills
3. To instil better external communication skills for their excellence in the corporate scenario
4. To equip them with employment communication strategies and hone their business English

### **UNIT 1 ETIQUETTES AND WORD POWER 8**

Vocabulary practice- Telephonic Conversation and Etiquette-Email etiquettes - Requests and obligation- Word Techniques-Formation

### **UNIT 2 INTERNAL BUSINESS COMMUNICATION 8**

Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings, Writing Memos, Circulars and Notices: Introduction, Circulars and Notices, Communication with shareholders

### **UNIT 3 EXTERNAL BUSINESS COMMUNICATION 8**

Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters, Communication with Media through News Releases, Communication about the Organization through Advertising

### **UNIT 4 EMPLOYMENT COMMUNICATION 8**

Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment; Group Discussions and Interviews: Introduction, Attending Job Interviews.

### **UNIT 5 BUSINESS ENGLISH 8**

Report Phrases - Giving Directions –Asking for Information and Making Suggestions - Preparation of Agenda for meetings-Minutes of Meeting-Web and Mobile application platform-based communication techniques

**TOTAL:40**

### **TEXT BOOKS:**

1. Wood, Ian, Anne Williams, Anna Cowper, 'Pass Cambridge BEC Preliminary', Cengage learning, Second Edition, 2014
2. Dr Sumanth S, 'English for Engineers', Vijay Nicole Imprints Private Limited, 2010

### **REFERENCE BOOKS:**

1. Whitby, Norman. 'Cambridge University Press- Students Book'. 2016
2. Jawahar, Jewelcy, Rathna P, 'English Work book', VRB Publications Pvt Ltd, 2010

*Radu/14*

TRIMESTER II

18PNC207

MARKETING MANAGEMENT

3/0/0/3

**PREREQUISITES:** Basic Knowledge of Economics and Management concepts

**COURSE OBJECTIVES**

1. To provide basic knowledge about functional areas of marketing and practices.
2. To familiarize and illustrate the application of marketing mix elements.

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Understand the marketing elements and its applications.
2. Apply and evaluate different techniques in the practical market space to meet the upcoming challenges.
3. Design sources of marketing tools for better applications in the market
4. Evaluate the developed designs for better utilization in the market

**UNIT 1 INTRODUCTION TO MARKETING MANAGEMENT 6**

Defining Marketing Concepts- Marketing Opportunity Analysis: Scanning the Marketing Environment- Ethics in Marketing. Introduction to Marketing Mix (Product, Place, Price, Promotion, People, Process)

**UNIT 2 SEGMENTATION-TARGETING-POSITIONING 6**

Market Segmentation-Targeting-Positioning and Differentiation

**UNIT 3 PRODUCT DEVELOPMENT 6**

Hierarchy -Classification of Product- New Product Development-Product Life Cycle-Brand-Packaging-Labeling.

**UNIT 4 PEOPLE AND PLACE 6**

Buyer Behavior- Roles-Types-Stages-Marketing Channel-Retailing-Wholesaling and Logistics.

**UNIT 5 PRICE AND PROMOTION 6**

Pricing Strategies- Development-IMC Tools and Techniques-Transactional and Relationship Marketing Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Philip Kotler, Mithileswar Jha, Kevin Lane Keller, Abraham Koshy, : 'Business Marketing : Concepts and Cases', Pearson Publishing, 2013
2. Philip Kotler-Agnihotri : 'Principle of marketing', Pearson Education, 2010
3. Ramaswamy V.S. and Namakumari S – 'Marketing Management: Planning, Implementation and Control' (Macmillian), 2002

**REFERENCE BOOKS:**

1. Rajan Saxena: 'Marketing Management', 2009, Tata McGraw Hill.
2. R Kumar & Goel- 'Marketing Management', UDH Publishers, 2013.
3. Tapan Panda : 'Marketing Management', 2012, Excel Books
4. Stanton William J – 'Fundamentals of Marketing', TATA Mc Graw Hill, 1994
5. Etzel M.J., Walker B.J. and Stanton William J – 'Marketing concept & Cases special Indian Edition', Tata Mc Graw Hill, 2004.

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**PREREQUISITES:** Knowledge about Organizational Behavior

**COURSE OBJECTIVES**

1. To learn the basics functions of Human Resource Management
2. To have an awareness about the tools and techniques used by HR Department
3. To know about the role of Human Resource Manager in the area of people management
4. To know about the various concepts and systems of Human Resource Functions



**COURSE OUTCOMES:**

Upon successful completion of the course, students shall have ability to

1. Understand and remember the concept of human resource management
2. To understand the various human resource issues prevailing.
3. Executing the gained knowledge in corporate environment.
4. Creating and implementing human resource management system

**UNIT 1 INTRODUCTION**

6

Definition - Functions and Objectives of HRM - Human Resource Planning - Objectives : Tools, Methods and Techniques - Job analysis, skill analysis/ skill inventory, Manpower inventory.

**UNIT 2 RECRUITMENT AND SELECTION**

6

Recruitment : Sources of recruitment - Current practices in Recruitment: Outsourcing, e-recruitment - Selection - Steps of Systematic Selection, Selection Tests – Assessment Center - Interviewing Techniques for Selection - Types of interviews - Interview Preparation – Interviewing and Legal Consideration – Pre employment Testing – Reference and background Checks – Social Networks and hiring .

**UNIT 3 TRAINING AND DEVELOPMENT**

6

Induction and Socialization - Organisational Orientation – Conventional versus- Web based Orientation – Corporate training – Training needs analysis-Designing Training Programme - Types of training - Evaluation of the training programme.

**UNIT 4 COMPENSATION AND EVALUATION**

6

Job evaluation - Wage and Salary administration/ Payroll – Factors influencing wage fixation – Incentive scheme – Performance appraisal- Process – Methods of Appraisal system - 360 degree feedback system - Appraisal interview and feedback – Transfer, Promotion- Retirement Benefits.

**UNIT 5 RECENT TRENDS IN HR**

6

Competency Mapping - Career Planning and Development - Succession planning - HR Outsourcing - Employee Retention – Employee Engagement – HR Audit- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Gary Dessler, 'Human Resource Management', Pearson Education, 2014
2. Dr.S.S Khanka, 'Human Resource Management (Text and Cases)', S Chand & Company, 2009

**REFERENCE BOOKS:**

1. Bhattacharaya, D. 'Human resources and planning'. Excel books, 2013
2. Rao VSP, 'Human Resource Management', Text and Cases Excel Books, 2006.
3. Aswathappa, K. 'Human Resource & Personnel Management', Tata McGraw Hill, 2009.
4. David Lepak and Mary Gowan, 'Human Resource Management', Pearson, 2010.

*Barbara M*

**PREREQUISITES:** Basic knowledge on Finance

**COURSE OBJECTIVES**

1. To understand the fundamentals of Financial Management and operations
2. To understand the importance of Working capital management and gain knowledge about effective working capital management
3. To make the students familiarize with Capital structure and Capital budgeting techniques
4. To design the Dividend Policies

**COURSE OUTCOMES**

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

1. Understand basic finance functions and Goals of an organization
2. Compute the Working capital requirement of an organisation
3. Design the various sources of finance with optimum level
4. Evaluate the best investment proposals through wealth maximization techniques



**UNIT 1 FINANCIAL MANAGEMENT OPERATIONS**

**8**

Financial Management: Definition - Nature and Scope - Finance Functions and Financial Decision - Goals of Financial Management – Risk and Return Matrix - Time Value of Money (Compounding and Discounting Simple problems)

**UNIT 2 WORKING CAPITAL**

**8**

Working Capital - Operating Cycle – Receivables and Payables Management – Cash Management – Inventory Management- Sources of Finance

**UNIT 3 CAPITAL STRUCTURE**

**8**

Cost of Capital - Capital Structure Theories (Simple problems): Relevance Theory and Irrelevance Theory - Designing Capital Structure – Valuation of firms

**UNIT 4 CAPITAL BUDGETING**

**8**

Capital Budgeting: Nature and Principles - Cash Flows- Discounted Cash Flow Techniques (Simple problems): Net Present Value - Internal Rate of Return - Profitability Index - Non Discounted Cash Flow Techniques: Pay Back and Accounting Rate of Return

**UNIT 5 DIVIDEND**

**8**

Dividend Policy –Objectives - Retained Earnings Ratio - Types of dividends – Dividend Theories - Share Splits- Emerging Trends.

**TOTAL: 40**

**TEXT BOOKS:**

1. Pandey. I. M, 'Financial Management', Eleventh Edition , Vikas Publishing House, 2015
2. Prasanna Chandra, 'Fundamentals of Financial Management', Tata McGraw Hill, 2009
3. Khan and Jain, 'Financial Management', Tata McGraw Hill, 2009

**REFERENCE BOOKS:**

1. James C Van Horne, 'Financial Management and Policy', Prentice Hall of India, 2009
2. Eugene F Brigham, Michael C Ehrhardt, 'Financial Management Theory and Practice', Cengage Learning, 2008
3. Bhat, 'Financial Management Principles and Practice', Excel Books, 2009

*Prashant M*



**PREREQUISITES:** Basic knowledge in management concepts.

**COURSE OBJECTIVES**

1. To enable the students appreciate the importance and role of operations research techniques in business
2. To train the students in formulating mathematical models of business situations requiring decisions
3. To familiarize the students in using the different techniques and tools used in arriving at optimal decisions to business problems
4. To enable the students acquire the knowledge and skills of applying the appropriate Operations research technique to the business problems

**COURSE OUTCOMES**

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

1. Build mathematical models for real-life business problems
2. Analyse the mathematical models using the different Operations Research Techniques
3. Arrive at optimal solutions for the mathematical models
4. Improve business performance by optimizing the resources

**UNIT 1 LINEAR PROGRAMMING –BASIC CONCEPTS 8**

Formulation of Linear Programming Problems – Applications in business environment - Graphical solution to Linear Programming Problems - Simplex Method (Excluding problems involving Artificial Variables)

**UNIT 2 TRANSPORTATION PROBLEM 8**

Transportation Problem - Initial solutions using North-West Corner Rule, Least Cost method and Vogel's – approximation method Maximization problems

**UNIT 3 ASSIGNMENT MODEL 8**

Assignment Algorithm – Hungarian Method for Optimal assignments – Alternative Optimal Solutions – Maximization Problem – Unbalanced assignment problems - Travelling Salesman Problem

**UNIT 4 DECISION THEORY 8**

Decision making under risk – Expected Monetary value – Expected Opportunity Loss – Expected Profit of Perfect Prediction – Expected Value of Perfect Information – Payoff Matrix – Decision making under uncertainty – Maximin Criterion –Minimax Criterion – Maximax Criterion – Minimin Criterion

**UNIT 5 SIMULATION 8**

Random phenomena in Simulation – Random Numbers – Monte Carlo Simulation – Applications of Simulation to Business problems: Simulating future demand based on past data – Simulating production output based on past data- Simulating Inventory Management- Emerging Trends.

**TOTAL: 40**

**TEXT BOOKS:**

1. Dharani Venkatakrishnan, 'Operations Research – Principles and Problems', Keerthi Publishing House Pvt. Ltd., 2011
2. Hamdy A. Taha, 'Operations Research – An Introduction' Prentice Hall, 2013
3. Nagarajan K, 'Textbook of Operations Research', New Age International, 2016.

**REFERENCE BOOKS:**

1. Pradeep J Jha, 'Operations Research', McGrawHill Education (India) Private Limited, 2015
2. Rajagopal.K, 'Operations Research', PHI Learning Private Limited, 2012.
3. Srivastava.U.K., Shenoy.G.V., and Sharma.S.C., 'Quantitative Techniques for Managerial Decisions', New Age International Publishers, 2011

*Pradeep*



**PREREQUISITES:** Basic knowledge in Systems



**COURSE OBJECTIVES:**

1. To learn the growth of IT industry and its strategic importance
2. To improvement the communication and transportation brought in by use of information processing
3. To transform the data into business information useful for decision making
4. To design and develop new system and structure to have better management of data

**COURSE OUTCOMES**

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

1. Increase the knowledge on the impact of information processing for organizational decision making
2. Develop the management decision making skills
3. Emphasize on the systems framework that can be used for organizing information systems applications.
4. Educate the students on the new IT initiatives

**UNIT 1 INTRODUCTION**

6

Data – Information - Intelligence - Information System - evolution - types based on functions and hierarchy- System development methodologies - Functional Information Systems.

**UNIT 2 SYSTEM LIFE CYCLE**

6

Information Flow - Entity Relationship Modeling - Data Modeling-Detailed Process Analysis - Data Flow Diagrams

**UNIT 3 DECISION SUPPORT SYSTEMS**

6

**Introduction and Overview-From Human Decision making to DSS-DSS Architecture- Executive Information Systems - Data Warehousing - Access - Analysis - Mining and Visualization**

**UNIT 4 SECURITY, CONTROL AND REPORTING**

6

Security - Testing- Error detection - Controls - IS Vulnerability - Computer Crimes - Securing the Web - Intranets and Wireless Networks - Software Audit - Ethics in IT - User Interface and reporting

**UNIT 5 NEW IT INITIATIVES**

6

E-Business - E-governance - Business Intelligence - Cloud computing - Object Oriented Analysis and Design (OOAD) - Neural Network Fundamentals- Emerging Trends.

**Total: 30**

**TEXT BOOKS:**

1. Robert Schultheis and Mary Summer, 'Management Information Systems – The Managers View', Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, 'Management Information Systems – Managing the digital firm', PHI Learning / Pearson Education, PHI, Asia, 2012.
3. James O Brien, 'Management Information Systems – Managing Information Technology in the E-business enterprise', Tata McGraw Hill, 2004.

**REFERENCE BOOKS:**

1. Rahul de, 'MIS in Business, Government and Society', Wiley India Pvt Ltd, 2012
2. Gordon Davis, 'Management Information System: Conceptual Foundations, Structure and Development', Tata McGraw Hill, 2008.
3. Haag, Cummings and Mc Cubbrey, 'Management Information Systems for the Information Age', McGraw Hill, 2005, 2013.
4. Turban, McLean and Wetherbe, 'Information Technology for Management – Transforming Organisations in the Digital Economy', John Wiley, 2008.
5. Raymond McLeod and Jr. George P. Schell, 'Management Information Systems', Pearson Education, 2007.

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PREREQUISITES: Nil

**COURSE OBJECTIVES**

1. To ensure Personality development with regard to the different behavioral dimensions
2. Enhance career opportunities by Goal setting.
3. Transform an individual as a healthy personality
4. To develop positive attitude and assertiveness



**COURSE OUTCOMES**

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

1. Develop intrapersonal skills and be an effective goal oriented individual.
2. Develop the creativity.
3. Analyse and build current skills and personal attributes
4. Create a personal development plan

**UNIT 1 SELF ANALYSIS AND INTERPERSONAL SKILLS**

12

SWOT Analysis - Individual Attributes- Importance of Self Confidence- Self Esteem

**UNIT 2 LEADERSHIP**

6

Leadership - Skills for a good Leader - Assessment of Leadership Skills

**UNIT 3 MOTIVATION**

6

Motivation-Factors of motivation - Self talk - Intrinsic & Extrinsic Motivators.

**UNIT 4 GOAL SETTING**

10

Wish List -SMART Goals - Blue print for success - Short Term, Long Term, Life Time Goals - Time Management - Value of time - Diagnosing Time Management issues - Weekly Planner- To do list- Prioritizing work. Extempore talk

**UNIT 5 DECISION MAKING**

6

Decision Making - Necessity of Decision Making - Practical way of Decision Making - Weighing Positives & Negatives.

**TOTAL:40**

**TEXT BOOKS:**

1. Barun Mitra Personality Development and Soft Skills, Oxford University Press,2012

**REFERENCE BOOKS:**

1. Covey Stephen, The 7 Habits of Highly Effective People, Simon & Schuster, 2013
2. Carnegie Dale, How to win Friends and Influence People, Rupa Publications, New Delhi, 2016
3. Daniel Goleman, Emotional Intelligence: Why it Can Matter More Than IQ, Bloomsbury Publishing, 2016

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### TRIMESTER III

18PNC314

### BUSINESS RESEARCH METHODS

3/0/0/3

**PREREQUISITES:** Basic knowledge about all the functional areas is desirable

#### COURSE OBJECTIVES

1. To make the learners to understand the importance of Business research methods
2. To equip them to familiarize with the data collection techniques
3. To facilitate them to evaluate various measurement techniques of business research
4. To familiarize them towards the statistical tools for data analysis



#### COURSE OUTCOMES

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

1. Analyze the importance of Business research methods
2. Apply digital research techniques
3. Evaluate various measurement techniques of business research
4. Apply statistical tools for data analysis

#### UNIT 1 BUSINESS RESEARCH

6

Introduction: Definitions - Objectives - Nature & Scope – Concept – Importance - Types of Research - Research Process - Criteria of Good research –Preparation of Research Proposal - Research Problem: Defining - Formulation - Identification and selection of problems in Management - Research design and experimental design in Management

#### UNIT 2 DIGITAL RESEARCH

6

Commonly used technologies in business research – The Internet, Electronic Mail, The Intranet, Browsers, Websites, Blogs – Social media research - Software used in Business Research – Groupware, Neural Networks, CAM/CAD, ERP, Data Analytic Software Program – Online Databases – Information Systems and Managerial Decision making – Data warehousing, data mining and data security – Ethics in digital research

#### UNIT 3 SAMPLING

6

Basis of sampling- Process – Types - Determination of Sample size - Sampling error -Measurements in Research- Basic Scaling Techniques: Nominal - Ordinal - Interval - Ratio - Measuring Attitude: Comparative Rating Scale - Non Comparative Rating Scale - Itemized Rating Scale - Meaning and Relationship of Reliability and Validity

#### UNIT 4 DATA COLLECTION AND ANALYSIS OF DATA

6

Secondary data collection - Sources and Limitations of secondary data - Primary data collection: Qualitative Research Techniques - Observation data collection techniques – Quantitative Research Survey Techniques - Questionnaire Design and Testing – Pilot Research - Hypotheses Testing - Univariate analysis – Bivariate analysis - Multivariate analysis

#### UNIT 5 INTERPRETATION AND REPORT PREPARATION

6

Meaning and techniques of interpretation – Deriving Inference -Significance of report writing - Contents of the research report - Different types and steps in report writing - Mechanics and Precautions for research report – Application of Business Research in Management - Emerging trends in business research such as - Online survey - Online focus groups - Pop-up surveys - Big data and Business analytics- Emerging Trends.

**TOTAL: 30**

#### TEXT BOOKS:

1. Donald R Cooper & Pamela S Schindler, 'Business Research Methods', Tata McGraw Hill Publishing, 2014
2. Uma Sekaran, 'Research Methods for Business', Wiley India, 2014

#### REFERENCE BOOKS:

1. Kothari, GargGaurav, 'Research Methodology: Methods and Techniques', New Age International Publishers, , 2014
2. William G Zikmund, Barry J Babin, Jon C Carr, AtanuAdhikari & Mitch Griffin, 'Business Research Methods – A South Asian Perspective', Cengage Learning, 2014
3. Naresh K Malhotra, David F. Birks and Peter A Wills, 'Marketing Research – An Applied Approach', Pearson, 2012

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**PREREQUISITES:** Basic knowledge on all functional areas desirable



### COURSE OBJECTIVES

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To equip the students to familiarize with the challenges in starting a new business.
3. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
4. To provide the students with inputs for team presentation.

### COURSE OUTCOMES

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

1. Understand the characteristics required for entrepreneur.
2. Understand the components required for preparing a Business Plan.
3. Use the knowledge and skill gained to evaluate the feasibility of a project.
4. Carryout the evaluation of small business management prevailing in the neighbouring districts.

### UNIT 1 INTRODUCTION 6

Introduction to Entrepreneurship - Characteristics - Business Environment - Women Entrepreneurship –Role of women in SHGs-Family business- Entrepreneurship Development Training - Central and State Government Schemes and Institutional support – Special Schemes for First generation Entrepreneur.

### UNIT 2 BUSINESS PLAN PREPARATION 6

Sources of Product for Business – Criteria for Selection of Product - Project identification and formulation of small business: Agro, Animal husbandry, Marine and Generic resources based business, etc., - Prefeasibility Study - Project Profile Preparation (Business plan) - Feasibility Report Preparation and Evaluation Criteria.

### UNIT 3 SMALL BUSINESS FORMATION 6

Business Organization Forms – IPR - DIN, Digital Signature, Company Registration, MSMEs (UAM) PAN, TAN – Apply for Industrial Licensing to DIPP – Tax Registration for income tax, GST, FSSAI, Drug License, Importer/Exporter code –Land classification: Selection of land – Industrial estate - Sheds- Allotments - EC-Requirements-Physical inspection-List of NOCs required for small business.

### UNIT 4 LAUNCHING OF SMALL BUSINESS 6

Financial resources and Human Resource Mobilization - Operations Planning - Market and Channel Selection - Incubation - Project Financing - Product Launching - Sources of Finance - Financial Institutions – Banks, Venture capital, Angel Investors, Crowd Funding.

### UNIT 5 MANAGEMENT OF SMALL BUSINESS 6

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units - Effective Management of small business- Emerging Trends.

**TOTAL: 30 hours**

### TEXT BOOKS:

1. Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises Pearson - New Delhi, 2014.
2. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, Cengage Learning, 2012.
3. Hisrich, Entrepreneurship - Tata McGraw Hill, New Delhi, 2014.

### REFERENCE BOOKS:

1. Thomas W Zimmerer, 'Essentials of Entrepreneurship and Small Business Management', PHI Learning Pvt Ltd, 2011.
2. Bruce R Barringer, Duane Ireland R, 'Entrepreneurship: Successfully launching new ventures', Pearson Education, 2008.
3. Anjan Raichaudhuri, 'Managing New Ventures: Concepts and cases on Entrepreneurship' PHI Learning Pvt. Ltd, 2011.

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**PREREQUISITES:** Understanding of basic Managerial functions

**COURSE OBJECTIVES**

1. To enable the students to become familiar with the concepts, techniques, and strategies in manufacturing and service operations with Global Perspectives
2. To facilitate the students in learning product design, production planning and controlling techniques and importance of Layout, Plant Location
3. To enable the students to understand the Materials management and Inventory control techniques
4. To make the students to understand the importance of Quality management and assurance

**COURSE OUTCOMES**

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

1. Understand the strategies in manufacturing and service operations with Global Perspectives
2. Develop comprehensive knowledge about product, process and Lay out design and able to apply line balancing Techniques in Industries
3. Apply production planning and Inventory control Techniques to ensure Quality in Industries
4. Acquire Insights about Quality management and assurance

**UNIT 1 INTRODUCTION**

8

Operations Management -Importance -Operations as a system- Decision making in OM- Functions of OM- Products and Services -Concepts -Productivity Measures - Relationship of Operations with other Management Functions - Operations Strategies in a Global Economy -Types of production systems- Production Standards: BIS, ASTM&EN; Prototype to production-Points for consideration.

**UNIT 2 PRODUCT DESIGN, LAYOUT AND LOCATION PLANNING**

8

Product Design-Principles-Product Development process-Designing and Development of new Services- Process Planning and Design- Types of process Designs- Plant location - Factors - Plant Layout-Principles-Importance-Types-Assembly line balancing -VA/VE

**UNIT 3 PRODUCTION PLANNING AND CONTROL**

8

Production planning and control -functions -Aggregate planning – Strategies-Master production schedule (MPS) –Procedures -Material requirement planning (MRP)-Elements-Lot-sizing in MRP - An Introduction to MRP II and ERP -Capacity planning Techniques .

**UNIT 4 MATERIALS MANAGEMENT AND INVENTORY CONTROL**

8

Material planning- Purchase functions and procedure - Types of inventory - Inventory costs- Inventory control - Safety-stock - order point -lead time- EOQ-Inventory control systems - Perpetual and Periodic- Selective Inventory control Techniques-ABC analysis- VED analysis-FSN Analysis

**UNIT 5 ADVANCED PRODUCTION CONCEPTS, QUALITY MANAGEMENT**

8

Introduction to -Lean and Agile operations JIT- Kanban - Total Quality Management – basic concepts- Kaizen - Quality Control – Control charts for variables and attributes-Key process indicators for operations- Earned value, Cost variance, Schedule Variance-Schedule performance index, cost performance index- Integrated management system-ISO 9001-ISO-14001-OHSAS 18001- Emerging Trends.

**TOTAL: 40**

**TEXT BOOKS:**

1. Production and Operations Management Panneerselvam, Published by PHI learning, 2012
2. Operations management by Norman Gaither and Greg Frazier-Edition-South-Western Publications,2011
3. Operations Management by Amole Gore and Roberto Panizzolo, Cengage Learning,2012

**REFERENCE BOOKS:**

1. Ajay K.Garg, 'Production and Operations Management' McGraw Hill Education,2017
2. Kanishka Bedi, 'Production and Operations Management' 2008
3. William J Stevenson, 'Operations Management' McGraw-Hill Education; 2018

*Prof. M*

**PREREQUISITES:** Business Research Methods and Statistical techniques



**COURSE OBJECTIVES**

1. To create an understanding on the choice of statistical tools for solving a research problems
2. To familiarize them to develop hypothesis and test the hypothesis with appropriate statistical tools
3. To facilitate interpretation of statistical output for managerial decision making

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Select appropriate Data Analysis tools
2. Formulation of hypothesis and testing the hypothesis with appropriate statistical tools
3. Evaluate the dataset using statistical tools in SPSS and suggest business solutions to improve performance

**UNIT 1 DATA MANAGEMENT**

**8**

Introduction to SPSS Variable view and Data View and create a database, Enter Data, Manipulate Data and Merge Files - Performing Data Cleaning – Data Reduction – Handling Missing data – Handling outliers - Data Warehousing, Data Mining, Import Data

**UNIT 2 UNIVARIATE TECHNIQUES**

**10**

Generating Frequencies – Histogram - Mean, Median, Mode - Range, Standard Deviation, Variance - Z Test, Skewness, Kurtosis - One way ANOVA

**UNIT 3 BIVARIATE TECHNIQUES**

**11**

Performing Test of Independence on a dataset – Cross tabulation and Contingency tables – Chi Square test - Correlation - Regression - t test and Two Way ANOVA

**UNIT 4 MULTIVARIATE TECHNIQUES**

**11**

Analysis of Variance - Multiple Regression - Conjoint Analysis - Multivariate Analysis of Variance - Multiple Discriminant analysis - Factor Analysis and Cluster Analysis- Emerging Trends.

**TOTAL: 40**

**TEXT BOOKS:**

1. Naresh K Malhotra, David F. Birks and Peter A Wills, Marketing Research – An Applied Approach, Pearson, 2012
2. Hair, Joseph F., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham.
3. Multivariate data analysis. Prentice Hall 2013,
4. Shmuli, Galit, Nitin R. Patel, and Pete C. Bruce. 'Data mining for business intelligence', John Wiley & Sons INC Publication, 2008.

**REFERENCE BOOKS:**

1. Kothari, GargGaurav, Research Methodology: Methods and Techniques, New Age International Publishers, 2014
2. William G Zikmund, Barry J Babin, Jon C Carr, AtanuAdhikari& Mitch Griffin, Business Research Methods – A South Asian Perspective, Cengage Learning, 2014
3. Rajendra Nargundkar, Marketing Research, Text and Cases, Tata McGraw Hill Education (India) Private Limited; 2017.

*Pachin*



**PREREQUISITES:** Nil

**COURSE OBJECTIVES**

1. To enable the students acquire and sharpen their numerical ability
2. To enable the students capable of taking appropriate management decisions on the basis of quantitative parameters
3. To enable the students gain logical thinking, aiding in taking better business decisions

**COURSE OUTCOMES**

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

1. Develop numerical ability skills
2. Develop logical thinking, useful in real-time business decisions
3. Develop a flair for numbers, useful in taking quick and correct interpretations

S.No	TOPIC	No. of Hrs
	<b>Numerical Ability:</b>	
1	Problems on Ages, Problems on Averages	2
2	Chain Rule	2
3	Problems on partnership	1
4	Time and distance	1
5	Time and work	1
6	Surds and Indices	2
7	Percentage	1
8	Simple/Compound Interest	2
9	Ratio and proportion / Pipes & Cisterns	1
10	Area and Volume / Heights & Distances	1
11	Probability	3
12	Permutations and Combinations	3
	<b>Verbal Reasoning:</b>	
13	Syllogism	2
14	Analogy	2
15	Cause and effect	1
	<b>Logical Reasoning:</b>	
16	Logical deduction	2
17	Analysing arguments / Statements and Conclusions	2
	<b>Diagrammatic Reasoning:</b>	
18	Shape diagrams / Letter & number diagrams	1
		<b>Total : 30</b>

**TEXT BOOKS:**

1. Aggarwal R.S., 'Quantitative Aptitude', S. Chand & Company Ltd., New Delhi, 2014
2. Mittal, 'Numerical Ability and Quantitative Aptitude', Galgotia Publications, New Delhi, 2004
3. Navratan Singh, 'A new approach to Numerical Ability', Dhillon Group of Publications, New Delhi, 2012

**REFERENCE BOOKS:**

1. Aditham B Rao 'Numerical ability and mathematical Aptitude', Jaico, 2013
2. Kiran Prakashan, 'Quantitative Aptitude', Kiran Prakashan, 2014
3. Prasad S.N., 'Quickest Mathematics', Kiran Prakashan, 2014

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**PREREQUISITES:** Basic Knowledge about Management



**COURSE OBJECTIVES**

1. To make the students to understand the concepts of strategic management and strategy formation process.
2. To help students to understand different types of strategies.
3. To enable students to implement and evaluate the strategies.
4. To enable students to apply strategic control processes.

**COURSE OUTCOMES**

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

1. Understand the theory and concepts of strategic management
2. Understand different types of strategies.
3. Ability to develop and implement the strategic control processes.
4. Understand the strategic management process.

**UNIT 1 STRATEGY AND PROCESS**

6

Introduction- Concept of Strategy -Strategy Formation Process -Vision- Mission - Business Definition- Objectives and Goals - Corporate Governance and Social Responsibility - Environmental scanning - Porter's Five Forces Model.

**UNIT 2 COMPETITIVE ADVANTAGE**

6

Competitive changes during industry evolution - Competitive structure – National Context and Competitive Advantage - Distinctive Competencies– Core Competencies-Generic Building Blocks of Competitive Advantage- Distinctive Competencies.

**UNIT 3 STRATEGIES**

8

The Generic and Grand Strategic Alternatives - Vertical integration – Diversification - Mergers - Acquisitions - Cost leadership – Business Level Strategy - Corporate Strategy - Building and Restructuring the Corporation -Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - McKinsey's 7S Framework - GE9 Cell Model - Balanced Score Card - Blue ocean and Red ocean strategy.

**UNIT 4 STRATEGY IMPLEMENTATION AND EVALUATION**

5

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

**UNIT 5 STRATEGIC EVALUATION AND CONTROL**

5

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

**TOTAL: 30**

**TEXT BOOKS:**

1. Thomas L Wheelen, J David Hunger and Krish Rangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 14<sup>th</sup> Edition, 2015
2. Charles WL Hill and Gareth RJ ones, Strategic Management Theory, An Integrated approach, Biztantra, 2009.
3. Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 2009.

**REFERENCE BOOKS:**

1. Michael A Hitt Robert E Hoskisson R Duane Ireland and, Management of Strategy Concepts and Cases, Cengage Learning, 2010
2. John A Pearce Richard B Robinson, Strategic Management Tata McGrawHill,2009
3. Francis Cherunilam, Strategic Management, Himalaya Publishing House, 2009

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**PREREQUISITES:** Basic Computer Knowledge

### **COURSE OBJECTIVES**

1. To make understand what a spreadsheet is and where a spreadsheet might come in useful for management.
2. To enable the students to know and practice about the Excel in business.
3. To facilitate the students gain expertise in the use of various options of Excel in data based decision making.
4. To aid the students in data manipulation and to improve the data presentation style.

### **COURSE OUTCOMES**

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

1. Design solutions for the business problems using Excel.
2. Use various tools of Excel for data based decision making.
3. Manipulate the data for decision making.

#### **Module No. 1 Shortcut keys in Excel & Basic Formatting**

4

- |                              |                         |
|------------------------------|-------------------------|
| 1. Font Size                 | 9. Insert Column        |
| 2. Font Style                | 10. Delete Row          |
| 3. Font Color                | 11. Delete Column.      |
| 4. Alignment                 | 12. Removing duplicates |
| 5. Row Height & Column width | 13. Format painter      |
| 6. Merging cells             | 14. Paste special       |
| 7. Text Wrapping.            | 15. Transpose           |
| 8. Insert Row                |                         |

#### **Module No. 2 Working with Advanced formula**

12

- Statistical Functions: (Count, Countif, Average, Averagea, Averageif, Minimum, Maximum, Median, Std. Deviation, Large)
- Financial Functions (NPV, IRR, PV, FV, RATE, NPER, PMT)
- Text functions (Upper, Lower, Proper, Concatenate)
- Logical Functions (IF, IFERROR, False, True)
- Lookup and Reference functions (VLOOKUP, HLOOKUP)

#### **Module No. 3 Working with Tables**

6

##### **Data Filtering**

1. Simple filtering
2. Multiple filtering

##### **Conditional Formatting**

1. Highlight Cell rules – Highlighting Greater than values, less than values, Equal to Values and Duplicate Values)
2. Top / Bottom Rules (Top 10 Items, Top 10%, Bottom 10 Items, Bottom 10%, Above Average, Below Average)

#### **Module No. 4 Working with Charts**

4

1. Designing a Chart (Bar Chart, PIE Chart, Histogram, Line Chart, Spider Chart)
2. Editing the Chart (Naming the Chart, X- axis, Y-axis, Labelling)

*Pushkar .19*

3. Printing the Chart (Data Printing, Chart Printing, Printing Area)

Module No. 5 Goal Seek & Solver 4

Module No. 6 Pivot Table 5

Module No. 7 Slicers & Dashboards 5



**TOTAL: 40**

**REFERENCE BOOKS:**

1. Weverka, MS Office 2010, Wiley India, 2010
2. Whigham, Business Data Analysis Using Excel, Oxford, 2010.
3. Anthonyraj, Computer Application in Business, BPB Publications 2010

**URL REFERENCES:**

1. <https://exceljet.net/excel-functions/excel-vlookup-function>
2. <https://www.timeatlas.com/vlookup-tutorial/>
3. <http://www.xelplus.com/excel-solver-example/>
4. <https://www.youtube.com/watch?v=dRm5MEoA3OI>
5. <https://www.youtube.com/watch?v=RM8T1eYBjQY>

*Perth M*

## TRIMESTER V

18PNC521

BUSINESS ANALYTICS

2/0/2/3

**PREREQUISITES:** Basic knowledge about business operations and knowledge of Business statistics

### COURSE OBJECTIVES

1. To learn the concepts of Data Analysis
2. To have an insight into the principles, concepts and applications of Data Analysis
3. To visualize data from strategic perspective
4. To predict the future of business through forecasting models



### COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Extract insights from data
2. Understand the basics of model building
3. Derive insights into business operations and to apply the same for the future
4. Offer data driven solutions to business problems

### UNIT 1 INTRODUCTION TO DATA ANALYTICS 8

Business analytics, terminology, Business Intelligence vs. Business Analytics - BA process: Steps involved – Link between strategy and BA – Measures, Metrics and KPIs – Bases – Relational Data bases - Data warehouse – Data integration – Data cleaning – Data Mining

### UNIT 2 APPLICATION OF BUSINESS ANALYTICS 8

Financial Analytics – Marketing Analytics - HR Analytics – Supply Chain Analytics - Health care Analytics

### UNIT 3 DESCRIPTIVE ANALYTICS 8

Visualizing and exploring data – Use of TABLEAU for data visualization - Descriptive statistics – KPIs and their use - Sampling methods and estimation - Introduction to probabilistic distributions – Simple Linear Regression – Multiple Linear Regression – Non-linear Regression

### UNIT 4 PREDICTIVE ANALYTICS 8

Time Series Analysis and Forecasting - Modeling: logic driven models, Data driven models – Spreadsheet model – ‘What-if’ Analysis - Data mining -Data mining methodologies –RFM Analysis –Customer Life time Value - Gap Analysis

### UNIT 5 PRESCRIPTIVE ANALYTICS 8

Linear Optimization Models - Nonlinear optimization Models – Monte Carlo simulation – Decision Tree Analysis - CHAID Analysis -Market Basket Analysis- Emerging Trends.

**TOTAL: 40**

### TEXT BOOKS:

1. Marc J Schniederjans, Dara G Schniederjans and Christopher M Starkey, ‘Business Analytics – Principles, concepts and applications What, Why and How’ – E Book, Pearson, 2014
2. Johannes Ledolter, ‘Data mining and Business analytics with R’, WILEY Publications, 2013
3. R N Prasad and Seema Acharya, ‘Fundamentals of Business Analytics’, WILEY Publications 2015

### REFERENCE BOOKS:

1. Jeffrey D. Camm, James J. Cochran, ‘Essentials of Business Analytics’, Cengage Learning, 2015
2. S. Christian Albright, ‘Business Analytics: Data Analysis & Decision Making’, Cengage Learning, 2017
3. Halady P, ‘Business Analytics- An application focus, PHI, 2013

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## FINANCE ELECTIVES

18PNE001

CORPORATE FINANCE

3/0/0/3

**PREREQUISITES:** Knowledge of basic business finance terminology

### COURSE OBJECTIVES

1. To understand the Nuances involved in short term corporate financing
2. To familiarize the students with the prevailing corporate governance
3. To develop the decision making ability on financing decision and investment appraisal
4. To understand the Merger and Acquisition Codes and SEBI norms

### COURSE OUTCOMES

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

1. Understand and apply the nuances of short term financing
2. Adopt and follow the corporate governance effectively
3. Apply of decision making in investment appraisal
4. Design the best financing decision for the company



### UNIT 1 INDUSTRIAL FINANCE

6

Indian Capital Market – Equity – Debenture financing – Guidelines from SEBI - Cost of various Sources of Finance – Finance from international sources – Role of EXIM bank and Commercial Banks – Finance for rehabilitation of sick units.

### UNIT 2 SHORT TERM - WORKING CAPITAL FINANCE

6

Estimating working capital requirements – SAP Cycle – Commercial paper-Public deposits and inter corporate investments.

### UNIT 3 ADVANCED FINANCIAL MANAGEMENT

6

Appraisal of Risky Investments, Certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using probability information, Sensitivity analysis, Simulation and Decision tree approach in investment decisions.

### UNIT 4 FINANCING DECISION

6

Simulation and financing decision – Cash inadequacy and insolvency – determining the Probability of insolvency –Computation of Altman Z score - Financing decision in the context of option pricing model.

### UNIT 5 CORPORATE GOVERNANCE

6

Corporate Governance – SEBI Guidelines – Merger & Acquisitions – Takeover Code- Emerging Trends.

**TOTAL: 30**

### TEXT BOOKS:

1. Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, The McGraw-Hill, 2011
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 2012
3. Vishwanath S.R, Corporate Finance Theory and Practice, Response Books, A Division of Sage Publications, New Delhi, 2007

### REFERENCE BOOKS:

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2011
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 2011
3. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011

*Parth M*

**PREREQUISITES:** Basic business concepts

**COURSE OBJECTIVES**

1. To enable the students understand the Banking system in India and to familiarize them with the different banking products
2. To familiarize the students with different aspects of Bank Management
3. To familiarize the students with basics of Insurance business and Insurance products
4. To enable the students understand operations of Insurance companies



**COURSE OUTCOMES**

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

1. Understand the role of banks in an economy
2. Know the different financial products offered by banks
3. Become familiar with the IT enabled modern banking operations
4. Understand the importance of Insurance business

**UNIT 1 OVERVIEW OF BANKING**

6

Evolution of Banking – Banking in India- Role of Commercial Banks – Key Acts governing the functioning of Indian banking system – RBI – Types of Banks – New Generation banks – Foreign Banks – International Banking scenario.

**UNIT 2 BANKING PRODUCTS AND SERVICES**

6

Individual Banking Products: Different Types of Accounts – Internet Banking – Mobile apps. Money Transfer – domestic and international – Payment Services

**UNIT 3 CREDIT FACILITIES, MONITORING AND RISK MANAGEMENT**

6

Project Finance – Loan syndication – Corporate Term Loan – Working capital Loan – Acquisition Finance – Overdraft against property – Foreign Currency loan – Direct Loan assignment - NPA Capital Adequacy - BASEL Norms - Rehabilitation Process – Risk Management

**UNIT 4 E-Banking**

6

Electronic banking – advantages – Security threats – Electronic Money Transfer (EMT) system: RTGS, NEFT, SWIFT – Automatic Teller Machine (ATM) – Tele-banking – E-Banking security – Cyber Crimes – Data encryption – Digital signature- Block chain Technology.

**UNIT 5 BASICS OF INSURANCE**

6

Life, General, Health and Reinsurance – Regulations and Guidelines of IRDA – Hazards, Risks and Perils – Insurance intermediaries – Fire Insurance with classifications – Marine Insurance – Motor Vehicle Insurance – Miscellaneous insurances : Property insurance – Fidelity Guarantee –Personal Accident Insurance – Liability Insurance – Travel Insurance – Banker's clause in insurance policy- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. George F. Rejda, 'Principles of Risk management and Insurance', Pearson education, 2006
2. Mishra M N and Mishra S B, 'Insurance Principles and Practice', S. Chand Publishing, New Delhi, 2008
3. Shekhar K C, 'Banking theory and practice', Vikas Publishing House, New Delhi, 2009

**REFERENCE BOOKS:**

1. Muraleedharan D, 'Modern Banking- Theory and Practice', PHI Learning Pvt. Ltd, New Delhi, 2014
2. 'International Banking', Indian Institute of Banking and Finance, 2011
3. Williams Jr., Smith and Young, ' Risk management and Insurance', McGraw Hill International Edition, 2012

*Page 14*



**PREREQUISITES:** Basic knowledge on Investment

**COURSE OBJECTIVES**

1. To enable students understand the conceptual framework of Investment, Securities Market and Portfolio Management
2. To equip the students to gain expertise in valuation of securities
3. To facilitate the students to understand the functioning of Securities Market in India
4. To familiarise the students to evaluate the performance of Portfolio of Securities



**COURSE OUTCOMES**

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

1. Analyse the functioning of financial market
2. Critically evaluate the investment advice from analyst
3. Evaluate and choose financial securities in constructing an investment portfolio using relevant tools and Techniques
4. Design rightly diversified portfolio and assess portfolio performance

**UNIT 1 INTRODUCTION**

6

Investment: Meaning, Nature and Scope, Decision Process, Financial and Economic Meaning - Characteristics and Objectives - Types of Investors - Investment Alternatives - Risk and Return Concepts.

**UNIT 2 SECURITIES MARKET**

6

Financial Market - Segments - Types; Participants in Financial Market – Regulatory Environment, Primary Market and Secondary Market, Book building, Role of primary market & Stock Exchanges in India, Stock Exchanges in India – BSE, NSE.

**UNIT 3 FUNDAMENTAL ANALYSIS**

6

Economic Analysis - Industry Analysis: Industry Classification - Industry Life Cycle – Company Analysis - Measuring Earnings - Forecasting Earnings.

**UNIT 4 TECHNICAL ANALYSIS**

6

Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators – Trend and Trend Reversals - Patterns - Moving Average - Exponential Moving Average – Oscillators.

**UNIT 5 PORTFOLIO MANAGEMENT**

6

Portfolio Analysis - Portfolio Selection - Capital Asset Pricing Model - Portfolio Revision - Portfolio Evaluation

**TOTAL: 30**

**TEXT BOOKS:**

1. Prasanna Chandra, 'Investment Analysis and Portfolio Management', Tata McGraw Hill, 2008
2. Kevin, 'Securities Analysis and Portfolio Management', Prentice Hall of India, 2009
3. PunithavathyPandian, 'Security Analysis and Portfolio Management', Vikas Publication Pvt. Ltd, 2010

**REFERENCE BOOKS:**

1. Bhalla, 'Investment Management', S Chand & Company Ltd, 2010
2. Bhatt, 'Securities Analysis and Portfolio Management', Excel Books, 2009
3. Avadhani, 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 2008

*Prashant*

**PREREQUISITES:** Basic Trading mechanism of Indian Stock Market

**COURSE OBJECTIVES**

1. To equip young managers with the basic knowledge of derivatives practices in India
2. To acquaint the students to manage the risk associated with derivatives and their synergic effect on financial returns
3. To examine forwards and futures contracts for equity indexes, commodities, and Currencies
4. To learn to model and evaluate derivative instruments and risk exposure



**COURSE OUTCOMES**

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

1. Apply the knowledge for hedging Activity
2. Analyse financial derivatives: forward contracts, futures and options.
3. Create derivative pricing models and identify payoffs from derivative positions
4. Analyse financial derivatives to a range of scenarios.

**UNIT 1 INTRODUCTION 6**

Derivatives – Definition – Basics -Derivatives Market – History and Evolution –Indian derivatives market – Market participants - Types of derivatives market – Significance of derivatives –Risk faced by market participants in derivatives market.

**UNIT 2 INDICES 6**

Introduction to Index - Significance of Index – Types of market indices –Attributes of an index – Major indices in India – Application of indices – International Indices – Contemporary Correlation of global indices – SGX – NYSE.

**UNIT 3 FORWARDS AND FUTURES 6**

Introduction to Forwards and Futures Contracts–Forwards Vs. Future Contracts - Payoff Charts for Futures Contract –Commodity, Equity and Index Futures – Uses of Futures.

**UNIT 4 OPTIONS AND STRATEGIES 6**

Basics of Options –Payoff Charts for Options Contract - Basics of Options Pricing and Option Greek – Uses of options in Equity and Commodity – Gold, Crude oil etc.,

**UNIT 5 REGULATORY ENVIRONMENT 6**

Regulatory authorities – Securities and Exchange Board of India (SEBI) and Securities Contract (Regulation) Act 1956 (SCRA) – Powers of SEBI as per SCRA- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. S.S.S Kumar, Financial Derivatives, Theory, Concepts and Practice, PHI Learning, 2010
2. John C Hull, Options, Futures and other Derivative Securities, Pearson, 2009
3. S.L.Gupta, Financial Derivatives, Theory, Concepts and Practice, Prentice Hall of India, 2008
4. N.R. Parasuraman, Fundamentals of Financial derivatives, Wiley Practice

**REFERENCE BOOKS:**

1. D. R. Madhumathi& M. Ranganathan, Derivatives & Risk Management, Dorling Kindersley (India) 2010
2. Robert W Kolb and James A Overdahl, Financial Derivatives: Pricing and Risk Management, Wiley publications, 2009.
3. Prof. Prashant patil, Dr.Yogesh Mahajan, Financial derivatives, Prashant Publications, 2011.

*Prashant-19*

**PREREQUISITES:** Basic knowledge on FINANCE

**COURSE OBJECTIVES**

1. To provide base steps for personal financial planning
2. To understand the risk and return with the time value of money
3. To study the personal income tax
4. To provide the various sources of savings and investments



**COURSE OUTCOMES**

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

1. Ability to plan one's own Financial planning
2. Capacity to evaluate the risk and return involved in savings and investment
3. Apply the computation of Personal Income Tax and filing of return
4. Design the best method of savings and investment for the future.

**UNIT 1 FINANCIAL PLANNING**

6

Financial Planning - Importance - Steps in Financial Planning - Personal Budget - SMART GOAL- Exercise on Financial Planning.

**UNIT 2 RISK AND RETURN**

6

Risk and Return - Present Value and Future Value - Annuity - Power of Compounding - Capital Gains on Personal Investment

**UNIT 3 PERSONAL INCOME TAX**

6

Personal Income Tax - Eligible deductions under various Sections - Filing of Return - E filing.

**UNIT 4 INVESTMENT AVENUES**

6

Investment Criteria - Investment in debentures, equity, corporate and Government Bonds.

**UNIT 5 SAVINGS & INVESTMENT**

6

Savings instruments of Post Office and Banks - Chit Funds-Retirement Plan - Pension Plan - Public provident Fund - Gratuity - Life Insurance Plan -Reverse Mortgage Plan- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Investment Planning, Ankit Gala, Kushboo Kala, Buzzing stock Publishing House; (Mumbai, 2015)
2. Financial Planning, Madhu Sinha, McGraw Hill Education (India) Private Limited, 2018.
3. The Only Financial Planning Book, Amar Pandit, Network 18 Publications Mumbai, 2012.

**REFERENCE BOOKS:**

1. Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Personal Finance, McGraw-Hill Education, 2015.
2. Strategic Financial Management V Pattabhi Ram, S D Bala, Snowwhite Publications, Mumbai, 2018.
3. Your everyday Guide to Personal Finance and Insurance Prakash Praharaj, Network 18 publications, Mumbai, 2015.

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**PREREQUISITES:** Basic knowledge on financial management

**COURSE OBJECTIVES**

1. To discuss the role and practices of foreign exchange markets and their use in financial management for international businesses
2. To explain the exchange rate determination and the role of global financial markets
3. To appraise the financial risks faced by international businesses and the principles for managing these risks
4. To apply the principal financial management techniques in international business

**COURSE OUTCOMES**

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

1. Understand a complex body of knowledge relating to the international financial environment
2. Evaluate the international financial objectives of an organisation and their risks.
3. Design the finance mix through various international source of finance.
4. Understand the factors affecting international investment decisions and opportunities.

**UNIT 1 INTRODUCTION**

6

Foreign Exchange–Basics –Foreign Exchange Market-Market Participants –Factors determining Foreign Exchange Rates and International Monetary System – Gold Standard - The Bretton wood system.

**UNIT 2 FOREIGN INVESTMENT**

6

International Trade – WTO-its impact - Balance of payment, balance of trade, Current account and capital account - Modes of Investment - Foreign Direct Investment(FDI) – Foreign Institutional Investors(FII) - Investment in India.

**UNIT 3 FOREIGN EXCHANGE RISK**

6

Types of Foreign Exchange Exposure and Risk – SWIFT Messaging - Management of Transaction Risk – Techniques for Hedging Transaction Risk, Internal Hedging Strategies – Management of Operating Risk, Managing Transaction Exposure – Interest rate risk – Inflation risk (Simple problem)

**UNIT 4 INTERNATIONAL FINANCIAL MARKET**

6

International Money Markets - Motive-Segments -International Finance sources - Equity and debt products like ECBs, ADRs, GDRs - ECCBs and other types of Bonds etc.,

**UNIT 5 REGULATION**

6

Regulatory Authorities of Forex –( FEMA) – Foreign Exchange Management Act 1999 – Objective - Rules and Policies – Role of RBI –Capital budgeting for multi-national companies- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. P.K Jain, Josette Peyrard and Yadav, 'International Financial Management', Lakshmi Publications, 2010
2. SharanVyuptakesh, 'International Financial Management', PHI Learning 2012
3. Fundamentals of International Financial Management S. Kevin, PHI Learning, 2009

**REFERENCE BOOKS:**

1. Apte, P. G. 'International Financial Management' Tata McGraw Hill, 2010
2. Geert Bekaert, Robert Hodrick International Financial Management, Pearson, 2013
3. Laurence Copeland, Exchange rates and international finance, 2014

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**PREREQUISITES:** Basic features of excel and economics

**COURSE OBJECTIVES**

1. To disseminate basic knowledge about Econometrics and Financial Modeling.
2. To create financial model using excel spreadsheet for financial decisions
3. Using statistical software for predicting time series data
4. Using Gretl and Eviews for measuring the volatility of financial time series.



**COURSE OUTCOMES**

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

1. Create the financial model using excel spreadsheet
2. Evaluate the risk in investment project and appraise the best one through various tools.
3. Able to predict the stock prices.
4. Capacity to measure the volatility of financial time series.

**UNIT 1 EXCEL AND ECONOMETRICS – INTRODUCTION** **8**

Understanding the Basic Features of Excel - Creating Charts -Understanding Finance Functions present in Excel - Creating Models

**UNIT 2 RISK ANALYSIS IN CAPITAL BUDGETING** **8**

Risk Analysis in Project Appraisal through Sensitivity Analysis and Scenario Analysis using excel - Using Solver in Excel for Selection of investment alternatives and financial planning - Evaluating the investments by NPV, IRR

**UNIT 3 ECONOMETRICS – INTRODUCTION** **8**

Introduction to Econometrics – Historical perspectives of Econometrics- Steps in Econometric Analysis- Regression Analysis- Multiple Regression Analysis –Dummy Variable Regression Model (ANOVA Model) – Heteroskedasticity -Autocorrelation-Multi colinearity

**UNIT 4 TIME SERIES MODELING** **8**

Stationarity Analysis – Autocorrelation Function, Partial Autocorrelation Function and unit root tests- ARIMA modelling/ Box-Jenkins Method – VAR model- VECM – Cointegration – Granger non-causality

**UNIT 5 VOLATILITY MODELING AND SOFTWARE APPLICATIONS** **8**

Measuring volatility in Financial Time Series: ARCH and GARCH models – Econometric Analysis (ARIMA modeling, Stationarity Test, Cointegration test, Causality test, VECM, GARCH modeling) using Gretl and Eviews

**TOTAL: 40**

**TEXT BOOKS:**

1. Damodar N. Gujarati Sangeetha, Basic Econometrics, The McGraw-Hill, 5th Edition, 2009.
2. Alastair L. Day, Mastering Financial Modeling in Microsoft Excel, Prentice Hall, 3rd Edition, 2012.
3. Wayne L. Winston, Excel 2016 Data Analysis and Business Modeling, PHI learning Pvt. Ltd., 2017

**REFERENCE BOOKS:**

1. John Y Campbell, Andrew W. Lo, A. Craig Mackinlay, The Econometrics of Financial Markets, New Age International (p) Limited, 2017
2. William H. Greene, Econometric Analysis Pearson Education, 2012.
3. I M Pandey, Financial Management, Vikas publishing house Pvt. Ltd., 2015

*Rashmi*

**PREREQUISITES:** Basic knowledge of Financial Management

**COURSE OBJECTIVES**

1. To enable students understand the conceptual framework of valuation and its approaches.
2. To equip the students to gain expertise in relative valuation of equity shares of corporate
3. To impart knowledge on Enterprise valuation through discounted and non-discounted models
4. To familiarise the students to evaluate the Value Enhancement by the corporate.



**COURSE OUTCOMES**

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

1. Value the equity shares of a company.
2. Critically evaluate the various Valuation models.
3. Evaluate and choose financial securities for constructing an investment portfolio through relative Valuation techniques.
4. Evaluate the value addition created by the corporate through various methods.

**UNIT 1 INTRODUCTION**

6

Valuation – Value – Definition - Approaches to Valuation – Features of the Valuation Process – Corporate Valuation in Practice – Information needed for Valuation – Intrinsic Value and the Stock Market – Importance of Intrinsic Value.

**UNIT 2 ENTERPRISE DCF MODEL**

6

Analysing Historical Performance – Estimating the Cost of Capital – Forecasting Performance – Estimating the Continuing Value – Calculating and Interpreting the results – Applicability and limitations of DCF Analysis.

**UNIT 3 RELATIVE VALUATION**

6

Steps in Relative Valuation – Fundamental Determinants of Valuation Multiples - Equity Valuation Multiples – Enterprise Valuation Multiples – Choice of Multiple – Best Practices using Multiples – Assessment of Relative Valuation

**UNIT 4 NON-DCF APPROACHES**

6

Book Value Approach – Various basis of Asset Valuation – Replacement cost value – Market Value – Agreed Value/Fair Value – Problems with Asset-based valuation – Strategic Approach to Valuation.

**UNIT 5 VALUE ENHANCEMENT**

6

Meaning – Economic Value Added (EVA) Approach to value creation – Measure of value creation – Computing Market Value Added (MVA) – Properties of Market Value Added – Drivers of value creation

**TOTAL: 30**

**TEXT BOOKS:**

1. Prasanna Chandra, 'A Guide for Analysts, Managers and Investors, McGraw Hill Education 2014.
2. AswathDamodaran, 'The little book of Valuation', Wiley India Pvt Ltd., 2012
3. Kamal Garg CA, 'Handbook on Valuation', Bharat Law House, Delhi, 2017

**REFERENCE BOOKS:**

1. Kamal Garg CA, 'Valuation by Registered Valuers', Bharat Law House, Delhi, 2017
2. Sridhar VS, 'Valuation Examination for Asset Class Securities or Financial Assets', Rama books, 2018.
3. SyamalsDatta, 'Advanced Valuation for Secured Lending by Banks and Financial Institutions', SyamalsDatta, 2014.

*Rachin.H*

**PREREQUISITES:** Basic knowledge on Finance

**COURSE OBJECTIVES**

1. To impart knowledge on preparation and interpretation of financial statements
2. To facilitate the students to analyse the financial statements using ratio analysis
3. To gain the knowledge on cash flow analysis
4. To understand the business insights by understanding annual reports



**COURSE OUTCOMES**

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

1. Apply the accounting standards in preparation of accounting reports
2. Analyse the financial statements and results through financial tools.
3. Prepare the cash flow statement for various business transactions
4. Sensitise the business based on the findings from the reading of annual reports

**UNIT 1 INTRODUCTION**

5

Financial Statements – Meaning – Decision makers, Users of Accounting Information – Objective of Financial reporting – types of financial statement analysis and interpretations – limitations of financial statements.

**UNIT 2 BALANCE SHEET ANALYSIS**

6

Analysis of Statement of Shareholder's Equity – Net worth – Impact of Changes in promoter's stake – Changes in Earnings per share – Stock dividend - Analysis of Balance Sheet – Segment wise application and sources of funds - Reformulation of Balance sheet.

**UNIT 3 APPLICATION OF RATIOS**

8

Analysis of short term and long term liquidity – Leverage ratios – Profitability - Solvency Ratios – Analysis of Changes in Growth and Profitability – EPS - Intra firm and Inter firm Comparisons – Comparative statements – Common size statements - Trend Analysis – DuPont Analysis (Problem).

**UNIT 4 CASH FLOW ANALYSIS**

6

Statement of Cash flows– Principles Sources and Application of Cash – Calculation of Cash from Operations –Cash from Operating Activities – Financing activities – Investing activities - Managerial Uses of Cash flow Analysis.

**UNIT 5 READING ANNUAL REPORT**

5

Annual reports –Contents – Accounting Standards (IAS) – Disclosure of Accounting Policies – Management Discussions and Analysis –Segment wise reporting - Case Studies - Contemporary market ratios- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS**

1. Jain S.P and Narang K.L , 'Financial Accounting, Kalyani Publishers', 2016
2. N.P. Srinivasan, M.Sakthivel Murugan, 'Accounting for Management', S.Chand & Company Ltd, 2013
3. Maheswari S. N, 'Principles of Management Accounting', Sultan Chand and Sons Limited,2013

**REFERENCE BOOKS**

1. Fraser and Ormiston, 'Understanding Financial Statements', Pearson Prentice Hall, 2016
2. Horngren Charles T, 'Introduction to Financial Accounting', Pearson Education Pvt Ltd,2016
3. Warren Buffet, 'Accounting Book', Stig Brodersen, Preston Pysh - Kindle edition

*Rachin*

**PREREQUISITES:** Basic knowledge of Management Principles and Financial Management

**COURSE OBJECTIVES**

1. To facilitate the students to understand the importance of foreign exchange in business transactions
2. To provide an in-depth knowledge about foreign exchange arithmetic
3. To make the students understand the risks associated with foreign exchange operations
4. To familiarise the students with export finance and the important provisions of FEMA



**COURSE OUTCOMES**

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

1. Evaluate foreign exchange rates
2. Foresee and mitigate risks associated with foreign exchange transaction
3. Handle and negotiate the different export finance options
4. Ensure that the foreign exchange transactions of the organization are in accordance with FEMA

**UNIT 1 INTRODUCTION 8**

Role and rules of FEDAI- Foreign Exchange rates and Risk Management – Foreign Exchange for Resident Indians: Foreign Currency accounts in India- Liberalized remittance scheme – Travel and non-travel related expenses, FOREX Facilities for Non-Resident Indians: Deposit schemes for Non-Resident Indians, Investment facilities for NRIs – Loans for NRIs – Foreign Exchange market participants: Central Bank, Commercial banks, Investment funds, Forex brokers, Corporations, individuals

**UNIT FOREIGN EXCHANGE ARITHMETIC 8**

Factors determining exchange rates: Fundamental factors- Technical factors – Speculative factors - Foreign Exchange Arithmetic-Forex Markets; Direct and Indirect Quote- Basic Exchange Rate Arithmetic: Cross Rate, Chain Rule, Value date, Forward Exchange Rates- Forward Points; Arbitrage; Calculating Forward Points; Premium / discount

**UNIT 3 RISKS ASSOCIATED WITH FOREIGN EXCHANGE DEALING OPERATIONS 6**

Operational risk, Exchange risk, Credit risk, Settlement risk, Liquidity risk, Market risk, Legal risk, Systematic risk, Country risk, Sovereign risk

**UNIT 4 EXPORT FINANCE 4**

Pre-shipment export finance – Post-shipment export finance – Export finance against collection of bills – Deferred Export finance – Export finance against allowances and subsidies – Export Credit Guarantee Corporation : Roles and activities

**UNIT 5 FOREIGN EXCHANGE MANAGEMENT ACT (FEMA) 4**

FEMA, 1999 – Objectives, salient features - Regulatory requirements under FEMA for Residents and Non-residence entities.

**TOTAL: 30**

**TEXT BOOKS:**

1. B.K. Chavdhuri, 'Finance of Foreign Trade and Foreign Exchange', Himalaya Publishing House, 2014.
2. C.Jeevanandam, 'Foreign Exchange- Practice, Concepts and Control', Sultan Chand and Sons, 2014.
3. A.V. Rajwade, 'Foreign Exchange, International Finance and Risk Management', Shroff Publishers and Distributors Private Limited, Mumbai, 2014.

**REFERENCE BOOKS:**

1. Tim Weithers, 'Foreign Exchange: A practical guide to the Foreign Exchange markets', Wiley, 2006.
2. 'Foreign Exchange Management Manual with FEMA and FDI Ready Reckoner', - TAXMAAN, Jain Book Depot, 2014.
3. Nidhi Jain, 'Foreign Exchange Risk management 'New Century publications,'2007.

*Radhika*

**PREREQUISITES:** Basic knowledge of Management Principles and Financial Management

### COURSE OBJECTIVES

1. To facilitate the students to understand Capital Budgeting Techniques
2. To provide an in-depth knowledge about Financial appraisal of projects and Financial projections
3. To make the students understand the risks associated with projects and the ways of handling them
4. To familiarize the students with the essential features of export finance and infrastructure financing

### COURSE OUTCOMES

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

1. Perform Capital Budgeting and compare the profitability of projects
2. Carry out financial projections and assess the financial viability of projects
3. Handle and mitigate the various risks associated with projects
4. Manage financial aspects of export oriented projects and infrastructure projects

### UNIT 1 OVERVIEW OF PROJECT AND CAPITAL BUDGETING

6

Project Characteristics – Project Selection –Project Formulation – Project Cost Estimation – Order of magnitude estimate of Project cost - Time Value of Money, Investment Criteria, Capital Budgeting - Non-discounted cash flow techniques – Discounted cash flow techniques - Project Cash Flows, Cash Flow Estimations, Cost of Capital & Capital Budgeting Techniques.

### UNIT 2 FINANCIAL APPRAISAL OF PROJECTS

8

Financial projections- Profitability Estimate – Projected Cash flow statement – Break-even point estimation - Sensitivity Analysis of Profitability estimate – DSCR: importance of DSCR – Use of DSCR in financial appraisal – Inflation: Effect of inflation on financial appraisal of projects.

### UNIT 3 PRODUCT RISK MANAGEMENT

6

Project risks – Identification of risks: Operational risk, Exchange risk, Credit risk, Settlement risk, in a portfolio of investments – Capital rationing among multiple projects – CAPM – Risks in International projects: Country risk, Currency risk, Interest rate risk – Risk Management Instruments: Forward rate agreement, Interest rate swap, Interest rate cap, Interest rate collar Liquidity risk, Market risk, Legal risk, Country risk, Sovereign risk – Risk response strategies: Risk avoidance, Risk reduction, Risk sharing and transfer – Measurement of risk – Risk adjusted discount rate – Certainty equivalent method of risk assessment – Risk reduction.

### UNIT 4 EXPORT FINANCE

5

Pre-shipment export finance – Post-shipment export finance – Export finance against collection of bills – Deferred Export finance – Export finance against allowances and subsidies – Export Credit Guarantee Corporation: Roles and activities.

### UNIT 5 INFRASTRUCTURE FINANCING

5

Definition of Infrastructure – Multiplier effect of infrastructure development on the economy –Sources of financing infrastructure projects: - Infrastructure development through PPP made- Types of PPP Models – Risks associated with infrastructure projects - Credit rating of infrastructure projects.

**TOTAL: 30**

### TEXT BOOKS:

1. Prasanna Chandra: Projects: Analysis, Selection, Implementation and Review', McGraw Hill Education, 2014
2. K.Nagarajan, 'Project Management', New Age International P. Limited, 2017
3. D.P.Sarda, 'Handbook of Project Finance, Appraisal and Follow up', Horizon Press, 2017

### REFERENCE BOOKS:

1. Stefano Gatti, 'Project Finance in Theory and Practice', Academic Press, 2012
2. Anthony Higham and Carl Bridge, 'Project Finance in Construction', Routledge, Taylor & Francis Group, 2016
3. Ambrish Gupta, 'Project Appraisal and Financing', PHI Learning, 2017

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**PREREQUISITES:** Basic knowledge of Financial Management

**COURSE OBJECTIVES**

1. To enable students understand the various sources of long term sources of finance.
2. To equip the students to gain knowledge on mergers, acquisitions and corporate restructuring
3. To facilitate the students to understand the brand value of a company.
4. To know the importance of human resource accounting.



**COURSE OUTCOMES**

Upon successful completion of the programme, the students will be able to:

1. Identify the impact of the different sources of long term finance.
2. Critically evaluate the need for mergers, acquisitions and restructuring
3. Evaluate the intangible assets of an organisation through various methods.
4. Invest in people to maximise the profitability of the organisation.

**UNIT 1 INTRODUCTION**

6

Financial Policy and Strategic plan – Strategic planning process – Objectives and goals – major kinds of strategies and policies – process of financial planning – types of financial plan – financial models – uses and limitations of financial modelling.

**UNIT 2 MERGERS, ACQUISITIONS AND REPORTING**

6

Introduction – Motives of Merger and acquisitions – Factors leading mergers and acquisitions – types of combinations – benefits – Tender Offer – Regulations of Mergers and acquisitions in India – legal procedures- Reverse Merger – Conversion of Private Company into Public Company – Conversion of Public Company into Private Company

**UNIT 3 FINANCING STRATEGY**

6

Financing Strategy – Innovative sources of finance – Asset backed securities - Securitisation – Hybrid securities – Convertible and Non-convertible debentures, deep discount bonds, Secured premium notes – Convertible preference shares.

**UNIT 4 VALUATION OF INTANGIBLE ASSETS**

6

Goodwill – meaning – various methods of valuation of goodwill – capitalisation method – super profit, average profit method. Intellectual Property Rights – Amortisation of Intangible assets.

**UNIT 5 HUMAN RESOURCE ACCOUNTING**

6

Introduction – Definition – Importance – Objectives of HR Accounting – Investment in Human Resource-human capital – limitations of human resource accounting.

**TOTAL: 30**

**TEXT BOOKS:**

1. Prasanna Chandra, 'Strategic Financial Management', McGraw Hill Education 2014.
2. Rajni Sofat & Preeti Hiro, 'Strategic Financial Management', PHI, Delhi, 2011
3. Weaver & Weston, 'Strategic Corporate Finance', Cengage Learning, Delhi, 2001.

**REFERENCE BOOKS:**

1. Rajesh Kumar, 'Strategic Financial management case Book' Elsevier, 2016
2. V.Pattabhi Ram, S.D. Bala, 'First Lessons in Strategic Financial Management', Snow White Publications Private Limited, 2016
3. Rajni Sofat, 'Strategic Financial management', PHI, 2011

*Prasanna*

**PREREQUISITES:** Basic knowledge of business

**COURSE OBJECTIVES**

1. To impart the basic principles underlying the provisions of direct and indirect tax laws
2. To introduce practical tax planning as a vital managerial decision-making process.
3. To expose the real life situations involving taxation and to equip them with techniques for taking tax sensitive decisions
4. To gain the procedure of filing of tax returns to the authorities.



**COURSE OUTCOMES**

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

1. Apply the various provisions of direct and indirect laws for computing the taxes.
2. Evaluating the various options to take advantage of the taxation policy.
3. Ability to compute the taxable income of an individual using the provisions of the Act.
4. Ability to file the various returns to the concerned authorities.

**UNIT 1 INTRODUCTION**

6

Introduction to Taxation Management – Assessee – Assessment year -Types of taxes, concepts, objectives – Tax planning, Tax Evasion and Tax Avoidance - Factors to be considered for tax planning - Tax planning of various categories of income – Salary income, Income from house property and Income from business – Income from other sources – Capital Gains

**UNIT 2 INCOME TAX**

6

Introduction – Income tax – Income tax Act, 1961 - Various heads in computation of total income – Deductions from gross total income, Rebates and Reliefs - Computation, Payment and accounting - Computation of Taxable income and tax payable.

**UNIT 3 DEDUCTIONS BY EMPLOYER**

6

Basic concept – levy and charge of tax: Employers' liability to deduct and pay tax – Tax deducted at source (TDS) – Forms – Provident Fund – Gratuity – Contribution from Employers and Employees - Professional tax.

**UNIT 4 GOODS AND SERVICES TAX**

6

Fundamentals of GST –Constitution Act 2016 – Registration – Persons not liable for registration - Advantages of GST – Need for GST in India – One Nation One Tax – Dual GST Model – Inter State Vs Intra State stock transfer – Goods and Service Tax Network (GSTN) – GST Council –Guiding principles of GST council – Functions of GST council - Important definitions under CGST law.

**UNIT 5 FILING OF RETURNS**

6

Filing of Income Tax returns – Provisions, Forms and due dates, Notices and assessment for Individuals – various Income Tax Returns (ITR) forms – E-filing of Returns – GST Returns.

**TOTAL: 30**

**TEXT BOOKS:**

1. Dr. VinodSinghania, Taxman Publication, , New Delhi, 2018
2. Dr. Sanjeev Kumar , Bharat Law House Pvt. Limited, 2008, Systematic Approach to Indirect taxes
3. Directorate of Studies , The Institute of Cost Accountants of India (ICAI), Jayant Printery, 2018

**REFERENCE BOOKS:**

1. Indirect Tax Laws, YogenderBangar, Vandanabangar, Aadhya Prakashan.
2. VS Datey, GST Law and Practice with Customs and FTP, Taxmann's, 2018
3. G.Sekar, Practical Guide on TDS and TCS, Wolters Kluwer, 2012.

*Prathu.M*

## MARKETING MANAGEMENT ELECTIVES

18PNE015

DIGITAL AND SOCIAL MEDIA MARKETING

3/0/0/3

**PREREQUISITES:** Knowledge of Marketing Management

### COURSE OBJECTIVES

1. To provide a deeper knowledge about the Digital Marketing Methodologies
2. To familiarize the concepts of Search Engine, Search Engine Optimization and Social Media
3. To develop the students as independent digital marketers



### COURSE OUTCOMES

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

1. Integrating web performance and functionality
2. Applying Search Engine Optimization
3. Creating the right Online Campaigns with right Target Audience
4. Applying social media for marketing and advertising

### UNIT 1 WEBSITE PLANNING AND CREATION

6

Understand websites - domain names and extensions - web hosting and servers - Contemporary website designing - Clutter-breaking, Responsive and Compatibility User Interface (UI) and User Experience (UX) - Different types of websites - planning and conceptualizing a website- Digital Etiquette – Ethics while using the Internet as marketing platform

### UNIT 2 SEARCH ENGINE OPTIMIZATION

6

Introduction to search engines - Digital marketing automation - Google guidelines - Best Practices - Quality guidelines - Design guidelines - web traffic and keyword Research, Analysis and integration - On page and Off page optimization techniques

### UNIT 3 ONLINE ADVERTISING AND GOOGLE ADWORDS

6

Online Ads - Interactive ads - Creative ads –Display Ads - Google Ad words - Online ad methods - Types of online advertisements - Campaign set up - Understanding the ad metrics, Keyword Bidding, Revenue out of Digital marketing, CPC, CPA – Tools and Reports

### UNIT 4 DIGITAL MARKETING MANAGEMENT

6

Digital Marketing Plan - Goals – objectives - Key Performance Indicator (KPI) - Market research - Value creation process - Strategic web marketing plan – Budgeting – Channel - Online Reputation Management: Brand management - Tools to monitor online brand reputation, Tracking ROI

### UNIT 5 EMERGING CHANNELS FOR DIGITAL MARKETING

6

Facebook - Twitter – YouTube - Linked In – Pinterest – Instagram, Video Marketing - Email Marketing - Control over the Spam mail and impact made by network provider- Blog Creation Marketing - Mobile Marketing - Affiliate Marketing. Tools – TweetDeck, Hootsuite - Data security across social media- Subscription cost related with social sites- Trending analysis in Social sites and track over it.

**TOTAL: 30**

### TEXT BOOKS:

1. Ira Kaufman, Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Value Guidebook for Executives, Managers, and Students Paperback– Routledge Taylor & Francis group, 2014
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015

### REFERENCE BOOKS:

1. Zimmerman Jan, Sahlin Doug; Social media marketing, All-in-one for dummies, Wiley India. Wiley 2010
2. Dave Evans., Susan Bratton, Social Media Marketing: An Hour a Day, Wiley , 2012
3. Dave Evans., Susan Bratton, Social Media Marketing: The Next Generation of Business Engagement. Wiley, 2010
4. Your Google Game Plan for Success: Increasing Your Web Presence with Google Ad Words, Analytics and Website Optimizer, Joe Teixeira, Wiley 2010

*Pravin*

**PREREQUISITES:** Basic concepts of Marketing Management

**COURSE OBJECTIVES**

1. To enable students to understand promotion as an element of marketing.
2. To impart knowledge various communication mix elements

**COURSE OUTCOMES**

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

1. The student will be able to develop an overall IMC plan for an organisation.
2. Apply different tools and techniques for promotion
3. Evaluating different types of communication mix elements for its effectiveness.
4. Design appropriate tools and combination of techniques for promotion



**UNIT 1 INTRODUCTION TO IMC**

6

Introduction to IMC –The Tools for IMC - The IMC Planning Process – The Role of IMC in the Marketing Process.

**UNIT 2 INTEGRATED MARKETING COMMUNICATION PROGRAM SITUATION ANALYSIS**

6

Organizing for Advertising and Promotion – Advertising Agencies – Evaluating Agencies – Integrated Marketing Communication Process – Perspectives on Consumer Behavior.

**UNIT 3 ANALYZING THE COMMUNICATION PROCESS**

6

The Communication Process – Source, Message and Channel Factors – Objectives and Budgeting for Integrated Marketing Communication Programs.

**UNIT 4 DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAM**

6

Creative Strategy Planning and Development – Creative Strategy Implementation and Evaluation – Media Planning and Strategy - Evaluation of Media.

**UNIT 5 MONITORING EVALUATION AND CONTROL**

6

Measuring the Effectiveness of the Promotional Program – Measuring the Effectiveness of other Program Elements- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Belch, E. George, Belch, A. Michael and Purani K. (2018). 'Advertising and Promotion: An Integrated Marketing Communications Perspective', New Delhi: McGraw Hill Education.
2. Shah, Kruti and D'Souza, Alan, 'Advertisement and Promotion – An IMC Perspective', New Delhi: McGraw Hill Education (2014).
3. Baack, E. Donald and Clow, E. Kenneth: 'Integrated Advertising, Promotion and Marketing Communications', New Delhi: Pearson Education, (2014).

**REFERENCE BOOKS:**

1. David A Aaker- Rajeev Batra & John G. Myers- 'Advertising Management' - Prentice – Hall of India- 2014.
2. Cundiff- Stil & Govani –'Sales Management' PHI/Pearson- 2008.
3. O'Guinn- Allen & Semenik –'Advertising & Integrated Brand Promotion' –Thomson South Western- 2009.

*Perth 01*



PREREQUISITES: Marketing Management and Organizational Behavior

### COURSE OBJECTIVES

1. To develop students' abilities to apply consumer behavior concepts to marketing problems that is likely to involve consumer consumption and identity Implications
2. Study on consumer behavior gives inputs to a marketing professional about dealing with diversities

### COURSE OUTCOMES

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

1. Understand the importance of buyer behaviour in marketing
2. Acquire the skills of segmenting the consumers according to the requirement of the market
3. Develop Marketing strategies based on consumer insights
4. Comprehend the relationship between product/service and customer satisfaction

### UNIT 1 INTRODUCTION

6

Concepts-Dimensions of Consumer Behavior - Application of Consumer Behavior - Knowledge in Marketing Decisions –Approaches To The Study of Consumer Behavior.

### UNIT 2 CONSUMER AS AN INDIVIDUAL

6

Consumer Needs and Motives –Personality–Consumer Perception - Learning–Consumer Attitudes – Attitude Formation and Change Communication and Persuasion –Self Image–Life Style Analysis.–Key Determinants of Buyer Behavior and A Framework of Buyer behavior.

### UNIT 3 ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOR

6

Group Dynamics and Consumer Reference Groups –Family –Social Class Cultural and Sub-Cultural Aspects–Cross Cultural Consumer Behavior - Consumer buying habits and perceptions of emerging non-store choices

### UNIT 4 CONSUMER DECISION PROCESS AND POST PURCHASE BEHAVIOR

6

Personal Influence and Opinion Leadership – Diffusion of Innovations –Consumer Decision Making Process –Models of Consumer Decision Process – Nicosia- Howard Sheth and Engel-Kollat Model- Post Purchase Behavior –Consumer Expectation and Satisfaction –Managing Dissonance –Consumer Loyalty– Types of Loyalty Programmes

### UNIT 5 ADDITIONAL DIMENSIONS

6

Consumerism – Consumer rights and Marketers' responsibilities– Research and application of consumer responses to market stimuli-innovative products, Advertising, service failure –Organizational and Industrial Buyer Behavior – Consumer Behavior in Indian Context- Emerging Trends.

**TOTAL: 30**

### TEXT BOOKS:

1. Leon G. Schiffman- Leslie Lazar Kanuk- 'Consumer Behavior'- Pearson Education- New Delhi- 2014.
2. Assael- 'Consumer Behavior'- Cengage Learning- 2010.
3. S.L. Gupta & Sumitra Pal- 'Consumer Behavior an Indian Perspective'- Sultan Chand- New Delhi 2010

### REFERENCE BOOKS:

1. Valerie A. Zeithaml, Parasuraman A and Leonard L. Berry, 'Delivering Quality Service', The Free Press, Macmillan, 2009.
2. Jha S M, 'Services Marketing', Himalaya Publishing House, 2014
3. GovindApte, 'Services Marketing', Oxford University Press, 2014

*Pranav .M*

**PREREQUISITES:** Basic Understanding of Marketing Concepts



**COURSE OBJECTIVES**

1. To enable the students to understand the fundamentals of services marketing
2. To sensitise the students in Customer Behaviour and Segmentation, Targeting and positioning in services
3. To develop knowledge of Service Quality & Customer Satisfaction
4. To clarify the basics in the formulation of a Sound marketing Mix

**COURSE OUTCOMES**

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

1. Understand the meaning and trends in service marketing
2. Develop Marketing Strategy based on consumer Insights
3. Comprehend the relationship between service quality, gaps and customer satisfaction
4. Formulate services mix for different types of services linking with the emerging trends of the services industry

**UNIT 1 INTRODUCTION TO SERVICES MARKETING 6**

Services Marketing- Differences between Goods and Services, Characteristics and Classification-Services Blueprint.

**UNIT 2 CUSTOMER BEHAVIOR AND SEGMENTATION, TARGETING, POSITIONING 6**

Customer behaviour in Service Encounters: The three-stage model of service consumption - Targeting Segmentation and Positioning - Problem areas of segmentation

**UNIT 3 SERVICES MIX 6**

Services Marketing Mix- 7P's- Product Mix, Product Line, Product Development, Packaging -Promotion Mix: Advertising, Public Relations/Publicity-Pricing-Personal Selling. Sales promotion-Tools of Sales promotion; Role of people-Physical Evidence and Process in services marketing

**UNIT 4 SERVICE QUALITY MODELS 6**

Introduction to Service Quality Models: Gaps Model, SERVQUAL, and SERVPERF - Causes of Service Quality Gaps - Factors and Techniques to Resolve this Gap - The Service Performance Gap -Strategies for Closing the Gap.

**UNIT 5 EMERGING TRENDS IN SERVICE MARKETING INDUSTRY 6**

Banking Services, Insurance, Mutual Funds, Tourism, Hotel and Consultancy, Mass Communication, Entertainment, Educational, IT industry, Recent HR and marketing practices in service industry- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Christopher H. Lovelock and Jochen Wirtz, 'Services Marketing: People, Technology, Strategy', Pearson Education South Asia, 2015.
2. Valerie A. Zeithaml, Mary Jo Bitner and Dwayne D. Grenler 'Services Marketing', McGraw Hill Education, 2012

**REFERENCE BOOKS:**

1. Valerie A. Zeithaml, Parasuraman A and Leonard L. Berry, 'Delivering Quality Service', The Free Press, Macmillan, 2009.
2. Jha S M, 'Services Marketing', Himalaya Publishing House, 2014
3. Govind Apte, 'Services Marketing', Oxford University Press, 2014

*Prachin*



**PREREQUISITES:** Exposure to the contemporary concepts of marketing.

**COURSE OBJECTIVES**

1. To enable students to develop professional capabilities through field work in real life work situations in the field of rural markets
2. To give opportunity to engage with future potential employers and to give them an insight in the practicalities of working environment

**COURSE OUTCOMES**

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

1. Understand and remember the concepts of marketing and its importance in rural markets
2. Apply the marketing concepts and theories in the real time scenario
3. Apply and evaluate different techniques in the practical rural market space.
4. Create new models to read and solve the upcoming challenges in the rural market

**UNIT 1 INTRODUCTION TO RURAL MARKETING**

6

Characteristics and dimensions of rural markets-Rural Market Profile-Rural Market-Size and Scope-Environment and Emerging profile of rural markets in India-Constraints in rural Marketing and Strategy to overcome the constraints; Initiatives of Government and Non-Govt. Agencies in the development of Rural and Agricultural Sector.

**UNIT 2 RURAL MARKET BEHAVIOR**

6

Rural Consumer Vs Urban Consumers; Rural Consumer dimensions-Rural Demand Dimension-Tapping the rural markets-Rural Market Segmentation-Basis and Strategies- Approach of rural Markets of India.

**UNIT 3 MARKETING MIX FOR RURAL MARKETING**

6

Product Planning for Rural Products-Pricing Methods and Strategies for products of rural markets - Product management in rural markets.

**UNIT 4 CHANNELS OF DISTRIBUTION**

6

Distribution pattern and methods in rural markets –Special characteristics of rural channels-Channel Management in rural markets-Managing physical distribution in rural markets-Storage, Warehousing and Transportation - Electronic choupal applications.

**UNIT 5 MARKETING COMMUNICATION IN RURAL MARKETS**

6

Advertising and sales promotion for rural markets-Major challenges in Media Planning-Sales force management in rural markets-Selecting the media mix-Evaluation of promotional activities- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. C.S.G. Krishnamacharyulu, & Lalitha Ramakrishnan, "Rural Marketing" – Text and Cases, Pearson education, 2012.
2. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, "Cases in rural marketing an integrated approach". Pearson education, 2003.
3. Robert Chambers, "Rural Development: Putting the last first", Pearson education, 1983.

**REFERENCE BOOKS:**

1. Sanal Kumar Velayudhan, , "Rural Marketing", SAGE Publication, 2008.
2. Prodeep Kashyap and Siddhartha Raut, "Rural Marketing", Biztantra, 2006.

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**PREREQUISITES:** Basic exposure to Marketing

**COURSE OBJECTIVES**

1. To develop the capacity of the students to understand the contemporary changes in the global brands
2. To familiarize the students with the innovative ideas in designing, building and positioning a brand
3. To make the students update on building branding strategies
4. To provide the students with inputs for team presentation

**COURSE OUTCOMES**

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

1. Understand the concept of branding the business environment
2. Build new strategies that will best suit the latest issues in the market
3. Execute the knowledge gained and build in new branding strategies
4. Evaluate different types of branding elements to create suitable positioning and gain success

**UNIT 1 INTRODUCTION**

6

Brand – Definition and Concept – Brand Image and Imagery – Brand Benefits and Brand Value – Global Brands – Global Brand Planning System – Global Brand Leadership – Cross Country Synergy.

**UNIT 2 BRAND ASSOCIATION AND BRAND LEVERAGING**

6

Brand Equity- Brand Extensions – Brand Repositioning – Brand Valuation – Brand Personality and Personification – Brand Identity – Brand Positioning.

**UNIT 3 BRAND BUILDING**

6

Consumer Products – Consumer Durables – Services – Rural Commodities – Corporate Brand Building – Retail Branding – Services Branding – Brand building through Social Media.

**UNIT 4 BRAND IMITATIONS**

6

Meaning of Brand Imitation – Kinds of Imitations – Factors Affecting Brand Imitation – Imitation Vs Later Market Entry – First Movers' Advantages – Free Rider Effects – Benefits for Later Entrants – Imitation Strategies.

**UNIT 5 BRAND STRATEGIES AND BRAND SUCCESS**

6

Design and Implementation of Brand Strategies – Strategic Success – Product Success – Brand Association and Creating a Brand Niche – Brand Audit- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Keller Kevin Lane, 'Strategic Brand Management, Building, Measuring and Managing, Brand Equity', PHI, 2007
2. Gregory V.Diehl, 'Brand Identity – Breakthrough', Identity Publications, 2018.
3. Ramesh Kumar. S., 'Managing Indian Brands', Vikas Publications, 2010.
4. Richard Elliott and Larry Percy, 'Strategic Brand Management', Oxford Press, 2007

**REFERENCE BOOKS:**

1. Keller Kevin Lane, Ambi M. G.Parameswaran, Isaac Jacob. 'Strategic Brand Management, Building, Measuring and Managing, Brand Equity', Pearson, Edition: 4, 2015.
2. Mathur. U.C., 'Brand Management Text and Cases', Macmillan, 2006
3. Moorthi. Y.L.R., 'Brand Management – The Indian Context', Vikas A Publication, 2011
4. Jean, Noel, Kapferer, 'The New Strategic Brand Management', Kogan Page India, 2008

*Amrith .07*



**PREREQUISITES:** Knowledge of Marketing Management

**COURSE OBJECTIVES**

1. It aims to expose the students to development of sales and distribution strategy, principles of sales force management and the management of marketing channels.
2. To enable the students acquire and understand the concept and meaning of distribution management.

**COURSE OUTCOMES**

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

1. Analyse the role of Sales management in marketing perspective.
2. Make sales and distribution management decisions.
3. Apply appropriate tools and techniques for distribution
4. Evaluate and implement proper sales and distribution techniques

**UNIT 1 INTRODUCTION TO SALES MANAGEMENT 6**

The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches-The Evolving Face of Personal Selling- Sales Organization Structure; Sales Forecasting- Sales Territory Design.

**UNIT 2 SALES FORCE MANAGEMENT 6**

Sales Force Job Analysis and Description- Recruiting and Selecting Sales Personnel- Training Sales Personnel- Motivating the Sales Force- Sales Force Compensation- Evaluating Sales Performance- Ethical and Legal Issues in Sales Management

**UNIT 3 DISTRIBUTION MANAGEMENT 6**

Role and Function of Intermediaries- Selection and Motivation of Intermediaries; Distribution Analysis- Control and Management; Channel Dynamics – Vertical Marketing Systems- Horizontal Marketing Systems- Multichannel Marketing Systems-Channel Conflict and Management- Virtual Sales Office - Point of sales Agents

**UNIT 4 CHANNEL INTERMEDIARIES 6**

Distribution System Physical Distribution System – Decision Areas- Different Modes and Their Characteristics-Licensing-Franchising-Single brand-Multiband outlet-Dealer-Distributor- other Channel Intermediaries-Roles and Types – Channel incentives – Types

**UNIT 5 LOGISTICS MANAGEMENT 6**

Introduction - Logistics Integration for Customer Satisfaction- Distribution Costs; Control and Customer Service- Supply Chain Management (SCM) - Disintermediation and Re-intermediation; e-enabled logistics management and tracking systems Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). 'Sales Management: Decision and Strategy and Cases', Prentice Hall of India, Delhi, 2007.
2. Tapan. K. Panda and Sunil Sahadev (2011). 'Sales and Distribution Management'. Oxford University Press, 2007.

**REFERENCE BOOKS:**

1. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), 'Marketing Channels', Pearson Education, 2006.
2. Krishna K Havaldar and Vasant M Cavale. 'Sales and Distribution Management' McGraw Hill Publications, 2017.

*Perthw. M*

**PREREQUISITES:** Marketing Management and Marketing Research

**COURSE OBJECTIVES**

1. To understand the application of analytical techniques in marketing decision making
2. To be familiar with marketing strategy formulation with sound analytical judgment.



**COURSE OUTCOMES**

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

1. Analyse the nature and scope of marketing research as a component in the array of sources to create marketing knowledge
2. Critically evaluate the major sources of error in the marketing research process, including random sampling error and the various sources of non-sampling error.
3. Critically evaluate the nature of subjectivity in the marketing research process.

**UNIT 1 BASICS OF MARKETING ANALYTICS**

6

Introduction - Scope of Analytics- Data for Marketing Analytics- Decision Models –Descriptive, Predictive and Prescriptive Models- Model styles: Verbal, Pictorial, Mathematical – Descriptive and Predictive Models – Introduction to Metrics – Market segmentation techniques: Cross tabulation segmentation – Regression-based segmentation – Positioning using Perceptual map.

**UNIT 2 MARKETING METRICS**

6

Metrics: Contribution Margin – Return on marketing investment – Year-on-Year growth – CAGR – Brand Equity Index – Customer Life time value – Customer Profit - Product/service development metrics.

**UNIT 3 SEGMENTATION AND TARGETING**

6

The segmentation process and defining the market with models – Segmentation research – Methods using Factor analysis and Cluster analysis – Behaviour based segmentation – Cross classification – Regression and choice based segmentation, Customer heterogeneity – Issues and challenges.

**UNIT 4 PRICE AND PROMOTION ANALYTICS**

6

An overview of Pricing Techniques – Pricing Assessment: Break-Even Analysis, NPV Capital Budgeting Model – IRR capital Budgeting Model - Promotion Budget estimation methods – Promotion Budget allocation – Promotion Metrics: Reach, Frequency, Gross rating Points, Target rating points, Cost per Thousand, Cost per Point

**UNIT 5 SALES ANALYTICS**

6

Sales Metrics: Sales at Market Level – Sales at Geography Level – Sales at Segment Level – Sales at Channel level – Sales at Brand Level – Sales at Product/service Level – Sales at Customer Level ; Profitability Metrics: Profitability at Company Level – Profitability at Channel Level – Profitability at Product/Service level – Profitability at Customer Level.

**TOTAL: 40**

**Text books:**

1. Rao, P. H. (2011), 'Predictive modeling for strategic marketing' Prentice Hall, New Delhi, India
2. Stephan Sorger. 'Marketing Analytics – Strategic Models and Metrics, Admiral Press, 2016
3. Lilien, Gary L. and Arvind Rangaswamy (2004), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning. Revised Second Edition, Trafford Publishing, 2004.

**Reference Books:**

1. Albright, C. S., Winston, Wayne. L., & Zappe, C.J. (2009), 'Decision making using Microsoft excel' Cengage Learning. (India ed.).
2. Evans, J.R. (2012), 'Business analytics methods, models and decisions', Pearson, Upper Saddle River, New Jersey, 2012.

*Prashant M*



**PREREQUISITES:** Marketing Management and business concepts

**COURSE OBJECTIVES**

1. To enhance the ability of the students to understand the nature of B2B marketing, & the process involved in practice.
2. Development of B2B Strategies and their implementation.

**COURSE OUTCOMES**

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

1. Understand the elements and its applications of Research in Marketing
2. Apply and evaluate different tools, techniques and models face the upcoming challenges in the market.
3. Apply the marketing research concepts in the real time scenario to face market challenges.
4. Create new models to read and solve the upcoming challenges in the market space in research and development.

**UNIT 1 INTRODUCTION**

6

Introduction -Business and Consumer marketing-The value chain, Trends and changes in business marketing-Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.

**UNIT 2 BUYER BEHAVIOUR AND CRM**

6

Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model-Customer relationship management strategies for business markets- Buyer seller connector, Managing buyer seller relationships, Gaining a customer relationship advantages.

**UNIT 3 SEGMENTATION AND DEMAND ANALYSIS**

Segmenting, Targeting and Positioning-Value based segmentation-A model for segmenting the organizational market-Organizational demand analysis, Determining market and sales potential, Sales forecasting methods.

**UNIT 4 PRICING, CHANNEL AND MARKETING STRATEGIES**

6

Pricing in Business-to-Business Marketing- Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics-pricing implementation -Negotiated pricing-Direct & Indirect channels, Channel objectives & Design- Selection & Motivation of channel members. B2B Advertising and Promotion-Business Marketing Strategies.

**UNIT 5 NEW PRODUCT/SERVICES DEVELOPMENT**

6

Marketing mix - Managing Innovation and New product development process-Marketing mix for business service firms - Segmentation, Service packages, Service Promotion and Distribution.

**TOTAL:30**

**TEXT BOOKS:**

1. Hutt, Michael, D., Speh, Thomas, W., 'Business Marketing Management', Cengage Learning 2012.
2. Reeder, Robert, R., Brierty, Edward, G., Reeder, Betty, H 'Industrial marketing, analysis, planning and control' PHI publication. 2012.
3. Phadtare, Milind, T, 'Industrial marketing', PHI Publication 2012.

**REFERENCE BOOKS:**

1. Vitale, Gigliano, 'Business-to-business marketing, analysis and practice in a dynamic environment', Thomson Press Publications 2012.
2. Anderson, 'Business Market Management', Pearson Publications 2012.

*Prashant*

**PREREQUISITE:** Basic Knowledge of Marketing

**COURSE OBJECTIVES**

1. To facilitate in creating green marketing plans with the environmental understanding.
2. To emphasis green marketing mix with the existing opportunities and challenges.
3. To give insight on the green consumer behavior
4. To understand the importance of communicating sustainability with impacts.
5. To introduce the emerging trends of green marketing.



**COURSE OUTCOMES**

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

1. Create green marketing plans with proper environmental understanding.
2. Design green marketing mix by optimizing the opportunities and challenges.
3. Evaluate the green consumer behavior models.
4. Communicate sustainability with positive impacts.
5. Apply the emerging trends of green marketing.

**UNIT 1 INTRODUCTION TO NEW GREEN MARKETING PARADIGM** 6

Introduction to green marketing – Green marketing planning - Incorporating a green perspective into the mission statement – Integrating a green mission into objectives, strategy and marketing tactics – The new green marketing paradigm - the government's role and the initiatives taken - Understand the interaction between environment and consumption

**UNIT 2 DESIGNING GREEN PRODUCTS** 6

Green Marketing paradigm- Designing green products - A life cycle Approach - Life cycle analysis – Green marketing mix - Strategies for sustainable product design – Green Product and package – Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco- innovation – Green branding and positioning

**UNIT 3 GREEN CONSUMER BEHAVIOR** 6

Green consumer behavior - Five shades of green consumers - Segmenting the green consumers, based on Green interest – Green life cycle segmentation - Green consumer's motives - Buying strategies of green consumers – Barriers to green buying

**UNIT 4 COMMUNICATING SUSTAINABILITY** 6

Green promotions -The challenges of communicating with sustainability-Fundamentals of green marketing-strategies of sustainable marketing communication - Establishing Credibility - Partnering: Green wash-strategies for establishing credibility for sustainable branding of green products- Partnering for success

**UNIT 5 EMERGING TRENDS IN GREEN MARKETING** 6

Emerging opportunities and challenges in green marketing - Sustainability Leaders addressing the new rules – Implications of technology in green marketing

**TOTAL:30**

**TEXT BOOKS:**

1. Jacquelyn Ottman – Berrett 'The New Rules Of Green Marketing: Strategies, Tools and Inspiration For Sustainable Branding', Routledge, 2017
2. John Grant, 'The Green Marketing Manifesto', Wiley, John & Sons, Incorporated, 2012

**REFERENCE BOOKS:**

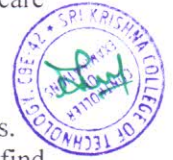
1. Diane Martin and John Schouten 'Sustainable Marketing', Prentice Hall, 2011
2. Joel Makower, 'Strategies for the Green Economy: Opportunities and Challenges in the New World of Business,- McGraw-Hill, October 5, 2011
3. Sigmund Wagner - Taylor & Francis, 'Understanding Green Consumer Behaviour' ,2010

*Book 01*

**PREREQUISITE:** Basic Knowledge of Marketing

**COURSE OBJECTIVES**

1. To facilitate the students to understand the marketing significance and its applications in healthcare industry
2. To emphasis marketing mix alternatives and its application.
3. To give an insight on the applications of social marketing.
4. To understand the importance of public relationship in order to build confidence among stake holders.
5. To expose the students to the marketing research to identify the marketing problems and to find solutions to the problems.



**COURSE OUTCOMES**

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

1. Understand the marketing significance and applications in healthcare industry
2. Create marketing mix by applying various alternatives
3. Apply social marketing in healthcare
4. Maintain cordial public relationship with society in order to build confidence among customers and patients
5. Identify marketing problems and solve it with their research skills.

**UNIT 1 APPLICATION OF MARKETING IN HEALTHCARE**

6

Health care Revolution - Dimensions of Health- Indicators of Health - Types of Healthcare Organizations - Concept of Marketing - Importance of Marketing to Healthcare Organizations - Challenges in Practising Marketing in Healthcare Industry - Marketing Intelligence, Information and Research System - Marketing Organization: Chart, Fulltime Staff and Hiring Consultants.

**UNIT 2 MARKETING MIX DECISIONS**

6

Service Mix Decision - Service Item Decision - Service Life Cycle Decision - Demand Generation - Pricing Decisions - Pricing Objectives in Healthcare- Pricing Strategy - Place Decisions - Major Distribution Decisions - Promotion Decisions - Sales Force in Healthcare Organizations - Advertising in Healthcare Industry - Sales Promotion Practices in Healthcare Organizations- Publicity Practices - Competitive Positioning Strategy.

**UNIT 3 SOCIAL MARKETING**

6

Steps in Social Marketing - Cognitive, Action, Behavior and Value Changes - Media in social Marketing - Social media sources - Social Events and Printed sources - Online sources - Role of social marketing in healthcare.

**UNIT 4 PUBLIC RELATIONS**

6

Introduction to Public Relations - Classification of Public - Evolution of Public Relations - Identifying the Relevant Publics - Measuring Images and Attitude of the Relevant Public- Establishing Image and Attitude Goals for the Key Publics - Developing Cost Effective Public Relations Strategies - Implementing Actions and Evaluating Results.

**UNIT 5 COMMUNITY OPINION SURVEYS AND MARKET RESEARCH**

6

Market research - Meaning, Scope and Significance - Types of Market research - Research design - Population and sample - Data collection tools - Model Questionnaire used in Healthcare Services - Public Relations Tools and Materials - Media: News, Events, Speeches and Telephone Information Services - Data analysis - Research report preparation and presentation - Decision making based on market research.

**TOTAL:30**

**TEXT BOOKS:**

1. Eric N. Berkowitz, 'Essentials of Healthcare Marketing', Navigate, 2017
2. John F. O'Malley, 'Healthcare Marketing Sales and Services: An Executive Companion', Health Administration Press, 2011

**REFERENCE BOOKS:**

1. Philip Kotler, Joel Shalowitz, MD, MBA, Robert J. Stevens. 'Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System', John Wiley and Sons Inc., Jossey - Bass Publication, 2008
2. Philip Kotler and Roberta N. Clarke, 'Marketing for Healthcare Organizations', Prentice Hall Publication, 2009
3. Roger Silver, 'Health Service Public Relations', Radcliffe Medical Press Ltd., 2010

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**PREREQUISITES: Marketing Management and Business Research Methods**



**COURSE OBJECTIVES**

1. To make the learners to analyze the role of marketing research in managerial decisions
2. To facilitate them in creating marketing research plan to obtain solutions to marketing problems
3. To prepare them to apply various product research techniques.

**COURSE OUTCOMES**

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

1. Forecast marketing demands for a business firm with reasonable accuracy
2. Bring in a culture of research in business and build a proactive team
3. To handle marketing research related issues with confidence
4. Analyze sales control, advertising research, consumer attitudes and satisfaction surveys

**UNIT 1 INTRODUCTION**

4

Introduction - Conceptual Framework - Historical Development - Nature and Scope –Importance- Role of marketing research in managerial decision – factors influencing marketing research decision - International Marketing Research- Ethics in Marketing Research

**UNIT 2 MARKET RESEARCH PROCESS AND RESEARCH DESIGN**

6

Market Research Plan - Steps in Market Research- Problem Definition - Research Design – Field Work- -Data Collection: Primary and Secondary data, Questionnaire/Schedule preparation; Data Validation, Checking Data Reliability and Consistency-Data Analysis- Report Preparation - Characteristics of Good Marketing Research- Special Techniques of Marketing Research: Image Research - Omnibus Surveys – Trade Research

**UNIT 3 PRODUCT RESEARCH**

6

New Product Research- Idea Generation & Idea Screening - Concept Development and Testing- Conjoint Analysis - Business Analysis- Product Development - Test Marketing - Uses and Methods – Commercialization

**UNIT 4 SALES AND ADVERTISING RESEARCH**

8

Sales Forecasting - Sales Analysis - Methods of Testing Marketing Potential - Trade Area Analysis- Advertising Content Research - Advertising Media Selection and Research, Copy Testing, Test Marketing- Advertising Effectiveness Research: Pre –Test and Post – Tests

**UNIT 5 CONSUMER RESEARCH**

6

Consumer Research - Nature and Importance of Measuring Consumer Attitudes - Measurement of Consumer Attitudes –Attitude Scales- Customer Satisfaction Surveys - Measuring Service Quality Using SERVQUAL Technique

**TOTAL: 30**

**TEXT BOOKS:**

1. Naresh K. Malhotra, Satyabhusan Dash, 'Marketing Research, an applied orientation, Pearson Publication,2016
2. Joseph Hair, Jr., Mary Wolfinger, Robert Bush, David Ortinau, 'Essentials of Marketing Research' McGraw-Hill Higher Education, 2012.

**REFERENCE BOOKS:**

1. Kinneer and Taylor, Marketing Research, Applied Approach, McGraw Hill International, TMH, 2010
2. Aaker Kumar and Day, Marketing Research, John Wiley and Sons, Inc., 2012
3. Rajendra Nargundkar, Marketing Research, Text and Cases. Mc Graw Hill Education.

*Rachin*

**PREREQUISITES:** Basic Knowledge in Marketing Management concepts

**COURSE OBJECTIVES**

1. To provide an understanding of the international strategies in the field of marketing.
2. To develop and apply different strategies and techniques to enter international market space.



**COURSE OUTCOMES**

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

1. Apply and evaluate different tools, techniques and models in International Market to face the upcoming challenges and widen the market space.
2. Understand and remember the concepts of international market and its importance
3. Apply and evaluate different theories, techniques in the practical market space.
4. Create new models to read and solve the upcoming challenges in the international market.

**UNIT 1 INTRODUCTION TO INTERNATIONAL MARKETING**

6

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. Legal and Ethical Issues in International Marketing.

**UNIT 2 INTERNATIONAL MARKETING ENVIRONMENT**

6

International Marketing Environment-Challenges in Global Marketing- International Financial Institutions- Foreign Exchange and Foreign Currency: Organisation of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates.

**UNIT 3 INTERNATIONAL TRADE ENVIRONMENT**

6

International Trade Environment-WTO-GATT- Foreign Trade Policy Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, Diamond import license, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme.

**UNIT 4 INTERNATIONAL MARKET ENTRY STRATEGIES**

6

International Distribution and Logistics Planning :Introduction, Different Entry Modes and Market Entry Strategies, Joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising- International Pricing Policy: Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade.

**UNIT 5 INTERNATIONAL MARKETING RESEARCH**

6

Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system.

**TOTAL:30**

**TEXT BOOKS:**

1. Justin Paul and Ramneek Kapoor- "International Marketing, Text and Cases", Tata McGraw-Hill Education, 2012.
2. U.C.Mathur- "International Marketing Management", SAGE Publication, India, 2008.

**REFERENCE BOOKS:**

1. Philip Cateora and John Graham and Mary Gilli- 'International Marketing', Mc Grawhill Publication, 2016.
2. Ashok Purohit, Ambika Goyal, 'International Marketing' Sonali Publication, 2012

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## HUMAN RESOURCE MANAGEMENT ELECTIVES

18PNE029 INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

3/0/0/3

**PREREQUISITES:** Human Resource Management



### COURSE OBJECTIVES

1. To grasp the essence of Positive employee relations and Discipline
2. To explain the departmental enquiry procedures and code of discipline
3. To explain the legal frame work governing the human resources and develop skills in handling legal issues within which the industry functions
4. To propagate the concept of non discrimination at workplace

### COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the methods to ensure healthy employee relations at work
2. Appreciate the importance of procedural machinery and critically evaluate the role of voluntarism as a dispute resolution mechanism for long standing effectiveness in the Workplace
3. Create Human resource manual based on the knowledge gained on statutory obligations
4. Create an environment of-inclusive growth for the sake of improving the ultimate well being of Human resources in an organization

### UNIT 1 INDUSTRIAL RELATIONS

6

Industrial Relations - Theories and Perspectives of Industrial Relations - ILO – WPM – Industrial Employment Standing Order Act, 1946

### UNIT 2 TRADE UNION AND CONFLICT RESOLUTION

6

Trade Unions - Trade Union Theories –Functions - Trade Unions Act 1926 - Trade Unionism in the unorganised sector - Collective Bargaining -Grievance and Disciplinary Procedures

### UNIT 3 PROTECTIVE AND EMPLOYMENT LAWS

6

Factories Act, 1948 - Contract Labour (Regulation & Abolition) Act, 1970 -Apprentices Act, 1961 - Industrial Disputes Act, 1947

### UNIT 4 WAGES AND EMPOWERMENT LAWS

6

The Minimum Wages Act 1948 -Payment of Wages Act 1936 -Payment of Bonus Act 1965 - The Equal Remuneration Act, 1976

### UNIT 5 SOCIAL SECURITY LAW

6

The Employee Provident Fund Act and Miscellaneous Act 1952 -The Payment of Gratuity Act 1972 -The Workmen's Compensation Act 1923 -The Maternity Benefit Act 1961 - ESI Act 1948 Emerging Trends.

**TOTAL: 30**

### TEXT BOOKS:

1. Mamoria and Mamoria, Gankar, 'Dynamics of Industrial Relation', Himalaya Publishing House, 2013
2. Srivastava.S.V, 'Industrial Relations and Labour Laws', Vikas Publishing Pvt. Ltd, 2012

### REFERENCE BOOKS:

1. Tripathi.P.C, Gupta.C.B and Kapoor.N.D. 'Industrial Relations and Labour Laws', Sultan chand and Sons, 2011
2. Venkata Ratnam.C.S, 'Industrial Relations', Oxford University Press, 2006
3. Ratna Sen, 'Industrial Relations in India', Macmillan, 2007

*padw.m*



**PREREQUISITES:** Knowledge of Organizational Behavior and Human Resources Management

**COURSE OBJECTIVES**

1. To assess and analyze human resource initiatives at a strategic level
2. The course prepares the students for HR Leadership roles in a dynamic environment with comprehensive coverage of contemporary aspects of Human Resource Management
3. The course familiarizes students to examine the changing role of HR function in the present environment
4. Develop a structured approach to expose the participants to current practices and research in the HRM domain.

**COURSE OUTCOMES**

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

1. To develop awareness towards the SHRM and prepare students for careers in the areas of human resources
2. To develop skills required for handling the current trends in HR practices and understand the requirements of the industry
3. To discuss issues relating to emerging HR trends and practices
4. To encourage professional decision-making and responsibility

**UNIT 1 INTRODUCTION 6**

Meaning – Strategic framework for HRM and HRD Links to HR, Strategy and Business Goals Best-practice SHRM: Green HRM, Acqui-hiring, Agile HR, High-Commitment Models, High-Performance Work Practices

**UNIT 2 E - HUMAN RESOURCE MANAGEMENT 6**

e- Employee profile– e- selection and recruitment - SMAC- Social media recruitment– e –learning and development – Gamification, MOOCs, E – Learning: Challenges and issues, e- Performance management and Compensation design –Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online. Enterprise social network, Digital leadership- Digital Skills- Chatbots

**UNIT 3 COMPETENCY BASED HRM 6**

Competency Development Process- Mapping Business Competencies to People Competencies - Assessment Centers - Competencies based – Selection, Competencies based Performance management and Culture

**UNIT 4 HR BALANCE SCORECARD 6**

Integrating HR into business performance deliverables - Seven step process - Creating HR scorecard Implementing HR score card

**UNIT 5 HR AUDIT PREPARATION AND METHODOLOGY 6**

HR Audit – Definitions and Concepts – Need for HR Audit – HR Audit Goals- Identifying HR Audit Teams – HR audit and Strategic Planning – HR Audit Process – Post Audit- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Jeffrey A Mello, 'Strategic Human Resource Management', Cengage Learning, Southwestern, 2012.
2. T V Rao 'HRD Audit: Evaluating the Human Resource Function for Business Improvement' Sage Publication, 2014
3. Ganesh Shermon, 'Competency based HRM: A strategic resource for competency mapping, assessment and development centres', 2004
4. Hal Gueutal, Dianna L. Stone, 'The Brave New World of e-HR : Human Resources in the Digital Age – the professional practise series', John Wiley and Sons, 2005
5. Paul Boselie, 'Strategic Human Resource Management'. Tata McGraw Hill. 2011
6. Dave Ulrich, Mark A. Huselid , Brian E. Becker 'The HR Scorecard: Linking People, Strategy, and Performance'.

**REFERENCE BOOKS:**

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
4. Randall S Schuler and Susan E Jackson. 'Strategic Human Resource Management'. WileyIndia McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

*Prof. W. H.*



**PREREQUISITES:** Basic knowledge about Human Resource Management

**COURSE OBJECTIVES**

1. To prepare the students as organizational change facilitators using the knowledge and techniques of behavioural sciences
2. To understand the applicability of OD interventions required to be discussed
3. To explain the Need and Importance of Organizational Change
4. To explain the issues in consultant – client relationship

**COURSE OUTCOMES**

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

1. Understand the interventions of organization development.
2. Understand the organizational change
3. Design and implement the appropriate OD Interventions
4. Understand the power and politics in the practice of OD

**UNIT 1 ORGANIZATIONAL DEVELOPMENT**

6

Introduction - History of OD - Values, Assumptions & Beliefs in OD - Managing the OD process – Global Organization Development Intervention-OD intervention Practices in Fortune 500 companies.

**UNIT 2 ORGANIZATIONAL CHANGE**

6

Introduction to Organizational change - Need and Importance of Organizational Change-Forces of change – Types of change –Models of Change –Overcoming resistance to change

**UNIT 3 DESIGNING OD INTERVENTIONS**

6

Designing Organizational Development Interventions: Characteristics of Organizational Development Interventions - Overview and Types of Interventions – Process involved in Designing Interventions –Action Research.

**UNIT 4 OD INTERVENTIONS**

6

Team interventions–Inter group and Third – Party Peace-making Interventions–Comprehensive Interventions –Structural Interventions – Issues in consultant - client Relationships.

**UNIT 5 POWER AND POLITICS AND ORGANIZATION DEVELOPMENT**

6

Power defined and explored –Theories about the sources of social power – Organizational politics defined and explored – Role of power and politics in the practice of OD–Acquiring and using power skills – Assessing the effects of OD – OD’s future- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. French, W.L. and Bell, C.H., ‘Organization development’, Prentice-Hall, New Delhi. 2006
2. Hackman, J.R. and Wageman, J.L., ‘Improving life at work: Behavioral science approach to Organisational change’, Goodyear, California.

**REFERENCE BOOKS:**

1. Harvey, D.F. and Brown, D.R., ‘An experimental approach to organization development’, Prentice-Hall, Englewood Cliffs, N.J. 2011
2. Hersey P., and Blanchard, H.B., ‘Management of organizational behavior: Utilizing human Resources’, Prentice Hall, New Delhi. 2013.
4. Cummings, T. G., ‘Theory of organization development and change’, South Western. 2014

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**PREREQUISITES:** Basic knowledge about Human Resource Management



### COURSE OBJECTIVES

1. To provide the students with an understanding of the training and development practices
2. This course helps to understand and build competencies and facilitate students to understand the different training methods
3. To prepare students to design the training modules
4. To develop the skills to conduct management development programme

### COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Analyse the training needs of the organization
2. Design and implement Employee Training and Development Programme
3. Design and implement Management Development Programme
4. Understand the latest trends in training and development programme

### UNIT 1 INTRODUCTION 6

Introduction to training concept – Meaning - Training and development - Objective of Training - Scope of Training - Benefits of Training to the Organization - Current and Future Trends in Training.

### UNIT 2 ANALYSIS OF TRAINING NEEDS 6

Steps in training - Identification of job competencies - Training Need analysis: Organizational Analysis - Task and Person analysis - Requirement - Analysis - Methods and Techniques of Training Need Assessment - Training needs Analysis and Process - Operational Analysis/ Job analysis

### UNIT 3 TRAINING DESIGN 6

Designing the Training Programme - Prime Considerations while designing a Training Programme - Trainer identification - Factors affecting Training Design - Designing a training module- Budgeting for Training - Establishing and identifying Training Objectives - Learning - Principles of learning- theories of learning - Resistance to learning

### UNIT 4 IMPLEMENTATION AND EVALUATION TRAINING 6

Training Implementation - Training Policy and Plan - Training Methods - Logistical and Physical Arrangements - Tips for Trainer for Effective Implementation - Evaluation- Definition & need - Evaluation of Training Program – Kirk Patrick model of evaluation – CIRO model – Cost-benefit analysis – ROI of training

### UNIT 5 MANAGEMENT DEVELOPMENT 6

The need & importance of management development - Approach to management development - Sources of knowledge and skills - Special needs of Technical Managers - Strategies to develop Technical Managers Technology in training - CBT → Multimedia training – e-learning/online learning- Distance learning- Emerging Trends.

**TOTAL: 30**

### TEXT BOOKS:

1. B. Janakiram, 'Training & Development', Biztantra, 2008.
2. R.K. Sahu, 'Training for Development', Excel books, 2005
3. Rolf Plynton and UdaiPareek, 'Training for Development', Vistaar Publications, 2007.

### REFERENCE BOOKS:

1. Irwin. L. Goldstein, 'Training in Organisations', Thomson, 2007.
2. James Flaherty, 'Coaching', Bulterworth -Heinemana, 2008.
3. Margaret Anne Reid and Harry Barrington, 'Training Interventions', JaicoPublishing , 2007

*Radu H*

PREREQUISITES: Basic knowledge on Human Resource Management

**COURSE OBJECTIVES**

1. To equip students with comprehensive knowledge on Performance Management
2. To develop practical skills to improve their ability for Performance Management and Appraisal
3. To comprehend and analyze the components of compensation and to focus on designing a package that motivates the stakeholders of the organization.



**COURSE OUTCOMES**

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

1. Understand key concepts and theories of Performance Management.
2. Apply key course concepts to actual compensation problems in firms.
3. Understand how workers behave strategically in response to the structure of, and changes in, the compensation system.
4. Understand how the various features of compensation systems influence the composition of workers attracted to the firm

**UNIT 1 PERFORMANCE MANAGEMENT 6**

Performance Management -Introduction - Role of Performance in Organization - Performance Management Process - Performance Planning - Performance Analysis - Key Performance Areas - Process of Performance Analysis.

**UNIT 2 PERFORMANCE APPRAISAL 6**

Appraisal Systems - Introduction, Purpose of Appraisal - Pros and Cons of Appraising - Methods of Appraising - Who Can Appraise - Performance Rating - Performance Appraisal Factors - Methods and Errors - Reducing Rater's Bias.

**UNIT 3 OPERATIONALIZING CHANGE 6**

Performance Management System - Implementing Process - Factors Affecting Implementation - Pitfalls in Implementation, Legal and Ethical Issues - Managing Team Performance

**UNIT 4 REWARD MANAGEMENT 6**

Reward Management: Concepts- Role of Reward in organization-Reward as a motivational tool- Job evaluation schemes- Grade and Pay structures- Designing Incentive Scheme - Rewarding and Reviewing Contribution and Performance

**UNIT 5 STRATEGIC REWARD AND EXECUTIVE COMPENSATION 6**

Strategic Reward and Reward Management- Developing reward strategy-Communicating reward strategy - Implementing reward strategy- Executive Compensation - using financial, and market performance indicators- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Rao.T.V, 'Performance Management and Appraisal Systems', Response Books, 2007.
2. Herman Aguinis, 'Performance Management', Pearson education, 2008

**REFERENCE BOOKS:**

1. Prem Chadha, 'Performance Management', Macmillan, 2008.
2. Dewakar Goel, 'Performance appraisal and compensation management: A modern approach'. PHI Learning Pvt. Ltd., 2012.
3. Armstrong, M., & Stephens, T.: 'A handbook of employee reward management and practice'. Kogan Page Publishers, 2005.
4. Singh.B.D, 'Compensation and Reward Management', Excel Books, 2007

*Resh...*



**PREREQUISITES:** Knowledge of Organizational Behavior and Human Resources Management

**COURSE OBJECTIVES:**

1. To offer the students a unique experience to understand the importance of measuring human resource performance and their contribution for strategic decision making procedures
2. To familiarize students on various HR Metrics to measure the contribution of various HR initiatives to the firm's growth
3. To develop a structured approach to apply judgment, and generate insight from data for enhanced decision making
4. To build analytical and presentation skills that support the business to guide decisions and providing actionable support for key stakeholders

**COURSE OUTCOMES**

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

1. Apply the theoretical knowledge gained for enhanced Human Capital Management
2. Analyze HR data from a practical perspective and determine what analytic techniques to apply based on the business context
3. Demonstrate how to connect HR results to business results
4. Recognize the fundamental strategic priorities of the business and to create meaningful HR reports

<b>UNIT 1</b>	<b>HR ANALYTICS – AN OVERVIEW</b>	<b>6</b>
Changing Role of HR- HR as a Strategic Partner -The need for measuring HR - Evolution of HR Analytics; Importance of HR Analytics. HR Metrics and HR Analytics - LAMP, HCM: 21 Frameworks.		
<b>UNIT 2</b>	<b>CREATING BUSINESS UNDERSTANDING FOR HR INITIATIVES</b>	<b>6</b>
Descriptive, Predictive and Prescriptive Analysis - Human Capital Analytics - Using HR Metrics and Workforce Analytics Choosing the right measures -Fundamental analytical concepts from Statistics - Research Design – Economics and Finance		
<b>UNIT 3</b>	<b>COST AND INVESTMENTS IN HUMAN RESOURCES</b>	<b>6</b>
Costs of Employee Separation - Absenteeism - Turnover rates - ROI on Employee Health, Wellness and Welfare - Cause and Effect Analysis - Cost - Benefit and Return on Business Analysis		
<b>UNIT 4</b>	<b>PREDICTIVE MODELLING IN HUMAN RESOURCES</b>	<b>6</b>
Employee Attitudes and Engagement - Connecting Attitudes and behavior and financial outcomes - The Behaviour Costing Approach - Financial Effects of Work Life programme – Remixing Rewards - Analytics and measures: Connecting Work Life		
<b>UNIT 5</b>	<b>COMMUNICATING WITH DATA AND VISUALS</b>	<b>6</b>
Data requirements; identifying data needs and gathering data; Using historical data; Data exploration; Data visualization tools; Association between variables; Insights from reports; Root cause analysis of HR issues		
		<b>TOTAL: 40</b>

**TEXT BOOKS:**

1. Wayne F Cascio and John Boudreau. 'Investing in people: Financial Impact of human resource initiatives'. Ft Press, 2010
2. Gene Pease, Boyce Byerly and Jac Fitz -enz, 'Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset', John Wiley & Sons, 2012.
3. Phillips, Jack, and Patricia Pulliam Phillips. 'Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes'. McGraw Hill Professional, 2015
4. Diane Griffiths, 'Microsoft Excel Charts and Pivots: Data Analysis and Visualisation Tools' –e book

**REFERENCE BOOKS:**

1. Dave Ulrich 'Human Resource Champions', Harvard Business School Press, Boston, USA
2. Dave Ulrich and Wayne Brock bank, 'The HR Value Proposition', Harvard Business School Press, Boston, USA
3. Cole Nussbaumer Knaflic, 'Storytelling with Data: A Data Visualization Guide for Business Professionals', Wiley 2015

*Radu M*



**PREREQUISITES:** Basic Knowledge about Human Resource Management

**COURSE OBJECTIVES**

1. This course will help the students understand the principles and importance of Talent Management
2. It will also help understand the performance management cycle and integration of compensation with performance management system

**COURSE OUTCOMES**

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

1. Understand the importance of talent management.
2. Understand the Functions of Talent Management
3. Understand the Performance Management Cycle
4. Understand the Talent Planning and Implementation

**UNIT 1 TALENT MANAGEMENT**

6

Introduction on Talent Management - Four Steps for Creating Talent Management System - Building Block of Talent Management: Competencies - Performance Management – Evaluating Employee Potential - Recruiting Super keepers - Job Analysis - Job Specifications - Issues in Performance Management System and Talent Management System

**UNIT 2 FUNCTIONS OF TALENT MANAGEMENT**

6

Work Force Planning - Specifying Job Roles - Recruiting - Out Sourcing - Screening Applicants - Selecting Best Employees - Paying Employees and Providing Benefits - Training Employees - Ensuring Compliance to Regulations - Ensuring Fair, Safe and Equitable Work Environments - Sustain High Performing Employees

**UNIT 3 PERFORMANCE MANAGEMENT CYCLE**

6

Integrating Compensation with Performance Management - Compensation Vs Performance Management - Strategies for Finding and Retaining Top Talent Employees - Rewards and Awards beyond Compensation

**UNIT 4 REWARDS AND AWARDS**

6

Emerging Reward Trends - Characteristics of “Top Talent” or “Superkeeper” Employees – Major Typical Reward Systems and Customized Rewards Systems - Career Management - Development Planning – Leadership Development - Mentoring/Knowledge Management - Retention and Engagement

**UNIT 5 TALENT PLANNING AND IMPLEMENTATION**

6

Talent Planning - Steps for Implementing Talent Planning - Coaching and Training the “Super keepers”- Strategies for Coaching Employees - Central Themes to Excellence in Coaching Employees - Superannuation and Pension Plans for Employees - Uses of IT in Talent Management System- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Lance A. Berger and Dorothy R. Berger, ‘The Talent Management Handbook’, Tata McGraw Hill. New Delhi, Current Edition, 2011.
2. T. V. Rao, ‘Appraising and Developing Managerial Performance’ - Excel Books, 2002.

**REFERENCE BOOKS:**

1. TV Rao et al., ‘360 degree feedback and assessment and development Centres, Volume I, II and III’, Excel Books, 2005.
2. Varsha, ‘Performance Management’, Dixit Vrinda Publications Ltd., 2010

*Prakash*

PREREQUISITES: Human Resource Management



### COURSE OBJECTIVES

1. To learn the basics about the culture and cross culture
2. To have an awareness about the various issues prevailing in the cross cultural management
3. To know about the role of cross culture in the area of human resource management
4. To know about the various concepts and systems of cross cultural management

### COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Understand the concept of cross cultural management
2. Understand the various prevailing cross cultural issues
3. Execute the cross cultural management model in corporate environment
4. Apply the knowledge gained about the cross cultural management
5. Create high performance culture in the cross cultural environment

### UNIT 1 INTRODUCTION TO CULTURE 6

Definitions and Concepts – Elements of Culture – The growing importance of culture -Culture and behavior – Culture and systems - Layers of Culture – Theories of Culture – Manifestation of Culture – Creation of Culture

### UNIT 2 DIVERSITY AND ORGANIZATIONAL CULTURE 6

Definitions and concepts – Culture and diversity- Importance of diversity - Barriers to cultural diversity – Diversity management - Approaches to work place diversity.

### UNIT 3 CROSS CULTURAL MANAGEMENT 6

Definitions and concepts – Cross cultural issues and theories – Cross cultural Variables - Understanding Cross-cultural differences - Cross cultural analysis - Cross cultural training – Cross cultural performance feedback – Cross cultural issues in Decision making

### UNIT 4 CROSS CULTURAL COMMUNICATION 6

Definition and concepts – Elements of communication – Communication barriers – Dimensions of Cross – cultural Communication - Cross –cultural negotiation – Comparative study of Negotiating styles in different countries - Types of Negotiation.

### UNIT 5 CROSS –CULTURAL ISSUES 6

Definition and Concepts – Preparatory Steps for Managing cultural diversity – Managerial practices in various countries – Cross – cultural issues in Marketing –Cross cultural issues in Human Resource Management- Cross cultural Issues across Nations- Emerging Trends.

**TOTAL: 30**

### TEXT BOOKS:

1. Dipak Kumar Bhattacharyya, 'Cross-Cultural Management', PHI Learning Private Limited, 2014
2. Marie – Joelle Browaeys and Roger Price, 'Understanding Cross-Cultural Management'

### REFERENCE BOOKS:

1. Sana Reynolds and Deborah Valentine, 'Guide to Cross – Cultural Communication', Pearson, 2011
2. Radha R Sharma, 'Change Management', Tata McGraw Hill, 2010

*Radhika M*

**PREREQUISITES:** Knowledge of Organisational Behaviour

**COURSE OBJECTIVES**

1. To familiarise the students with current HR challenges and industry trends
2. To ensure students comprehend the new role of HR
3. To identify the method of designing agile organisation
4. To learn the techniques of managing transitions at workplace



**COURSE OUTCOMES**

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

1. Assess the current organizational structure and design a new structure that enables business agility, maximizes communication and collaboration
2. Develop an organizational action plan for building an agile mindset and to build new skills that will enable cross-functional teams.
3. Design the talent/people elements needed to help support an Agile transition in an organization
4. Suggest ways to enable and support a learning mindset in a team, supporting the shift from a focus on deficiencies to a focus on development of new skills and capabilities.

**UNIT 1 AGILE ORGANISATION**

6

Organisational Agility – Forces driving Agility – Organisational resilience and employment relationship – Skills and attitude in resiliently agile organisation – Complexity in organisations- Gap in implementation – Human aspects of change – Talent shortage

**UNIT 2 RESILIENTLY AGILE MODEL**

6

Agile strategising : Strategic Leadership – Customer Focus- Benchmarking- Governance and Risk management, Agile Implementation: Elements of Agile operating models –Transforming from Controlling to coaching- Building an alliance culture

**UNIT 3 AGILE ORGANISATION DESIGN**

8

Approach to empowerment, Organisational design Agile organisational design – Forces driving organisational agility: Economic forces, Business forces, Organisational forces, Information Technology forces- Workforce enabling factors of agility: Awareness, Flexibility, Productivity – Agile design process – Strategic Workforce planning – Talent Management- Agile succession Planning

**UNIT 4 HIGH PERFORMANCE AND INNOVATION CULTURE**

6

Stimulate learning practices – Flexibility in working – Agile performance management – The engaged model – Psychological contract – Team engagement –Stimulating Engagement and wellbeing

**UNIT 5 BUILDING CHANGEABLE CULTURE**

4

Change – Stakeholder engagement- Pull rather than Push – Managing Transition – Building emotional energy for change – Agile Leadership- Building shared leadership- Developing Agile leadership

**TOTAL: 30**

**TEXT BOOKS:**

1. Holbeche, Linda, 'The Agile Organization: How to Build an Engaged, Innovative and Resilient Business', Kogan Page Publishers, 2018.
2. Kelly Swingler, 'Agile Human Resources: Creating a Sustainable Future for the HR Profession' Business Expert Press, 2017.
3. Thoren, Pia-Maria, 'Agile People: A Radical Approach for HR & Managers (That Leads to Motivated Employees)', Lioncrest Publishing, 2017.

**REFERENCE BOOKS:**

1. Younger Jon, Smallwood Norm, 'Agile Talent: How to Source and Manage Outside Experts', Harvard Business Review Press, 2016
2. Baker, Tim. 'Performance Management for Agile Organization', Springer, 2017

*Perth N*

**PREREQUISITES:** Basic Knowledge of Human Resource Management



### COURSE OBJECTIVES

1. This course helps to understand and build competencies and facilitate students to understand the differences and inevitability of connecting core competencies and people competencies.
2. It also helps the students appreciate the need for Competency based HR processes

### COURSE OUTCOMES

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

1. Forecast the different types of training need based on competency and development.
2. Acquire Insights about competency identification and mapping.
3. Bring in a culture of mapping competency with the required job sets.
4. Frame technology strategies in tune with the HR strategies to achieve competitive advantage in challenging situations.

#### UNIT 1 INTRODUCTION

6

Introduction - History and Origin of Competency – Knowledge, Skills and Attitude Vs Competency - Reasons for Popularity of Competency - Views against Competency -Definitions - Confusion about Competency - Components of Competency -Skill - Knowledge and Motive - Trait and Self - Concept - Iceberg Model of Competency - Operant and Respondent Traits of competency.

#### UNIT 2 COMPETENCY CATEGORIES

6

Competency Categories - Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies

#### UNIT 3 COMPETENCY MODEL

6

Steps in Developing Competency Model - Determining the Objective and Scope - Clarifying Implementation Goals and Standards - Create an Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering and Interim Competency Model - Finalize and Validate Competency Model

#### UNIT 4 COMPETENCY MODELS -LEADERSHIP

6

Competency Models - Leadership and Managerial Competency Models - Causes for Resistance and Recommended Actions - Delphi Technique Competencies and Generic Indicators 360 Degree Feedback - HR Generic Competency Model - Supervisory Generic Competency Model - Strategies to Address the Gaps

#### UNIT 5 COMPETENCY BASED PERFORMANCE APPRAISAL

6

Integration the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession and Career Planning - Competency Based Compensation and Benefits - Competency based Training and Development - Reassessing Competencies and Evaluating ROI

**TOTAL: 30**

#### TEXT BOOKS:

1. Seema Singh, 'The handbook of Competency Mapping, Understanding, Designing and implementing competency models in organisation', SAGE publication, 2016
2. R.K.Sadha, 'Competency Mapping', Excel Publication, 2009.

#### REFERENCE BOOKS:

1. Don Hellriegel, Susan E Jackson, John W Slocum, 'Management a Competency based approach', Tata McGraw Hill Publishing Company Limited, 2008.
2. Nitin Sawardekar, 'Assessment Centres identifying potential and developing competency', Prentice Hall Publishers, 2006.

*Padma*



**PREREQUISITES:** Knowledge of Organisational Behaviour

**COURSE OBJECTIVES**

1. To offer the students a unique experience to understand the importance of counselling in the workplace.
2. To ensure Students understand the role of counselling and responsibilities of HR professionals as counsellors.
3. To identify the skills involved in counselling employees on emotional/psychological and disciplinary matters.
4. To familiarize students with key counselling strategies in work-related problems

**COURSE OUTCOMES**

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

1. Apply the theoretical knowledge gained for building insight into the persons' feelings, experience and behaviour
2. Analyze situation and apply appropriate techniques of counselling in a workplace.
3. Demonstrate learnable and practical skills for workplace counselling.
4. Recognize the fundamental priorities of building rapport and empathy with employee in distress and support in decision making

**UNIT 1 INTRODUCTION**

6

Introduction to Counselling - Definition - Need for Work Place Counselling - Counselling, Psychotherapy and Instruction - Approaches to Counselling - Goals of Counselling - Role of a Counsellor - Personal Characteristics of Counsellors - Values in Counselling - Directive Counselling- Non directive Counselling- Participatory Counselling

**UNIT 2 PROCESS OF COUNSELLING**

6

5-D Model of the Counselling Process- The Phases of Counselling - Counselling Procedures - The Counselling Environment - Intake Procedures - Guidelines for Effective Counselling - Advanced skills in counselling - Action Strategies- Termination and Follow up.

**UNIT 3 COUNSELLING SKILLS**

6

Building Counselling Relationship - Non Verbal Communication - Verbal Communication - Listening Skills - Questioning Skills - Reflection Skills - The art of listening - Barriers to Listening.

**UNIT 4 CONFLICTS IN COUNSELLING**

6

Counselling Vs Business Values - Dilemmas of Manager Counsellors - Changing behaviours through Counselling - Value conflicts - Role conflicts - Approaches to conflict resolution: Competing, Accommodating, Avoiding, Collaborating, Compromising.

**UNIT 5 ORGANISATIONAL APPLICATIONS**

6

Change management - Diversity Management - Downsizing - Mentoring - Conflict resolution- Trauma- Problem Subordinates- Performance management- Intoxication and Substance Abuse- Ethics in Counselling.

**TOTAL: 30**

**TEXT BOOKS:**

1. Singh, Kavita. 'Counselling skills for managers', PHI Learning Pvt. Ltd., 2015.
2. MacLennan, Nigel, 'Counselling for managers' Gower Publishing Company,.
3. Stone, Florence, 'Coaching, counselling and mentoring: How to choose and use the right technique to boost employee performance', 2007.

**REFERENCE BOOKS:**

1. Thompson, Neil, 'People skills', Macmillan International Higher Education, 2015.
2. Berridge, John, Cary L. Cooper, and Carolyn Highley-Marchington, 'Employee assistance programmes and workplace counselling', John Wiley & Sons, 1997.
3. Coles, Adrian, 'Counselling in the workplace', McGraw-Hill Education (UK), 2003.

*Redu.in*



**PREREQUISITES:** Human Resource Management, Strategic Human Resource Management

**COURSE OBJECTIVES**

1. To identify which jobs (human capital), which systems (information capital), and what kind of climate (organization capital) are required to support the value-creating internal processes.
2. To understand internal social structure of the organization can mediate the relationship between high-performance work systems (HPWS) and organizational performance.
3. To identify application of HPWS that positively influence the internal social structure by facilitating bridging network ties, generalized norms of reciprocity, shared mental models, role making, and organizational citizenship behavior.

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Enable students to explore the opportunities posed by sustainable performance via flexibility arising from the coordination and exploitation of knowledge resources.
2. Analyze the network that can create a strong identity and coordinating rules, that will be superior to a firm as an organization.
3. Create and recombining knowledge due to the diversity of knowledge that resides within a network.
4. Acquire learning capability that creates competitive advantage needs to be extended beyond firm boundaries

**UNIT 1 BUILDING DYNAMIC STABILITY**

6

Introduction : towards the high performance organization – high-performance work systems (HPWS)- Creating Dynamic stability – Building and analyzing Culture – Working across boundaries – Crossing boundaries of time and place

**UNIT 2 BUILDING AND DEVELOPING THE TEAM**

6

Knowledge Management - Development and Implementation of Training - Transfer of Training - Areas of Organizational Training – Orientation - Diversity training - Safety training – Cross functional training - Employee Development –Building Team spirit.

**UNIT 3 SOCIALIZING, BUILDING TRUST, TRAINING, MOTIVATING AND LEADING TEAMS**

6

Traditional Training Methods - Lectures and demonstrations –Socializing team members - Games and Simulations - On-the-job Training - E-learning and use of Technology in Training –Developing Trust within the team.

**UNIT 4 ORGANIZATION DESIGN CHANGE LEVERS**

6

Characteristics of effective teams – The Scholtes team model- Common problem with team-Five Dysfunctions of a team – An Integrated Model for High Performance Teams – Develop Human and Social Capital.

**UNIT 5 MANAGING TEAM DIVERSITY**

6

Managing Diversity – Fostering effective communication in team – Facilitating Team Processes- Managing team diversity – Team Evaluating and team effectiveness.

**TOTAL:30**

**TEXT BOOKS:**

1. Ramon J. Aldag, Loren Kuzuhara, 'Creating High Performance Teams: Applied Strategies and Tools for Managers and Team members', Routledge publisher, 2015
2. Linda Holbeche, 'The High Performance Organization : Creating dynamic stability and sustainable success', Printbook, 2015
3. Douglas K.Smith, Jon R.Katzenbach, 'The Wisdom of Teams: Creating the High-Performance Organization', Harvard Business Review Press'2015

**REFERENCE BOOKS:**

1. Michael Beer, 'High Commitment High Performance: How to Build A Resilient Organization for Sustained Advantage', Harvard Business review Press, 2009
2. Stacey Barr, 'Prove It! How to Create a High-Performance Culture and Measurable Success', Wiley Publishers, 2017

*Padm. N*

**PREREQUISITES:** Organizational Behavior, Human Resource Management

**COURSE OBJECTIVES**

1. To familiarize the students with the various concepts and issues relating to management of human resources in international businesses.
2. Understand the cultural bases of HR practices and organizational behavior and be able to apply this in developing cross-cultural training for expatriates.
3. To review the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emerging disciplines, and study their implications on international HRM practices.
4. Application of the theories and concepts & their managerial implications

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Explore the challenges posed by rapid globalization of business, understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
2. Understand the HR issues facing global HR managers today in recruitment, selection, compensation, performance management, and training.
3. Design HR systems for different global regions
4. Research and formulate HR systems for different countries

**UNIT 1 STRATEGY AND INTERNATIONAL HRM**

6

Introduction – Management Issues - Evolution, Concept and Characteristics of International Human Resource Management (HRM) Difference between domestic and International HRM- Strategic HRM in Multinational Companies – Staffing policies and practices in Europe MNCs : strategic sophistication, culture-Bound policies or ad hoc reactivity.

**UNIT 2 MANAGING THE INTERNATIONAL HR CYCLE**

6

Training, learning and development in Multinational organizations – Selection- Expatriate performance Management in MNCs – International Compensation: Costs and benefits of International assignments – International careers and repatriation – Issues in the management of industrial relations in international firms.

**UNIT 3 CONTEMPORARY ISSUES IN INTERNATIONAL HRM**

6

International HRM in developing countries – Western business expatriates in China: adjusting to the most foreign of all foreign places – Managing Human Resources in cross-border alliances – Women in International Management

**UNIT 4 IHRM TRENDS: COMPLEXITY, CHALLENGES AND CHOICES IN FUTURE**

6

Issues in Staff selection – The repatriation process – Trade union and international industrial relations – Strategic HRM: research issues and theoretical developments- Contemporary issues in managing people in an international context – flexibility - IHRM issues in different strategic options of organizations

**UNIT 5 EMERGING ISSUES IN INTERNATIONAL HRM**

6

Best practice in employee relations in cross country perspective - Shaping history: Global leadership in the twenty-first century – International HRM in the twenty-first century: Crossing boundaries, building connections.

**TOTAL:30**

**TEXT BOOKS:**

1. Hugh Scullion & Margaret Linehan, 'International Human Resource Management: A Critical Text', Sage Publications, 2005
2. Peter J. Dowling, Marion Festing and Allen D. Engle, 'International Human Resource Management: Managing People in a Multinational Context', Wiley, 2015
3. Harzing, Anne-Wil, and Ashly Pinnington, 'International human resource management' Sage, Publications, 2010.

**REFERENCE BOOKS:**

1. Stephen J. Perkins, Susan M. Shortland, 'Strategic International Human Resource Management: Choices and Consequences in Multinational People Management', Kogan Page, 2006
2. Dennis Briscoe, Randall Schuler, Ibraiz Tarique, 'International Human Resource Management: Policies and Practices for Multinational Enterprises' Taylor & Francis Group, 2015
3. Robert L. Sibbernson Cardy (Richard), 'International Human Resource Management', Taylor & Francis Group, 2018

*Rashmi*





**PREREQUISITES:** Organizational Behavior

**COURSE OBJECTIVES**

1. The team members and the whole team itself need to feel empowered to make decisions – within certain parameters of course.
2. To differentiate between general team building and specific aims for projects for which one need a dedicated team.
3. To understand leadership and team development process and to overcome hurdles in building an effective team.
4. To review the theories, models and concepts developed in the areas of leadership.

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Build effective team from out of their sub-ordinates
2. Distinguish between the different leadership styles and choose the style most suited to the situation
3. Handle problems arising out of emotional out-breaks
4. Influence the team members and mould them into productive resources, ensuring at the same time good inter-personal relationship

**UNIT 1 LEADERSHIP : OVERVIEW AND CONCEPTS**

6

Introduction - Universality of Leadership – The Role and Functions of a Leader – Characteristics of an Effective Leader – Early Historical Perspective on Leadership - Leadership and 3-Forces Model – Effective Leadership ways to use power

**UNIT 2 LEADERSHIP BEHAVIOUR AND STYLES**

6

Lewin's (Iowa) Leadership Styles – Ohio State Leadership Study – Fiedler's Contingency Model – The Path-Goal Theory – The Hersey-Blanchard Situational Leadership Theory – Transformational Leadership – Transactional Leadership Style – Charismatic Leadership

**UNIT 3 EMOTIONAL INTELLIGENCE AND LEADERSHIP**

6

Emotions and their Impacts – Emotional Intelligence: Concept and Competencies Five Dimensions of Trait EI Model: Self-awareness, managing Emotions, Motivation, Empathy, Social skills – Leadership: Empowerment Skills – Empowering Interpersonal Skills – Authentic Leader

**UNIT 4 TEAM AND DEVELOPMENT**

6

Team Characteristics – Types of Team - Leading by enabling with coaching, training and support – Leading by enabling with trust –The five-step 'ISAGOAL' process – Team life-cycle – Team dynamics – Management teams – Team Size

**UNIT 5 TEAM LEADERSHIP**

6

Team Meeting and Leadership – Ginnett-Team Effectiveness Leadership (TELM) – High-Performance Teams (HPTs) – Leadership Development Practices – Self Leadership – Dealing with conflict in a team

**TOTAL:30**

**TEXT BOOKS:**

1. W.GibbDyer, 'Team Building – Proven strategies for improving Team performance', Wiley, 2013
2. UdaykumarHaldav, 'Leadership and Tem building', Oxford University Press, 2010
3. Robert B. Maddux, 'Team Building: An Exercise in Leadership', Kogan Page, 2000.

**REFERENCE BOOKS:**

1. R.K. Sahu, 'Group Dynamics and Team Building', Excel Books, 2010
2. Mariam G. MacGregor, 'Teambuilding with Teens: Activities for Leadership, Decision Making, and Group Success', Free Spirit Publishing, 2008
3. Successful Team Building By Thomas L. Quick, American Management Association

*Prashant*

## OPERATIONS MANAGEMENT ELECTIVES

18PNE043

### LOGISTICS AND SUPPLY CHAIN MANAGEMENT

3/0/0/3



**PREREQUISITES:** Understanding of Operations Management

#### COURSE OBJECTIVES

1. To make them analyze the role of logistics in international perspective
2. To facilitate the students for successful implementation of supply-chain management
3. To equip them to take supply chain decisions
4. To provide insight on the impact of technology on supply chain

#### COURSE OUTCOMES

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

1. Analyse the role of logistics in international perspective
2. Familiar with Strategic Issues and Documentation in Global Logistics
3. Successfully implement Efficient and Responsive supply chains
4. Develop Network design and effective Coordination in Supply chain Management

#### UNIT 1 LOGISTICS AND OUTSOURCING 6

The Logistics of Business –Scope-Functions-Service Phases and attributes- Warehousing-Types-Functions of Warehouses - Warehousing Strategy -Elements-of Warehousing Costs - Warehouse Design Principles- 3 PL and 4 PL service providers- Cross docking-Critical Issues

#### UNIT 2 CURRENT TRENDS AND LOGISTICS IN GLOBAL SCENARIO 6

Logistics Information Systems- Need, Characteristics and Design- E-Logistics- Logistics Resource Management- eLRM- Automatic Identification Technologies- Reverse Logistics - Global Logistics Operational and Strategic Issues- International commercial documents-. Green Logistics.

#### UNIT 3 INTRODUCTION TO SUPPLY CHAIN 6

Supply Chain- Principles of Supply Chain Management- Supply chain drivers- Role in Economy, Importance- Decision Phases, and Process View- Types of supply chains- Supply chain strategy- Supply Chain Performance Measures- Bullwhip effect and its impact on supply chain performance- IT role in Logistics.

#### UNIT 4 SUPPLY CHAIN DRIVERS AND PERFORMANCE MEASURES 6

Drivers of Supply Chain Performance -Framework for Structuring Drivers- Obstacles to Achieving Strategic Fit- Performance Measures - Customer Service and Cost Trade –Offs – Order Delivery Lead Time- Supply Chain Responsiveness - Delivery Reliability .

#### UNIT 5 SUPPLY CHAIN NETWORK DESIGN 6

Distribution Network Design – Role - Factors Influencing network design – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models- Supply Chain network optimization models- Milk Vendor Model- Network design decisions using decision trees- Emerging Trends.

**TOTAL: 30**

#### TEXT BOOKS

1. Sunil Chopra, Peter Meindal, D V Kalra, 'Supply chain Management , Strategy, Planning and Operation', Pearson Prentice Hall, 2013
2. Pierre David, 'International,Logistics', Biztantra, 2003
3. Sople V V,' Logistics Management', Pearson, 3rd edition,2012

#### REFERENCE BOOKS

1. ShridaraBhat, 'Supply Chain Management', Himalaya Publishing House, 2012
2. Coyle, Langley, Novack, Bardi, 'Supply Chain Management: A Logistics Perspective' by , Nelson Education (2013)
3. Mohanty R.P and Deshmukh S.G , 'Supply Chain Management, Theories and practices', Biztantra, 2009
4. Donald J. Bowersox, David J. Closs, M. Bixby cooper,'Supply Chain Logistics management', Tata McGraw Hill, 2008

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**PREREQUISITES:** Basic Knowledge of business operations

**COURSE OBJECTIVES**

1. To facilitate the students to understand the importance of project management, project planning and implementation
2. To provide an in-depth knowledge about important facets of projects and the methods of project evaluation
3. To make the students understand the different project planning and scheduling techniques
4. To familiarise the students with contract management and to impart knowledge on effective project implementation in them

**COURSE OUTCOMES**

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

1. Evaluate projects and assess their feasibility
2. Plan and schedule project activities for implementation
3. Monitor and control project implementation
4. Identify deviations and take corrective measures in implementing projects

**UNIT 1 INTRODUCTION**

6

Application of - Benefits of Project Management - Project Management Cycle - Project Initiation - Project Planning - Project Execution - Project Closure - Project Manager -Roles and Responsibilities -Selection of Project Team

**UNIT 2 PROJECT APPRAISAL**

6

Introduction – Technical Appraisal – Commercial Appraisal – Economic Appraisal – Financial Appraisal – Management Appraisal - Project Cost Estimation – Order of magnitude estimate – Components of capital cost of a project – Project Financing – Sources of Finance –Life cycle costing-concept

**UNIT 3 PROJECT PLANNING AND SCHEDULING**

10

Project Scheduling - Project Network Construction - CPM -PERT – Updating of network- Project Cost control –Crashing of Project Network – Resource Leveling – Resource Smoothing-management of softwares-features of MS project and Primavera.

**UNIT 4 CONTRACT MANAGEMENT**

4

Principles of Project Contracts - Project Contracting Process - Legal Aspects of Project Management – Tenders - Global Tendering - Insurance for Projects – Types of contracts – Sub-contracts –Types of payments to contractors

**UNIT 5 PROJECT EVALUATION AND AUDIT**

4

Project Evaluation – Evaluation objectives – Evaluation methods– Post Audit – Objectives of Post Audit – Phases of Post Audit – Types of Post Audit – Agencies for Post Audit of Govt./Govt. sponsored projects (Indian Scenario)- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Bhavesh M Patel, 'Project Management', Vikas Publishing House, 2010
2. Gopalakrishnan and V E Rama Moorthy, 'Text Book of Project Management', Macmillan, 2008
3. Jack R Meredith and Samuel J Mantel, 'Project Management - A Managerial Approach'-Wiley India, 8th edition 2011
4. Nagarajan K, 'Project Management', New Age International (P) Ltd, New Delhi, 2017

**REFERENCE BOOKS:**

1. Jeffrey K Pinto, 'Project Management, Achieving Competitive Advantage', Pearson Education, 4th edition, 2016
2. Narendra Singh, 'Project Management and Control', Himalaya Publishing House, 6th edition 2015
3. Nicholas, 'Project Management for Business and Technology', Prentice Hall of India, 2009
4. Paneerselvam and Senthilkumar, 'Project Management', Prentice Hall of India, 2009

*Prashant M*



**PREREQUISITES:** Basic knowledge of Operations Management

**COURSE OBJECTIVES**

1. To educate the students about the importance of technological innovation in business
2. To enable the students understand the importance of innovations in business and to learn the process of innovations in business
3. To facilitate the students in developing technology strategy in line with the business strategy
4. To expose the students Intellectual Property Rights and their legal implications

**COURSE OUTCOMES**

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

1. Forecast technology for a business firm with reasonable accuracy
2. Bring in a culture of innovation in business and build a proactive team
3. Frame technology strategies in tune with the business strategies to achieve competitive advantage
4. Handle IPR related issues with confidence

**UNIT 1 TECHNOLOGY AND ITS IMPORTANCE TO BUSINESS 6**

Essential features of Technology – Importance of Technology to Business – Achieving competitive advantage through Technology – Types of Technologies – Technology Portfolio – Technology Life Cycle – Strategic Management of Technology – Role of R&D in an organization

**UNIT 2 TECHNOLOGY FORECASTING 6**

Technology Forecast – Methods of forecasting technology – Technology obsolescence – Technology discontinuity – Technology audit – Technology Scouting

**UNIT 3 TECHNOLOGY GENERATION, INNOVATION, ABSORPTION AND DIFFUSION 4**

Innovations – Types of Innovations – Product Innovations vis-à-vis Process Innovations- Risks and opportunities associated with Innovations – Sources of Innovations – Barriers to Innovation –Technology Transfer – Reverse Engineering – Value Analysis and Value Engineering – Technology Absorption – Technology Adoption – Technology Diffusion

**UNIT 4 BUSINESS STRATEGY AND TECHNOLOGY STRATEGY 4**

Technology Strategy – Linking Business and Technology Strategy – Core competency – Use of SWOT matrix in the formulation of competitive business strategy – Vertically integrated corporation - Sustainable competitive advantage

**UNIT 5 INTELLECTUAL PROPERTY RIGHTS 10**

Intellectual Property – IPR – Intellectual Property versus Industrial Property – Patents – Patentable and non-patentable inventions – Types of Patent applications in India – Patent specification – Patent terminologies – Patent search – Industrial Designs – Trademarks – Trade names- Service MARKS – Certification Marks – Collective Trademarks – Copyrights – Geographical Indications – TRIPS – Trade secrets – Patent strategy – Licensing Intellectual Property as a business strategy - Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Murthy, 'Technology Management', Himalaya Publishing House, 2012
2. Nagarajan K, 'A brief Course on Technology Management', New Age International (P) Ltd, New Delhi, 2014
3. Narayanan R, 'Intellectual Property Law', Eastern Law House, 2017.

**REFERENCE BOOKS:**

1. Gerard H Gaynor, 'Hand book of Technology Management', Tata McGraw Hill, 2006
2. PrabuddhaGanguli, 'Intellectual Property Rights', McGraw Hill Education, 2008
3. Ray Gehani, 'Management of Technology and Operations', Wiley, 2009
4. Richard Stim, 'Intellectual Property: Patents- Trademarks and Copyrights', Cengage Learning, 2001

*Padma*

**PREREQUISITES:** Basic knowledge of Operations Management

**COURSE OBJECTIVES**

1. To make the students to understand the concepts of Total Quality Management
2. To expose to the tools and techniques of TQM for effective decision-making
3. To familiarize with the current practices in the field of QMS
4. To provides an insight to the students about Lean and Agile manufacturing



**COURSE OUTCOMES**

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

1. Understand the concepts of TQM
2. Apply the Quality control tools in Industries to ensure Quality
3. Develop comprehensive knowledge about QMS and its implementation in Industries
4. Acquire insights of Lean and Agile Manufacturing

**UNIT 1 TOTAL QUALITY MANAGEMENT**

6

Definitions of quality- Dimensions of quality-TQM-Definition-Evolution of TQM- Core concepts, and benefits of TQM-Traditional organization versus TQM Organization-TQM Implementation, Challenges in implementation.

**UNIT-2 TOOLS OF TQM**

8

Seven Quality Tools of Analysis-Control Charts-Pareto Diagram-Ishikawa Diagram-Histogram-Flow Charts-Scatter Diagram and Stratification – New QC tools -Affinity diagram, Relationship Diagram, Tree Diagram, Matrix Diagram-Six Sigma concepts of process quality- -Continuous Process Improvement-PDSA Cycle-Kaizen-5S principles-POKA YOKE-Kaizen-Eight disciplines of problem solving(8d)-Why-Why Analysis.

**UNIT 3 TECHNIQUES OF TQM**

4

Benchmarking – Types, Reasons- Process. Quality Function Deployment (QFD) - Benefits- QFD Process-House of Quality-Failure Mode and Effect Analysis (FMEA)-Types, Procedure .

**UNIT 4 QUALITY MANAGEMENT SYSTEMS**

6

Benefits of ISO Registration - ISO 9001:2015 -ISO/TS 16949:2015 Quality Systems - Auditing-Audit standards-Objectives and types- Audit checklist-The quality Audit-Planning and preparation- Internal Quality audit.

**UNIT 5 ADVANCED QUALITY TOOLS**

6

Process capability – meaning, significance and measurement –concepts of process capability. Reliability concepts – definitions, reliability in series and parallel– Reliability vs. Quality Control – The bath tub curve – Taguchi's Loss function - Business Process Management–concepts-Corrective action and Preventive action (CAPA)- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Poornima M. Charantimath 'Total Quality Management, Second Edition'Pearson,2013
2. Dale H. Bester field, Carol Besterfield- Michna, Glen H. Besterfield, Mary Besterfield- Sacre, Hermant Urdhwareshe, Rashmi Urdhwareshe, - 'Total quality management', Pearson Education India, 2011
3. A.S.R. Devadasan, V. Mohan Sivakumar, R. Murugesh, P.R. Shali,j 'Lean and Agile Manufacturing', PHI Learning Private Ltd,2012

**REFERENCE BOOKS:**

1. D.D. Sharma, ' Total Quality Management (Principles, Practice, and cases)', Sulthan Chand & Sons,2008
2. Sridhara Bhat, 'Total Quality Management' , Himalaya Publishing House, 2010
3. Suganthi Anand and A Samuel, 'Total Quality Management' , Prentice Hall of India, 2009

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**PREREQUISITES:** Understanding of Operations Management

**COURSE OBJECTIVES**

1. To acquire knowledge, about the fundamentals of Lean Manufacturing.
2. To enable them to apply value stream mapping and kaizen concepts to eliminate wastages.
3. To analyze non-value added activities by applying, Kanban Card and One-Piece Flow production System.
4. To develop ability to implement lean and Agile Manufacturing Practices.

**COURSE OUTCOMES**

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

1. Acquire knowledge, about the concepts, Tools and techniques about Lean Management.
2. Executing the gained knowledge to Implement Lean Manufacturing Programme
3. Develop Competency to apply Kanban systems and One-Piece Flow production System In Industries.
4. Implement Agile and Lean manufacturing paradigm in Moderate and Smart Organizations.



**UNIT 1 INTRODUCTION**

6

Lean manufacturing overview-Need of Lean Manufacture-Elements of Lean manufacture- Emergence of lean and agile manufacturing Paradigm- Lean Manufacturing Rules- Origin of Lean Manufacturing at Ford and Toyota's foray in Lean- Wastes to be eliminated in Lean- Tools and Techniques applied to Eliminate Wastes-Introduction-SMED-Kaizen with A3 thinking.

**UNIT 2 LEAN TRAINING**

6

Training-Select the champion- Leaders and associates-CEO- Meeting- Training Schedule-Training Brainstorming and Selecting the Projects- Voting the Ideas- Selecting the Lean Leaders- Prepare project Charter- Plan-Project Implementation and review-Calculate Cost savings- Training of Employees-

**UNIT 3 LEAN SYSTEM IMPLEMENTATION**

10

Value Stream Management-Introduction-Primary and Secondary Icons- Developing the Value Stream Mapping-Current State Map and future state mapping-5S Concepts in application of lean manufacturing-Introduction- stages of 5S- 5S for waste Elimination-Pull Production through Heijunka (Level Loading) - Kanban Card System- Implementation Procedure- One-Piece Flow Production System- Introduction-Fundamentals- Lean Manufacturing through One-Piece Flow- Implementation Procedure- Kaizen in Lean Manufacturing paradigm: Introduction- Steps.

**UNIT 4 VISUAL MANAGEMENT AND LEAN MANUFACTURING THROUGH TPM**

4

Introduction-Fundamental Concepts-Visual management tools for Eliminating-Overproduction- Inventory-Delay-Transportation- processing-Unnecessary motion-Defective parts- Underutilization of people-Facilities- Implementation Procedure- TPM: Introduction-Principles- Leanness through TPM-Implementation Procedure.

**UNIT 5 AGILE MANUFACTURING**

4

Agile Manufacturing-Origin- Definition and meaning-Twenty Criteria Agile manufacturing Model-Implementation of Agile and Lean manufacturing paradigm in Moderate and Smart Organizations - Contemporary, Scenario of Implementing lean and Agile Manufacturing Paradigms- Decision on Implementing Lean or Agile Manufacturing paradigm- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. A.S.R.Devadasan, V.MohanSivakumar, R.Murugesh , P.R.Shalij 'Lean and Agile Manufacturing', PHI Learning Private Ltd,2012
2. N.GoplalKrishnan, 'Simplified Lean Manufacture(Elements, Rules, Tools and Implementation)', PHI Learning Private Ltd,2012
3. DiwakarKonda, 'Fundamentals Of Quality, Lean and Statistics', University Science Press, 2011

**REFERENCE BOOKS:**

1. John M.Nicholas, 'Competitive Manufacturing Management', Tata McGraw-Hill Publishing Company Ltd,2007
2. Jeffrey Liker -'The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer'- McGraw Hill Education; Reissue edition 2004
3. Natalie J. Sayer (Author), Bruce Williams, 'Lean For Dummies' -2012
4. Jon Miller and Mike Wroblewski's 'Creating a Kaizen Culture'-Mc Craw Hill Education.
5. Tom Johnson's 'Profit Beyond Measure', Free Press, 2008

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**PREREQUISITES:** Basic knowledge of Operations Management

**COURSE OBJECTIVES**

1. To facilitate the students understand the different phases and product design
2. To expose the students to the different approaches and techniques of product design
3. To facilitate the students understand the different stages of new product development
4. To encourage the students in creative thinking process, leading to innovations in product development



**COURSE OUTCOMES**

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

1. Carryout economic analysis of new product designs and arrive at decisions on their suitability for commercialization
2. Build and guide a team of talented individuals in bringing about improvements in existing product designs
3. Build new products that are superior in terms of satisfying consumer expectations and adding value to them
4. Improve the competitive edge of business through continuous product development initiatives

**UNIT 1 INTRODUCTION TO PRODUCT DESIGN 6**

Product design – Definition- Design by Evolution – Design by Innovation – Essential factors of Product design-Phases of Product design – Criteria and objectives of Product design – Primary Production Processes –Economic factors influencing Product Design — Economics of a new product design-VA/VE

**UNIT 2 APPROACHES TO PRODUCT DESIGN 6**

Concurrent Design – Quality Function deployment – Rapid Prototyping-3D printing -Quality concepts and applications – Taguchi Method of Robust Product design-FMDA-Six Sigma and zero defect Quality Concepts —Design for Environment – Environmental factors

**UNIT 3 NEW PRODUCT DEVELOPMENT 6**

Identifying market opportunities – Understanding customer and user needs - New product strategy – Mass-customization – Make-to-order strategies-various phases of new product development – Managing Product Life Cycle –Human Engineering considerations in Product design-Design of controls – design of displays - CAD/CAM –Computer integrated manufacturing – Moving towards total automation – Artificial intelligence

**UNIT 4 INNOVATIONS IN PRODUCT DEVELOPMENT 6**

Sources and types of technological innovations – Technology Strategy – Idea generation – commercialization – Principles of Disruptive Technology – Qualities of Disruptive innovations – Technology acquisition – Creative thinking in product development – Problem solving – Lateral thinking –Frugal innovations.

**UNIT 5 COMMERCIALIZATION OF NEW PRODUCTS 6**

Flowchart Development – Program Management – Managing people – Managing Technological risk – Task Breakdown Structure-The six stages of Product development – Market assessment Prototyping – Core product; Developing and Testing-Industrialization – Commercialization – Reversing a bad decision – Decision making under uncertainty – Documentation- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Anil Mital, Anoop Desai and Anand Subramaniam, 'Product Development', Elsevier, 2014
2. Chitale A.K., and Gupta, R.C., 'Product Design and Manufacturing, 2014, PHI,
3. Dale Brethauer, 'New Product Development and Delivery', American Management Association', 2002
4. Jonathan Cagan and Craig M Vogel, 'Creating Breakthrough Products', Pearson Education, 2004

**REFERENCE BOOKS:**

1. Kennath B. Kahn, "New product Planning", Response Books, 2011
2. Kevin Otto and Kristin Wood, 'Product design' Pearson Education 2009
3. Marc A. Annacchino, 'New Product Development', Elsevier, 2006
4. Michael Z Brooke and William Ronald Mills, ' New Product Development', Jaico Books, 2006

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**PREREQUISITES:** Operations Management

**COURSE OBJECTIVES**

1. To enable the students to understand the latest and evolving manufacturing methods and techniques
2. To equip the students with the required knowledge to design an appropriate manufacturing system for the given conditions
3. To enable the students study, analyze and compare the efficiency level of different manufacturing systems
4. To understand the role of automated production systems and their application in production environment

**COURSE OUTCOMES**

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

1. Understand the emerging trends in manufacturing systems
2. Identify the flaws in work space design and re-design the work space to improve efficiency and effectiveness
3. Design appropriate type of manufacturing system for the given situation
4. Appreciate the importance of flexible manufacturing and to make appropriate use of automation

**UNIT 1 MANUFACTURING SYSTEM – THE EMERGING SCENARIO 6**

Components of a manufacturing system – Manufacturing in a competitive environment – SWOT analysis  
Automation of manufacturing process –Automation in production systems – Basic elements of an automated system – Levels of automation –ERP Concepts

**UNIT 2 WORK SPACE DESIGN 6**

Physiological performance – factors affecting physiological performance – Work space design for standing and seated workers – Ergonomic factors to be considered in the design of displays and control – Design for maintainability

**UNIT 3 DESIGN OF MANUFACTURING SYSTEM 6**

Design of Cellular Manufacturing System(CMS) – Production Flow Analysis - Optimization Models – Inter and Intra cell layout and capacity planning – Batch sequencing and sizing – Linkages to JIT systems

**UNIT 4 ASSEMBLY LINE ANALYSIS 4**

Analysis of Assembly systems – Manual Assembly Lines – Line Balancing algorithms – Mixed Model Assembly Lines – Automated Production lines – applications

**UNIT 5 FLEXIBLE MANUFACTURING SYSTEM 8**

Introduction-Need for FMS-Economic justification of FMS-Cellular VS FMS system-Planning the FMS-benefits &limitations of FMS-CIM Technology-Unattended machinery-Automated material movement and storage system-AGV-Types and Principle of working- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Anmol Gore, 'Operations Management', Cengage Learning, 2012
2. Chryssolouries George, 'Manufacturing Systems – theory and Practice', Springer Science and Business media, 2006
3. David J Williams, 'Manufacturing Cells – Control, Programming and Integration', Newness Publishing, Elsevier, revised edition- 2013

**REFERENCE BOOKS:**

1. Alan Weatherall, 'Computer Integrated Manufacturing', Elsevier, 2013
2. Mikell P., Groover, 'Industrial Robotics', TMH, 2012
3. Sahay B. S. 'World-class manufacturing – A strategic perspective', Macmillan, 2013

*Pushy*



**PREREQUISITES:** Basic knowledge of operations Management

**COURSE OBJECTIVES**

1. To familiarize the students with concept behind Business Process Re-engineering
2. To familiarize the students with BPR methodology and its successful implementation
3. To facilitate the students to know about the importance of value engineering for firms to meet the ever-growing challenges in the highly competitive market
4. To enable the students to understand Value engineering job plan for its successful Implementation

**COURSE OUTCOMES**

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

1. Understand the interrelationships among business processes and to plan for reengineering the business processes
2. Work-out an effective BPR plan of action and to implement the same
3. Improve the operational efficiency of organizations through continuous process observation and process modification
4. Add value to business by applying the principles of Value Engineering

**UNIT 1 INTRODUCTION**

6

Business Process -Definition - Dimensions - History of BPR -Definition -Basics - Benefits of BPR - Role of Leader and Manager - Guiding Principles of BPR - Key Targets of BPR

**UNIT 2 BPR IN MANUFACTURING INDUSTRY**

6

Enablers of BPR in manufacturing - Product Design and Development - BPR and IT-Relationship Between BPR and IT - Role of IT in re-engineering - BPR Tools and Techniques - Criticality of IT in Business Process

**UNIT 3 BPR IMPLEMENTATION METHODOLOGY**

6

Reasons for Implementation of BPR - Necessary Attributes of BPR Methodologies - BPR Team Characteristics - Different Phases of BPR - Different BPR Methodologies - Steps of Process Reengineering - Performance Measures of BPR .

**UNIT 4 VALUE ENGINEERING CONCEPTS- THEORY AND FUNDAMENTALS**

6

VA/VE concepts-Relevance of Value Engineering to Indian Scenario – Meaning of Value – Ways to Add Value – Value Engineering Basics – Techniques Employed in Value Engineering- Concurrent Engineering

**UNIT 5 VALUE ENGINEERING JOB PLAN**

6

Introduction - Selecting the Project - Selecting Team Members - Phases of Value Engineering - Job Plan - General Phase - Information Phase - Function Phase - Creation Phase – Evaluation Phase - Investigation Phase - Implementation Phase- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Dey, 'Business Processing Re Engineering & Change Management', Biztantra, 2009
2. Iyer, 'Value Engineering: A How To Manual', New Age International Publishers, 2009
3. Radhakrishnan and Balasubramanian, 'Business Process Reengineering: Text and Cases', Prentice Hall of India, 2008

**REFERENCE BOOKS:**

1. Sethi, 'Organisational Transformation Through Business Process Re-engineering, Pearson, 2009
2. Shridhara Bhatt, Business Process Reengineering, Himalaya Publishers, 2011
3. Jaganathan, 'Getting More At Low Cost: The Value Engineering Way', Tata McGraw Hill, 2010

*Radhakrishnan*

**PREREQUISITES:** Knowledge of Operations Management

**COURSE OBJECTIVES**

1. To make the students to understand the concepts of Inventory and Materials Management
2. To expose to the Static Inventory Problems under Risk and Uncertainty for effective decision making
3. To familiarize with the Dynamic Inventory Problems under Risk and Uncertainty
4. To provides an insight to the students about Theory of Constraints and JIT-based Approaches for Materials Management

**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of Inventory and Materials Management
2. Apply the Static and Dynamic Inventory models in organizations to ensure effective Inventory management
3. Develop comprehensive knowledge about Theory of Constraints
4. Acquire insights of JIT-based Approaches for Materials Management

**UNIT 1 INTRODUCTION** 5

Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventory, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management, Classification of inventory problems

**UNIT 2 STATIC INVENTORY PROBLEMS UNDER RISK AND UNCERTAINTY** 8

Static Inventory Problems under Risk: General characteristics, Opportunity cost matrix and cost structure, Mathematical formulations (discrete and continuous cases), Imputation of costs, Numerical problems. Static Inventory Problems under Uncertainty: General characteristics, Decision criteria for uncertainty and inventory problems, Distribution-free analysis (Tchebycheff and other inequalities), Comparison of analyses with full and partial information, Numerical problems.

**UNIT 3 DYNAMIC INVENTORY PROBLEMS UNDER RISK AND UNCERTAINTY** 8

Dynamic Inventory Problems under Certainty: General characteristics, Fixed Order Size System (EOQ and its variants), Economic Production Quantity (EPQ), Fixed order interval system, Inventory problem formulation and solution under constraints, Numerical problems-Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.

**UNIT 4 THEORY OF CONSTRAINTS AND MATERIALS MANAGEMENT** 5

Concept and Issues, Bottleneck and non-bottleneck resources, Process and transfer batches, Capacity constraint resources, D-B-R scheduling and VAT plants, Effect on materials management, Numerical problems.

**UNIT 5 JIT-BASED APPROACHES FOR MATERIALS MANAGEMENT** 4

Concepts and Issues, Relationship with Lean Engineering practices, Design of JIT-based inventory management systems, Numerical problems.

**TOTAL: 30**

**TEXT BOOKS:**

1. Starr, M K and Miller, D W, 'Inventory Control: Theory and Practice', Prentice Hall.
2. Tersine, R J, 'Principles of Inventory and Materials Management', PTR Prentice Hall.
3. Silver, E A, Pyke, D F and Peterson, R, 'Inventory Management and Production Planning and Scheduling', John Wiley.

**REFERENCE BOOKS:**

1. I.A.K.Chitale and R.C.Gupta, 'Materials Management, Text and Cases', PHI Learning, 2nd Edition, 2013
2. A.K.Datla, 'Materials Management, Procedure, Text and Cases', PHI Learning, 2nd Edition, 2006
3. Ajay K Garg, 'Production and Operations Management', Tata McGraw Hill, 2012

*Book 17*

**PREREQUISITES:** Knowledge of Operations Management

**COURSE OBJECTIVES**

1. To make the students to understand the concepts of Lean Six Sigma
2. To expose to the tools and techniques of Lean Six Sigma for effective decision-making
3. To familiarize with the Six Sigma Methodologies
4. To provide an insight to the students about Six sigma Implementation & Evaluation and continuous improvement



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of Lean Six Sigma
2. Apply the Quality control tools in organizations to ensure Quality
3. Develop comprehensive knowledge about Six Sigma Methodologies
4. Acquire insights of Six sigma Implementation & Evaluation and continuous improvement

**UNIT 1 LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 6**

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments

**UNIT 2 TOOLS AND TECHNIQUES 6**

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability and Process Capability Index, Process Capability Measurement.

**UNIT 3 SIX SIGMA METHODOLOGIES 6**

Design For Six Sigma (DFSS), DMAIC and DMADV Methodologies - Failure Mode Effect Analysis (FMEA); FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership

**UNIT 4 SIX SIGMA IMPLEMENTATION 6**

Steps involved in implementing Six Sigma - Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training

**UNIT 5 EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 6**

Critical, Success factors for Six Sigma - Evaluation strategy – The economics of six sigma quality, Return on Six Sigma (ROSS), ROI, Pugh Scoring matrix for evaluation – Weighted Criteria matrix - Poor project estimates – continuous improvement through lean manufacturing

**TOTAL: 30**

**TEXT BOOKS:**

1. Michael L. George, David Rowlands, Bill Kastle, 'What is Lean Six Sigma', McGraw – Hill, 2003
2. Thomas Pyzdek, 'The Six Sigma Handbook', McGraw-Hill, 4<sup>th</sup> edition 2015
3. Fred Soleimannejed, 'Six Sigma, Basic Steps and Implementation', Author House, 2004.

**REFERENCE BOOKS:**

1. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, 'Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success', John Wiley & Sons, 2004
2. James P. Womack, Daniel T. Jones, 'Lean Thinking', Free Press Business, 2003

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**PREREQUISITES:** Knowledge of Operations Management

**COURSE OBJECTIVES**

1. To make the students to understand the concepts of Service and manufacturing processes
2. To expose to the Process Flow in organisations
3. To familiarize the students with Process Modelling
4. To provides an insight to the students about Process Improvement



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of Service and manufacturing processes
2. Apply the Process flow to improve productivity in organisations
3. Develop comprehensive knowledge about Process Modelling.
4. Acquire insights about Process Improvement and Process Optimization

**UNIT 1 INTRODUCTION**

6

The Process View of Organizations - Service and manufacturing processes – Nature of service-processes, process structure in services, Process structure in Manufacturing- Managing processes – process strategy- Embedding strategy into Manufacturing Processes

**UNIT 2 PROCESS FLOW**

6

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process, mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

**UNIT 3 PROCESS MODELLING**

6

Modelling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation.

**UNIT 4 PROCESS IMPROVEMENT**

6

Constraint Management – theory of constraints, Measuring capacity, Utilization, and performance in TOC -Key principles - Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts.

**UNIT 5 PROCESS OPTIMIZATION**

6

Optimizing business process performance – Steps involved - Creating flexible organizations – optimization process,– Capability development, sustainability; Process Benchmarking- Data Envelopment Analysis (DEA).

**TOTAL: 30**

**TEXT BOOKS:**

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 2013.

**REFERENCE BOOKS:**

1. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2011
2. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International, 2012

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**PREREQUISITES:** Knowledge of Operations Management

**COURSE OBJECTIVES**

1. To make the students understand the importance of service Sector
2. To facilitate the students for implementation of Retail design strategies
3. To equip them to know about service Quality dimensions
4. To provide insight on the Service Facility and Managing Capacity and Demand

**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the importance of the basics of service Sector
2. Understand the implementation of Retail design strategies
3. Able to apply Service Quality Gap Model
4. Apply the facility location techniques and manage Capacity and Demand

**UNIT 1 INTRODUCTION**

6

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers

**UNIT 2 SERVICE DESIGN**

6

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration - Waiting time management – Front office/Back office design - Automation in services

**UNIT 3 SERVICE QUALITY**

6

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter.

**Unit 4 SERVICE FACILITY**

6

Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.

**UNIT 5 MANAGING CAPACITY AND DEMAND**

6

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services, Managing for growth- expansion strategies, franchising , globalization.

**TOTAL: 30**

**TEXT BOOKS:**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2006

**REFERENCE BOOKS:**

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education, 2013
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 4nd Edition, 2012
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

*Render, R*

**PREREQUISITES:** Knowledge of Operations Management

**COURSE OBJECTIVES**

1. To make the students understand the importance of Supply Chain (SC) analytics.
2. To facilitate the students handle Descriptive Analytics for applications in Supply Chain.
3. To equip them with analytical skills, with reference to Supply chain management.
4. To provide an insight on Network Planning and Modelling in Supply Chain environment.



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Visualize Supply Chain and the relevant Analytical techniques.
2. Formulate and solve Supply chain Optimization problems.
3. Apply, Descriptive and Predictive Analytics in a Supply Chain.
4. Analyze the level of uncertainty associated with the supply chain and identify the right supply chain strategy suitable for the organization.

**UNIT 1 INTRODUCTION**

4

Context of today's Supply Chain (SC) analytics-Understanding and defining the Supply Chain Analytics (SCA)-Revisiting Basic Lessons of Supply Chain Management-Analytics: Importance in a supply chain-Relating Operations Management with Supply chain concepts and SC Analytics-Importance of supply chain analytics.

**UNIT 2 FOUNDATION OF BUSINESS ANALYTICS**

8

Introduction to Modelling – Approaches for Optimization and Simulation – Decisions that requiring mathematical or interpretative modelling – Understanding of Data and its role in Analytics-Analytics of Transportation problem –Managerial implication of results of analytics.

**UNIT 3 SUPPLY CHAIN ANALYTICS**

8

Key issues in supply chain analytics-contents in supply chain analytics-Concept of Descriptive Analytics in Supply Chain- Mathematical and interpretative models in Supply Chain – Application of Transportation Problem in Supply Chain Management – Decision Domains in supply chain analytics.

**Unit 4 FOUNDATIONS OF PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING**

5

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

**UNIT 5 MODELLING AND COORDINATING SUPPLY CHAIN DECISIONS**

5

Foundation of Modelling –Coordinating Supply Chain Decisions – Foundation of Performance Management in Supply Chain –Role Of ICT In Supply Chains.

**TOTAL: 40**

**TEXT BOOKS:**

1. Sunil Chopra, Peter Meindl, 'Supply chain Management', Pearson, 2013
2. Jeremy F. Shapiro, 'Modelling the Supply Chain. Duxbury Thomson Learning, 2006

**REFERENCE BOOKS:**

1. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, 'Designing and Managing the Supply Chain concepts, Strategies and Case studies', Tata McGraw Hill, New Delhi, 2008.
2. Rahul Saxena, AnandSrinivasan, 'Business Analytics', Springer-Verlag New York Inc., 2013.

*Pradeep*

**PREREQUISITES:** Knowledge of Operations Management

**COURSE OBJECTIVES**

1. To Understand the importance of value engineering and its application in their respective fields
2. To Familiarize the students with the procedure of Value analysis and value engineering
3. To Implement various phases of value engineering

**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Apply the concept of value engineering to their respective programmes.
2. Analyze various phases of value engineering.
3. Understand the audit concept of value engineering and procedure for its certification
4. Carry out Value audit in organization and give recommendations

**UNIT 1 INTRODUCTION**

6

Meaning of Value Engineering (VE)- Difference from other initiatives- Value and its types – Relationship between value vis-a-vis person, time and environment – History of Value Engineering ,Value Analysis – Value Management – World bodies of Value Engineering & their activities, Multi-disciplinary team approach in Value Engineering study

**UNIT 2 ORIENTATION PHASE AND INFORMATION PHASE**

6

Training associates in Value Analysis and Value Engineering (VAVE)- Different trainings and certifications available in VAVE, Method to conduct VAVE studies.: information needed for VAVE – Method to collect and analyze information - ABC Analysis – Pareto Analysis – Breakeven analysis

**UNIT 3 FUNCTION ANALYSIS PHASE**

6

Breakdown item into elements and sub-elements – introduction to functions – practice session – types of functions – levels of function – elements of cost – procedure for cost allocation – concept of worth – process flow for determining worth – discussions on worth – meaning of FAST and its uses - types, rules.

**Unit 4 CREATIVE PHASE AND EVALUATION PHASE**

6

Definition of creativity, introduction to creative techniques like TRIZ – 3P, lateral adoption and others. Evaluation phase: selection of criteria – feasibility analysis – weighted evaluation methods –decision matrix.

**UNIT 5 RECOMMENDATION PHASE, IMPLEMENTATION AND AUDIT PHASE**

6

**RECOMMENDATION PHASE:** Need for recommendation, method to make presentation – impact analysis and justification report – implementation plan – presentation skills. Implementation phase: detailed design, verification and validation, certification, change implementation. Audit phase : need for audit – types of audit – how to do audit – audit recommendations

**TOTAL: 30**

**TEXT BOOKS:**

1. SS.Iyer: Value Engineering: A How to Manual , New age International Publisher, 2009
2. Del. L.Yonker: Value engineering analysis and methodology, 2003, CRC press, New York.
3. Dr.M.A. Bulsara,Dr.H.R.Thakkar: 'Product Design And Value Engineering', Charotar publishers, 2015.

**REFERENCE BOOKS:**

1. Lawrence D.Miles. 'Techniques of Value Analysis and Engineering' McGraw Hill, 2015.
2. Anil Ku mar Mukhopadhaya. 'Value Engineering Mastermind: From Concept to Value Engineering Certification, SAGE, New Delhi, 2009.

*Pathan M*

## SYSTEMS ELECTIVES

18PNE057

ENTERPRISE RESOURCE PLANNING

3/0/0/3

**PREREQUISITES:** Basic knowledge of Information Technology application



### COURSE OBJECTIVES

1. To understand the fundamental concepts of ERP systems
2. To understand the working of different modules in ERP
3. To understand ERP project management cycle
4. To get insights into customization of ERP modules to suit the business requirements

### COURSE OUTCOMES

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

1. Comprehend the technical aspects of ERP system
2. Evaluate the role of information systems in cross-functional business processes
3. Describe how an integrated information system can support effective and efficient business processes
4. To build customized ERP models for specific business requirements

### UNIT 1 INTRODUCTION

6

ERP-Introduction – Overview - ERP as Integrated Management Information System – Benefits of ERP- ERP vs Traditional Information systems – Advantages of ERP

### UNIT 2 ERP AND TECHNOLOGY

6

Business Intelligence- Factors – Technology- Techniques for Integrating Business Intelligence into Business Processes- Challenges in implementing BPR

### UNIT 3 BUSINESS MODULES

6

Business Modules of an ERP Package – Finance, Manufacturing- Maintenance- Materials Management- Quality Management- Marketing , Sales- Distribution and Service

### UNIT 4 ERP IMPLEMENTATION

6

Implementation Challenges – Strategies for Implementation- ERP Life Cycle- Implementation Methodologies- Project Team- Vendor and Contract Management- Post Implementation Activities

### UNIT 5 PRODUCTS AND FUTURE MARKET

6

SAP, Oracle – JD- Edwards, Marshal – Future Direction and Trends in ERP- New Markets in ERP, Web ERP – Cloud Computing – RODE- Emerging Trends.

**TOTAL: 30**

### TEXT BOOKS:

1. Alexis Leon, 'ERP Demystified', Tata McGraw Hill, 2012
2. Alxis Leon, 'Enterprise Resource Planning', Tata McGraw Hill, 2012
3. Vinod Kumar Garg and N K Venkitakrishnan, 'Enterprise Resource Planning: Concepts and Practice', PHI Learning, 2010

### REFERENCE BOOKS:

1. Ashim Raj Singla, 'Enterprise Resource Planning', Cengage Learning, 2008
2. Rahul V Altekar, 'Enterprise wide Resource Planning', PHI Learning, 2010
3. Murthy, 'Enterprise Planning', Himalaya Publishing House, 2009

*Padm. S.*



**PREREQUISITES:** Basic knowledge of business concepts

**COURSE OBJECTIVES**

1. To create insight and new learning in the area of customer relationship management.
2. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
3. To discuss the ~~conceptual~~ conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business

**COURSE OUTCOMES**

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

1. Integrate the internal processes and functions and external networks to deliver value to customers
2. Understand the benefits delivered by CRM, the technologies that are used for effective implementation of CRM
3. Provide employees with the information that they need to know their customers' needs and wants

**UNIT 1 CRM - INTRODUCTION 6**

Emerging Concept of CRM, Evolution and Benefits of CRM - School of Thoughts of CRM, Building Customer Relationship: Process, Bonding - Zero customer Defections- CRM framework- Market Share Vs. Share of Customers- Life time value of Customers

**UNIT 2 CRM IN SERVICES 6**

CRM in Services: Product Markets- B2B market. CRM in Marketing - A Marketing Retrospective- Target Marketing - Marketing Automation

**UNIT 3 CRM IN CUSTOMER SERVICE, MARKETING AND SALES 6**

Centre and Customer Care- Automation of contact center- Call Routing Web Based Self Service- Work Force Management- Customer Service

**UNIT 4 e-CRM 6**

Components of e-CRM Solutions- Data Warehousing- Data Mining and CRM- Evaluation of Technical solution for CRM- Role of a contact centre in building relationships

**UNIT 5 CRM IMPLEMENTATION 6**

Implementation: Defining a CRM strategy- CRM Implementation Road Map- Developing a Relationship Orientation- Customer-centric Marketing and Processes- Building Capabilities through Internal Marketing- customer retention plans- Emerging Trends.

**TOTAL 30**

**TEXT BOOKS:**

1. John.G.Freeland, 'The Ultimate CRM', TMH, 2006
2. Subhasish Das, 'Customer Relationship Management', Excel Books, 2007
3. Mukesh Chaturvedi and Abhinav Chaturvedi, 'Customer Relationship Management – an Indian Perspective', Excel Books, 2006.

**REFERENCE BOOKS:**

1. Nath, 'The Nuts & Bolts of CRM', TMH, 2007.
2. V.Kumar and Werner.J.Reinartz", Customer Relationship Management, Wiley, 2012.

*Prashant*



**PREREQUISITES:** Basic knowledge of Information Technology Applications

**COURSE OBJECTIVES**

1. To understand the basic principles, concepts and applications of Data Warehousing and data Mining
2. To introduce the task of Data Mining as an important phase of knowledge recovery process
3. To introduce the concept of data mining with in detail coverage of basic tasks, metrics, issues, and implication.
4. To design a Data Warehouse or a Data Mart to present information needed by the management in an usable form

**COURSE OUTCOMES**

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

1. Design a Data Mart or Data Warehouse for any organization
2. Extract knowledge using Data Mining techniques
3. Explore recent trends in Data Mining such as Web-Mining, Spatial-Temporal Mining
4. Develop further interest in research and design on new Data Mining technique

**UNIT 1 DATA PREPROCESSING, LANGUAGE, ARCHITECTURES, CONCEPT 6**

Pre-processing, Cleaning, Integration, Transformation, Reduction, Discretization, Concept Hierarchy Generation, Data Mining Primitives, Graphical User Interfaces, Architectures, Concept Description, Data Generalization, Characterizations, Class Comparisons, Classification, Clustering, Association Rule mining

**UNIT 2 RECENT TRENDS 6**

Multidimensional Analysis and Descriptive Mining of Complex Data Objects, Spatial Databases, Multimedia Databases, Time Series and Sequence Data, Text Databases, World Wide Web, Applications and Trends in Data Mining

**UNIT 3 DATA WARHOUSING: INTRODUCTION 6**

Introduction: Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System, Major issues in Data Mining. Data Pre-processing: Need for Pre-processing the Data, Data Cleaning.

**UNIT 4 DATA WAREHOUSING -FUNDAMENTALS 6**

Data Warehouse and OLAP Technology: Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Warehouse Implementation, Further Development of Data Cube Technology.

**UNIT 5 DATA MINING – FUNDAMENTALS 6**

From Data Warehousing to Data Mining, Data Cube Computation and Data Generalization: Efficient Methods for Data Cube Computation, Further Development of Data Cube and OLAP Technology, Attribute-Oriented Induction- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Bharat Bhusan Agarwal, 'Data Mining and Data Warehousing', Lakshmi Publications, 2009
2. J. Han, M. Kamber, 'Data Mining: Concepts and Techniques', Harcourt India / Morgan Kauffman, 2006.
3. Margaret H. Dunham, S. Sridhar, 'Data Mining: Introductory and Advanced Topics', Pearson Education, 2008.

**REFERENCE BOOKS:**

1. Alex Bezon, Stephen J. Smith, 'Data Warehousing, Data Mining & OLAP', McGraw-Hill, 2004.
2. Arun K Pujari, 'Data Mining Techniques' University Press, 2013
3. Sam Aanhory & Dennis Murray, 'Data Warehousing in the Real World' Pearson Education, 2015

*Pathan M*



**PREREQUISITES:** Basic knowledge of Information Technology Applications

**COURSE OBJECTIVES**

1. To provide students the understanding of the fundamentals of decision support systems
2. To make students to understand about Intelligent systems
3. To make students to understand business intelligence
4. To make students to understand about implementation of decision support systems

**COURSE OUTCOMES**

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

1. Design effective DSS framework for organizations
2. Integrate ICT with DSS for effective and efficient handling of data
3. Improve data management system and facilitate delivery of appropriate data/information to managers at different levels in the hierarchy
4. Make better business decisions on the strength of information obtained from data

**UNIT 1 INTRODUCTION**

6

Decision Support Systems – Introduction - Decisions and Decision Makers- Supporting Organizational decision making - Essentials and Framework of Business Intelligence- Modeling Decision Process- Group Decision Support and Groupware technologies

**UNIT 2 INTELLIGENT SYSTEMS**

6

Executive information systems - Expert systems - Artificial Intelligence - Advanced Intelligent Systems- Intelligent Systems over Internet - Knowledge Engineering and Acquisition

**UNIT 3 BUSINESS INTELLIGENCE**

6

Data warehousing - Data Mining - Data Visualization - Designing and building the data warehouse - Systems perspective of DSS

**UNIT 4 DEVELOPMENT AND IMPLEMENTATION OF DSS**

6

Designing and building DSS - DSS Implementation - Integrating DSS

**UNIT 5 FUTURE OF DSS**

6

Creative Decision Making and Problem Solving - Delegation and Agency - Intelligent software Agents - Impact of Management support systems - Legality, Privacy and Ethics - DSS in 21st century

**TOTAL: 30**

**TEXT BOOKS:**

1. George M Marakas , 'Decision Support Systems', PHI learning , 2014
2. Turban, Aronson et al., 'Decision Support Systems and Business Intelligence Systems', Pearson Education, 2010.
3. James A O'Brien, 'Management Information Systems', TMH, 2006

**REFERENCE BOOKS:**

1. Daniel J. Power, ' Decision Support Systems – Concepts and Resources for Managers', Quorum Books, 2012
2. Udo Richard Franz Averweg, 'Decision-making: Support Systems'. Bookboon.com (e- book)
3. Clyde W. Holsapple, 'Decision Support Systems – a knowledge based approach', Thomson Learning, 2006

*Review*



**PREREQUISITES:** Basic knowledge of Information Technology Applications

**COURSE OBJECTIVES**

1. To provide students with ability to apply various concepts of System analysis and design in practical work.
2. To enable students to analyze Information requirements analysis
3. To help students to understand and to apply system analysis process
4. To provide students with the expertise to apply the knowledge gained about implementation process

**COURSE OUTCOMES**

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

1. Understand the principles and tools of system analysis and design
2. Solve a wide range of problems related to analysis, design and construction of information systems
3. Analyse and design systems for smaller organizations

**UNIT 1 INTRODUCTION 6**

Overview of Systems Analysis & Design: Business Systems Concepts - Systems Development Life Cycle (SDLC) - Project management - Role of systems analyst

**UNIT 2 INFORMATION-REQUIREMENT ANALYSIS 6**

Information Requirement Analysis ; information gathering - Interactive methods - Interviewing , Joint Application Design , Using & Administering Questionnaires - Unobtrusive methods - sampling, investigation, observation - Agile modelling and prototyping

**UNIT 3 ANALYSIS PROCESS 6**

Analysis process – using data flow diagram - Analyzing systems using data dictionaries - Describing process specifications & Structured Decisions - Preparing systems proposal- Designing Effective Output and Input - Designing databases - Designing Effective Output and Input - Designing databases- Human- Computer Interaction- Designing data entry procedures

**UNIT 4 IMPLEMENTATION 6**

Quality assurance through software engineering – TQM approach, using structure charts to design systems, software engineering and documentation , testing , maintenance and auditing - Implementing the information systems- Training Users, Conversion, Security Concerns, Other Considerations, Evaluation

**UNIT 5 OBJECT-ORIENTED ANALYSIS AND DESIGN 6**

Object-Oriented Analysis & Design (OOAD): Introduction to Object Oriented Analysis and design life cycle – Concepts - Unified Modelling Language Concepts & Diagrams - Use Case Modelling - Activity Diagrams, Sequence and Communication diagrams- Class Diagrams and Statechart Diagrams- Packages and other UML artifacts, Importance of using UML for modelling- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Kendall and Kendall, ' System Analysis & Design', Prentice Hall of India, 2013
2. Booch, Grady, 'Object Oriented Analysis & Design,' Addison – Wesley, 2006
3. Hoffe, 'Modern System Analysis & Design', Pearson Education, 2014
4. Jalote, Pank, ' An Integrated approach to Software Engineering', Narosa Publishing House, 2014

**REFERENCE BOOKS:**

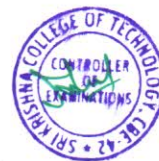
1. Joesph S. Valacich, Joey F. George and Jeffrey A. Hoffer, 'Essentials of System Analysis and Design', Pearson, 2007
2. Jain V. K. 'System Analysis and Design Handbook', Dreamtech Press, 2008
3. Rajaraman V, 'Analysis and design of Information Systems', Jain Book Agency, 2014

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**PREREQUISITES:** Basic knowledge of Information Technology Applications

**COURSE OBJECTIVES**

1. To provide students with the fundamentals and essentials of Cloud computing
2. To understand the concept of Virtualization and design of Cloud services
3. To understand the features of Cloud infrastructure
4. To understand the security threat in Cloud and security monitoring



**COURSE OUTCOMES**

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

1. Compare the operation, implementation and performance of Cloud computing systems
2. Analyse the trade-offs inherent in Cloud computing
3. Identify the security implications in Cloud computing
4. Identify appropriate design choices when solving real-world Cloud computing problems

**UNIT 1 INTRODUCTION**

6

Evolution of Cloud Computing –System Models for Distributed and Cloud Computing – NIST Cloud Computing Reference Architecture -IaaS – On-demand Provisioning – Elasticity in Cloud –Providers - PaaS - SaaS – Public Private and Hybrid Clouds

**UNIT 2 VIRTUALIZATION**

6

Basics of Virtualization - Types of Virtualization - Implementation Levels of Virtualization - Virtualization Structures - Tools and Mechanisms - Virtualization of CPU, Memory, I/O Devices - Desktop Virtualization – Server Virtualization

**UNIT 3 CLOUD INFRASTRUCTURE**

6

Architectural Design of Compute and Storage Clouds – Layered Cloud Architecture Development – Design Challenges - Inter Cloud Resource Management – Resource Provisioning and Platform Deployment – Global Exchange of Cloud Resources

**UNIT 4 PROGRAMMING MODEL**

6

Parallel and Distributed Programming Paradigms – Map Reduce , Twister and Iterative Map Reduce – Hadoop Library from Apache – Mapping Applications - Programming Support -Google App Engine, Amazon AWS - Cloud Software Environments -Eucalyptus, Open Nebula, Open Stack.

**UNIT 5 SECURITY IN THE CLOUD**

6

Security Overview – Cloud Security Challenges – Software-as-a-Service Security – Security Governance - Risk Management – Security Monitoring – Security Architecture Design – Data Security – Application Security – Virtual Machine Security- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Kai Hwang, Geoffrey C Fox, Jack G Dongarra, 'Distributed and Cloud Computing, From Parallel Processing to the Internet of Things', Morgan Kaufmann Publishers, 2012.
2. John W.Rittinghouse and James F.Ransome, 'Cloud Computing: Implementation, Management, and Security', CRC Press, 2010.

**REFERENCE BOOKS:**

1. George Reese, 'Cloud Application Architectures: Building Applications and Infrastructure in the Cloud', O'Reilly, 2009.
2. James E. Smith, Ravi Nair, 'Virtual Machines: Versatile Platforms for Systems and Processes', Elsevier/Morgan Kaufmann, 2005.
3. Kumar Saurabh, 'Cloud computing – insight into new era infrastructure', Wiley India, 2011

*Handwritten signature in blue ink.*



**PREREQUISITES:** Basic knowledge of Information Technology Applications

**COURSE OBJECTIVES**

1. To help the students understand the fundamental principles of Software Project Management
2. To familiarise the students with the different methods and techniques used for managing projects
3. To provide the students with the skills required to apply project scheduling and controlling techniques
4. To impart team building skills required for successful management of software projects

**COURSE OUTCOMES**

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

1. Foresee the challenges and threats that the project may face and initiate preventive actions
2. Do project scheduling and tracking of progress
3. Understand why majority of software projects are not implemented within the budgeted cost and time duration
4. Assess and ensure quality parameters in software projects

**UNIT 1 INTRODUCTION 6**

Project Definition – Contract Management – Activities covered By Software Project Management – Overview of Project Planning – Stepwise Project Planning

**UNIT 2 PROJECT EVALUATION 6**

Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation

**UNIT 3 ACTIVITY PLANNING 6**

Objectives – Project Schedule – Sequencing and Scheduling Activities –Network Planning Models – Forward Pass – Backward Pass – Activity Float – Shortening Project Duration – Activity on Arrow Networks – Risk Management – Nature of Risk – Types of Risk – Managing Risk – Hazard Identification – Hazard Analysis – Risk Planning And Control

**UNIT 4 MONITORING AND CONTROL 6**

Creating Framework – Collecting The Data – Visualizing Progress – Cost Monitoring – Earned Value – Prioritizing Monitoring – Getting Project Back To Target – Change Control – Managing Contracts – Introduction – Types of Contracts – Stages In Contract Placement – Typical Terms of a Contract – Contract Management – Acceptance

**UNIT 5 MANAGING PEOPLE AND ORGANIZING TEAMS 6**

Introduction – Understanding Behavior – Organizational Behaviour: A Background – Selecting The Right Person For The Job – Instruction In The Best Methods – Motivation – The Oldham – Hackman Job Characteristics Model – Working In Groups – Becoming A Team –Decision Making – Leadership – Organizational Structures – Stress –Health And Safety – Case Studies

**TOTAL: 30**

**TEXT BOOKS:**

1. Bob Hughes, Mike Cotterell, 'Software Project Management'. McGraw Hill Education, 2016.
2. Ramesh, Gopaldaswamy, 'Managing Global Software Projects', Tata McGraw Hill, 2005.
3. Royce, 'Software Project Management', Pearson Education, 1999.
4. Jalote, 'Software Project Management in Practice', Pearson Education, 2002.

**REFERENCE BOOKS:**

1. Patrick Cauldwell, 'Code Leader: Using people, tools and processes to build successful software', Wrox Press, 2008
2. Andrew Stellman, 'Applied Software Project Management', O'Reilly Media, 2008
3. Bob Hughes, 'Software Project Management' (e-book : [www.e-booksdirectory.com](http://www.e-booksdirectory.com)), 2009

*Bob Hughes*



**PREREQUISITES:** Knowledge of Information Technology Applications

**COURSE OBJECTIVES**

1. The course offers knowledge on the e-business technology and infrastructure and various application and benefits of online Business.
2. The course offers the students the knowledge on techniques and strategies of launching Online business
3. The study enables the students to comprehend the appropriateness of various e-payment techniques
4. The course creates learning on the security issues involved in conducting business transactions on the internet.
5. The course offers an understanding on the innovative method of developing dynamic and interactive e-business applications

**COURSE OUTCOMES**

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

1. Analyze the concepts of Web hosting and e-marketing
2. Create and launch successful brands Online
3. Create strategies for suitable offering and payment methods for Online business and services.
4. Secure the online business services from risks through e security concepts
5. Develop innovative strategies to further enhance the business outcome

**UNIT 1 ONLINE BUSINESS AND SERVICE**

6

Fundamentals of Information Technology, Emergence of Internet & WWW- Digital economy, Emergence of E Commerce- E Commerce vs. E-business- Business framework - Business models- Revenue models- Value chain, Online business technology, software- Opportunities in Online Business

**UNIT 2 LAUNCHING ONLINE BUSINESS**

6

Finding the Market - Business plan, Funding- Web hosting, content creation management, Website design and construction- web technologies: website and page development tools, Open source tools- Marketing Tools for Online Companies - Search Engine Optimization - Building Online Brand

**UNIT 3 E-PAYMENT SYSTEM**

6

Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway- E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods- Elements of Electronic payment- Online Banking services

**UNIT 4 E-SECURITY**

6

Network and website security- Security concepts- Cyber crimes, Encryption technologies- E-Commerce Risk Management, and security solutions, Information Security in E- Commerce in India- Cyber Law.

**UNIT 5 ONLINE BUSINESS APPLICATIONS**

6

Application Areas (CRM,ERP,SCM and Selling)- Mobile Commerce: Introduction to mobile commerce, Wireless applications, Hand Held-E-Marketing: Browsing behavior model, Internet Marketing Trends, E-Advertising, E-branding, Marketing Strategies- SEO, Location based commerce-Emergence of Web 2.0, Social Media Strategies- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Kamallesh K Bajaj and Debjani Nag, 'E- Commerce The cutting edge of Business', Tata Mcgraw-Hill, 2005
2. Tyler Basu , 'How To Start An Online Business: A Step-By-Step Guide To Building A Profitable Business On The Internet', Street Smart Publishing, 2014
3. Vinod.V.Sople, 'E- Marketing Text and Cases', Biztantra,2011

**REFERENCE BOOKS:**

1. Dave Chaffey, 'E-Business and E-Commerce Management', Pearson Education, 2014.
2. Kalakota Ravi and M.Robinson, 'E-Business 2.0: Roadmap for Success', Pearson Education.
3. Efraim Turban et al., 'Introduction to electronic Commerce', Pearson Education, 2018.
4. Joseph P.T., 'E-commerce An Indian Perspective', PHI. 2015

*Pushover H*

**PREREQUISITES:** Understanding of Information Security and Risk Management

**COURSE OBJECTIVES**

1. To understand the basic principles and concepts of security system
2. To familiarize on advanced security standards
3. To expose the applications of technical control in operating systems
4. To make them aware about various security systems of Information system.



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of security and risk management
2. Extract knowledge towards security protocols
3. Explore recent technical aspects in security systems
4. Acquire insights on real time control of various database administrator

**UNIT 1 ASPECTS OF SECURITY**

6

Information Age and Risks, Vulnerabilities, Causes and Effects, Communications Security criteria, Requirement Specification, System Design, Physical Security, OSI security Architecture

**UNIT 2 ENCRYPTION PRINCIPLES**

6

Theory and Terminology, Public Key Systems, Public Key Algorithms, Message Authentication, Underlying Mathematics, Data Encryption Algorithm, Current Developments, RSA cryptosystem

**UNIT 3 RISK MANAGEMENT**

6

Grade of Risk, Level of Threat, Constraints, Balancing Risks and Countermeasures Standard, Organisational Integrity

**UNIT 4 DATA AND NETWORK SECURITY**

6

Access Control, File Protection, Virus Protection, Operating Systems, firewall, Databases and DBMS, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection, Audit Trails and Audit Reduction

**UNIT 5 APPLICATION SPECIFIC RISKS & REAL-TIME CONTROL**

6

Real-Time Control Systems, Banking and Financial Transactions, Legal and Contract Data, Intellectual Property, Personal Data, National Security

**TOTAL: 30**

**TEXT BOOKS:**

1. John Vacca-Computer and Information Security-Morgan 2017
2. Manish Agarwal, Alex Campoo, Eric Pierce-Information security & IT Risk Management-Willy
3. Evan Wheeler – Security Risk Management - Syngress 2011

**REFERENCE BOOKS:**

1. William Stallings. Cryptography and Network Security, , Pearson Education, March 2013
2. Peter R.J.Trim, Yong-in Lee-Cyber Security Management
3. Jack Freund- Measuring &Managing information Risks-Butterworth-Heinmann 2014

*Perdhu. H*

**PREREQUISITES:** Knowledge of Statistics

**COURSE OBJECTIVES**

1. To understand the basic principles and concepts of Time Series Analysis
2. To analyse and predict the behaviour of variables
3. To apply various tests for identifying relationship among variables
4. To take managerial decisions on business forecasting



**COURSE OUTCOMES**

Upon successful completion of this course students are able to :

1. Understand the concepts of Time Series Analysis
2. Solve problems using Multivariate Time series analysis
3. Model and solve Business Volatility problems
4. Model and solve business problems with non-linear data

**UNIT 1 INTRODUCTION TO TIME SERIES ANALYSIS 6**

Introduction to Time Series Analysis- Nature of time series data - Difference equations, Stochastic process - Stationary versus Non-Stationary Stochastic Process - Tests of Stationarity - Correlogram- Unit Root Tests, Random Walk Models.

**UNIT 2 MULTIVARIATE TIME SERIES ANALYSIS 6**

Moving Average Model - Vector Auto Regression Model (VAR): Estimation and Identification - Variance decomposition and Impulse response functions - Forecasting using VAR model.

**UNIT 3 MODELLING SHORT RUN AND LONG RUN RELATIONSHIPS 6**

Cointegration - Cointegration and common trends - Tests of Cointegration: Engle-Granger Two Step Procedure, Johansen-Juselius Multivariate Test - Error Correction Models:- Estimation and interpretation of an Error Correction Model - Forecasting Using an Error Correction Model.

**UNIT 4 MODELLING VOLATILITY 6**

Time varying volatility model: ARCH, GARCH models and their extension - Forecasting volatility - MALTAB.

**UNIT 5 MODELLING NON-LINEAR TIME SERIES 6**

Simple nonlinear models - Threshold Autoregressive Model (TAR) - The Smooth Transition Autoregressive (STAR) model -, Nonlinearity Tests - Visualisation charts.

**TOTAL: 40**

**TEXT BOOKS:**

1. James Douglas Hamilton, 'Time series Analysis', Princeton University Press, 2012
2. George E.Box, Gwilym Jenkins, 'Time series Analysis', Wiley, 2015
3. Chris Chatfield, 'The Analysis of Time series', Chapman & Hall, 2017

**REFERENCE BOOKS:**

1. Douglas C.Montgomery, Cheryl L. Jennings, Murat Kulachi, 'Time series analysis and Forecasting', Wiley, 2016
2. Jonathan D.Creye, Kung sik chan, 'Time series analysis', Springer 2015

*Pradeep H*

**PREREQUISITES:** Knowledge of business statistics and programming skills

**COURSE OBJECTIVES**

1. To understand the basic principles and concepts of Data Science
2. To develop fundamental knowledge of concepts underlying data Science with R
3. To give a hands-on experience with real-world data analysis.
4. To understand and develop predictive modelling techniques



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of Data Science
2. Know standard methods of data analysis and information retrieval
3. Learn to develop complex analytical reasoning using R
4. Develop predictive data models for business problems using R

**UNIT 1 INTRODUCTION 6**

Introduction to R - Data Structures - R Studio – GUI - Syntax and Structure - Base functions – Exploration- Plotting, Visualizing, Cleaning data

**UNIT 2 R PACKAGES AND FUNCTIONS 6**

Data import and export - Type conversions - Packages – Installation and libraries - Conditionals – Looping - Apply family of functions

**UNIT 3 DATA MANIPULATION 6**

Introduction to dplyr- Data manipulation in R with dplyr – selecting, mutating, filtering, arranging and summarising - Pipe operator - Data blending and joining - Outliers and Missing values treatment

**UNIT 4 EXPLORATORY DATA ANALYSIS 6**

Data Visualization, Grammar of Graphics, Exploring ggplot - Tidying data - Variables to visuals, Aesthetics – Attributes and visible aesthetics - Geometrics – Histogram, Scatter, Line, Bar, Stacked Bar charts.

**UNIT 5 PREDICTIVE MODELLING 6**

Regression – Simple, Multiple and Logistic - Model building - Tuning and Prediction - Intuition of Machine learning algorithms – Decision trees - Random Forest - Support Vector Machine - Clustering

**TOTAL: 40**

**TEXT BOOKS:**

1. John Mount, 'Practical Data science with R', Manning Publishers, 2014
2. Paul Teetor, 'Proven recipes for Data Analysis, Statistics and Graphics', O'Reilly, 2011
3. Kjell Johnson, Max Kuhn, 'Applied Predictive Modelling', Springer, 2013

**REFERENCE BOOKS:**

1. Jeeva Jose, 'Data Analysis using R Programming', Khanna publishers, 2018
2. Roger D. peng, 'R Programming for Data science', Leanpub, 2015
3. Garrett Grolemund, 'R for Data Science', O'Reilly, 2016

*Prashant*

**PREREQUISITES:** Basic knowledge of computers and software packages

**COURSE OBJECTIVES**

1. To understand the basic principles and concepts of Database Management System
2. To expose the applications of DBMS in problem solving and Decision Making
3. To familiarize with the technical aspects towards corporate functions
4. To provide an opportunity to study the hands on implementation of NoSQL database in corporate environment.



**COURSE OUTCOMES**

Upon successful completion of this course students are able to :

1. Understand the concepts of Database Management System
2. Extract knowledge using Database Management System
3. Explore the technical aspects of database Administration
4. Acquire insights on database utilities for developing and designing new applications

**UNIT 1 INTRODUCTION**

6

Introduction to Database and Database Management – characteristics – importance –functions - advantages – Database Management System - evolution – database architecture data organization- file structure and indexing

**UNIT 2 DESIGNS OF DATABASE MANAGEMENT SYSTEM**

6

Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

**UNIT 3 STRUCTURED QUERY LANGUAGE**

6

Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

**UNIT 4 DATABASE SECURITY SYSTEM**

6

Database Utilities; Security, Remote Data Access. Object oriented databases-object life cycle modelling conceptual design-UML.

**UNIT 5 NoSQL DATABASE**

6

Concepts and evolution, Characteristics and significance, Table Structure, New table, Modify table, Concatenating table, Big Tables, Limitations of NoSQL

**TOTAL: 30**

**TEXT BOOKS:**

1. Alexis and Leon, 'Database Management System', Vikas, 2003
2. Hector Garcia -Molica et al, 'Database Systems – The complete book', Pearson Education, 2008
3. Mark L.Gillenson & el, 'Introduction database management', Wiley India Pvt. Ltd, 2008
4. Dan McCrey & Ann Kelly -Making Sense of NoSQL', Dreamtech press, 2015

**REFERENCE BOOKS:**

1. Jain V. K., 'Database Management Systems', Dreamtech press, 2007
2. Navathe E, 'Fundamentals of Database Systems', Pearson Education, 2007
3. Beynon -Davies P, 'Database Systems', Palgrave, 2003
4. Karthikeyan, 'Understanding Database Management System', ACME Learning, 2014
5. Adam Fowler, 'NoSQL for Dummies', 2007

*Reddy H*

**COURSE OBJECTIVES**

1. To enable students to understand the technical process and managerial significance of software development.
2. To expose the students to the functional implications and the human factors associated with developing and maintaining software.

**COURSE OUTCOMES:**

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

1. Understand the processes involved in Software development
2. Handle business situations and build software models for them
3. Understand the effective ways of designing software
4. Understand the importance of quality assurance and ensure that quality is built into the software during its development

**UNIT 1 INTRODUCTION**

6

Overview of software development-life cycles–Challenges –Software engineering Process -paradigms – Comparison between Process and Product –Metrics –Software project management–Planning –estimation – Risk analysis –Software project scheduling

**UNIT 2 PROTOTYPING AND MODELLING**

6

Requirement Analysis –Definition –Specification-tools –Formal Specification –Prototyping Specification – Analysis modelling

**UNIT 3 SOFTWARE DESIGN**

6

Software design –Abstraction –Modularity –Software Architecture –Effective modular design -Cohesion and Coupling –Architectural design –Procedural design –Data flow oriented design–Object Oriented design

**UNIT 4 HUMAN INTERFACE**

6

User interface design –Human factors -Human computer interaction –Interface standards -Fundamentals of coding –code documentation –code efficiency – Software Configuration Management

**UNIT 5 QUALITY ASSURANCE**

6

Software Quality Assurance –Review, Walkthrough and inspection-Quality metrics –Software Reliability – testing–Path testing –Control Structures testing –Black Box testing –Integration,Validation and system testing –Reliability models for Software quality -Software Maintenance

**TOTAL: 30****TEXTBOOKS:**

1. Ali Behforooz and Frederick J. Hudson, 'Software Engineering Fundamentals', Oxford publications, 2002
2. Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, 'Fundamentals of Software Engineering', Prentice Hall of India, 2000
3. Pfleeger, 'Software Engineering', Prentice Hall, 2009

**REFERENCE BOOKS:**

1. Richard Fairley, 'Software Engineering', Tata McGraw Hill, 2003
2. Roger Pressman. S, 'Software Engineering - A Practitioner's Approach', Tata McGraw Hill, 2003
3. Sommerville I., 'Software Engineering. Adison Wesley, 2006

*Padma*

**PREREQUISITES:** Basic knowledge about Graphs and pictorial representations

**COURSE OBJECTIVES**

1. To understand the basic principles and concepts of Data Visualisation
2. To understand the applications of analytical process in Business
3. To familiarize with the technical aspects of TABLEAU for data visualisation purposes
4. To provide exposure on detailed knowledge on visualizing complex data types



**COURSE OUTCOMES**

Upon successful completion of this course students are able to:

1. Understand the concepts of Data visualisation
2. Extract business knowledge using Analytical techniques
3. Explore recent technical Visualisation aspects in Decision making
4. Acquire insights into TABLEAU software utilities for Business Analysis

**UNIT 1 INTRODUCTION**

6

Purpose of Visualization - Excellence and Integrity - Sources – Sophistication – Forms, Data characteristics – Representation methods and techniques for different types of data– Visualization Process

**UNIT 2 Design of Data Visualisation**

4

Theory of Data Graphics, Design – data density – Aesthetics- Dashboards – principles of creation – real time data visualization

**UNIT 3 DATA VISUALIZATION ON DECISION MAKING**

4

Principles of decision making – Semiotics- use of data in aiding quality of decision making – Theories of visual cues – colour, Pattern, Space etc.,

**UNIT 4 TABLEAU**

10

Connecting to the data - Editing and saving a data source - Understanding Tableau terminology - use the Tableau interface/paradigm to effectively create powerful visualizations - Performing Basic arithmetic calculations - Custom aggregation and ratios - Date math and quick table calculations - Maps, tree maps, Pie charts and bar charts - Dual axis and combined charts with different mark types - Highlighting tables, scatter Plots - Building dashboards to share visualisations.

**UNIT 5 DECISION MANAGEMENT SYSTEM**

6

Decision Management Systems – Business Rules – Principles – Service Oriented Platform-Designing and Implementing Decision Services.

**TOTAL: 40**

**TEXT BOOKS:**

1. Edward Tufte, 'The Visual Display of Quantitative Information' 'Graphics Press', 2001
2. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, 'Decision Support Systems & Intelligent Systems', Prentice Hall, 2010.
3. Jen Stirrup, 'Tableau creating interactive data visualisation', Packt Publishing, 2016

**REFERENCE BOOKS:**

1. Stephen Few, 'Information Dashboard Design', Analytics Press, 2015
2. Wilkinson, L., 'The Grammar of Graphics', Springer Science & Business Media, 2006
3. Edward Tufte, 'Envisioning Information', Graphics Press, 1997
4. Daniel G Murray, 'TABLEAU YOUR DATA: Fast and Easy Visual Analysis With Tableau Software', Wiley, 2016

*Prathap-H*

## ENTREPRENEURSHIP ELECTIVES

18PNE071

### INNOVATION, INCUBATION, CLUSTERS & TECHNOLOGY ENTREPRENEURSHIP

3/0/0/3

**PREREQUISITES:** Basic knowledge on all functional areas desirable



#### COURSE OBJECTIVES

1. To understand the importance of innovation and commonalities among the business incubators and draft a strategy for the effectiveness of the incubator based on the local conditions and environment.
2. To enrich knowledge and skill regarding Cluster Development programs and developing common facility centres.
3. To devise tools and techniques in enhancing Technology entrepreneurship.
4. To provide the students with inputs for team presentation.

#### COURSE OUTCOMES

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

1. Identifying and analyzing constraints and barriers to promote innovations and devise appropriate strategies.
2. Initiating, planning and implementing business incubation activities for promoting knowledge based enterprises.
3. To understand the significance of clusters and holistic development of the clusters to ensure overall development of the local economy.
4. Sensitizing the environment for extending timely assistance and support required for establishment of technology based business ventures.

#### UNIT 1 DEMAND DRIVEN INNOVATION

6

Nurturing Innovations –Types of Innovation: Incremental, total and disruptive Innovation - Product Innovation - Service Innovation- Process Innovations –Technological Innovation & Entrepreneurship - Demand opportunity analysis - Creativity and innovation for deciphering customer needs - Product solution and market needs understanding competition and role of teams - Commercializing Innovation.

#### UNIT 2 INCUBATION

6

Incubating Innovations– Technology Business Incubation -Establish relationships and alliances that strengthen the business incubator and Services rendered to businesses –Train innovative, entrepreneurial and committed teams to conduct the business Incubation Process - Adjust business incubation models to the Economic – Cultural - Social and Political realities of each region or country

#### UNIT 3 CLUSTER DEVELOPMENT

6

Clusters and their Internal Dynamics – Cluster Interventions in Developed and Developing Countries – Business Profiling Instrument and Value Chain Analysis - Cluster Diagnostic and Developing a Long Term Vision for the Cluster – Action Plan Preparation.

#### UNIT 4 CLUSTER MANAGEMENT

6

Implementation of Cluster Development Programs – Developing Business Development Service Market and Capacity Building of Business Management Organizations (BMOs) - Establishing Common Facility Centre (CFC) using Funds supports for various department under Private-Public-Partnership (PPP) approach – Monitoring and Evaluation.

#### UNIT 5 GATHERING RESOURCES FOR TECHNOLOGY VENTURES

6

Prototyping to product development - Effective business models that deliver customer value - Protecting Intellectual Property Rights – Patenting and licensing - Importance of human capital- Cost effective

*Padma. N*

marketing in technology ventures - Raising money for technology based ventures-Communicating your idea  
– Writing fundable business plans - Designing and delivering a techno-venture Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Robert D.Hisrich, Mathew J.Manimala,etal. 'Entrepreneurship', McGraw Hill Education (India) 2013, New Delhi
2. Poornima M. Charantimath, 'Entrepreneurship Development and Small Business Enterprises' Pearson -New Delhi, Second edition 2014.
3. Robi A Burgelman, Modesto A Maidique, stevem c wheelwright, 'Strategic management of technology and innovation' McGraw Hill Book, 2016.

**REFERENCE BOOKS:**

1. Donald F Kuratko, T.V Rao. 'Entrepreneurship: A South Asian perspective', Cengage Learning. 2012.
2. Hisrich, 'Entrepreneurship' - Tata McGraw Hill, New Delhi, 2013
3. Elaine Dundon, 'The Seeds of innovation: Cultivating the synergy that fosters new ideas', Prentice-Hall of India Pvt. Ltd, 2007



*Andreas*

**PREREQUISITES:** Basic knowledge of Management Concepts

**COURSE OBJECTIVES**

1. Creating new businesses, capturing new markets and enhancing organizational effectiveness
2. Improving productivity through process improvements
3. Promoting and managing new start-ups
4. Developing risk taking abilities and leadership skills for business.



**COURSE OUTCOMES**

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

1. Create new ideas for business
2. Develop new business models
3. Manage risk and innovation
4. Provide support for promoting start-ups

<b>UNIT 1</b>	<b>BUSINESS MODELS – AN INTRODUCTION</b>	<b>6</b>
New business models – structuring the business models – common types of business models value creation model – profit model – logic of the business – emerging trends in global knowledge economy		
<b>UNIT 2</b>	<b>EXISTING BUSINESS MODELS</b>	<b>6</b>
Conceptual, textual, and/or graphical, of all core interrelated architectural, co-operational and financial models – Comparative study of models - theoretical and empirical insight into business models		
<b>UNIT 3</b>	<b>DISRUPTIVE BUSINESS MODELS</b>	<b>6</b>
New models replacing existing models – brand new business models – new models Google, PayPal, Gilt, Open Table, Survey Monkey, Second Life, e Lance, 99Designs		
<b>UNIT 4</b>	<b>V4 BM FRAMEWORK</b>	<b>6</b>
Vpower4 Value proposition, value architecture, value network, value finance – collaborative business models – different industries with new models – value creation		
<b>UNIT 5</b>	<b>SHIFT IN BUSINESS MODELS</b>	<b>6</b>
Shift from pipes to platforms – network models –network effects - technology based business models – promoting new models – interviewing new promoters – promoting start-ups- Emerging Trends.		

**TOTAL: 30**

**TEXT BOOKS:**

1. Cinquini, Lino, diminin, 'New Business Models and Value Creation', Springer 2013.
2. Alexander Osterwalder, 'Business Model Generation: A handbook for visionaries, Game changers and Challengers'. Wiley, 2010.
3. Patrick Van Der Pijl, 'Design a Better Business: New tools, skills and mindset for strategy and innovation', Wiley, 2016.

**REFERENCE BOOKS:**

1. Mauborgne. Rene, 'Blue Ocean Strategy', Boston Harvard Business School Press, 2005,
2. Snyder, Duarte, ' Unleashing Innovation, How Whirlpool Transformed an Industry', Jossey-Bass, 2008.

*Prady. N*

**PREREQUISITES:** Basic Knowledge of Business Environment

**COURSE OBJECTIVES**

1. To develop an understanding of a typology of global opportunities that are created on account of historical, economic, political, social, and cultural differences among national contexts, and develop skills to identify and screen global opportunities
2. To develop an understanding of global ventures, which have customers and suppliers spread across multiple countries across the globe, and examine the various entry modes entrepreneurs use to enter global business

**COURSE OUTCOMES**

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

1. To learn how to think 'globally' and identify opportunities and challenges as they contemplate entrepreneurial ventures
2. To be aware of the challenges of operating in cross national and cultural environments
3. To understand similarities and differences of entrepreneurship between Developed, Emerging and transitioning Economies
4. To use frameworks, concepts, and methodologies to explore and potentially exploit global opportunities



**UNIT 1 INTRODUCTION**

6

International Entrepreneurship – International Vs. Domestic Entrepreneurship – Selecting International business opportunities – Market selection Model – Developing the Global business plan – Opportunity Analysis - International Legal concerns – Alternative Entry Strategies.

**UNIT 2 GLOBAL ENTREPRENEURIAL REVOLUTION**

6

Various types of Capitalism and their influences on Entrepreneurial Activities – Qualitative Differences – Motivation and Intended Goals – Bias and Disparities in Entrepreneurship - Entrepreneurship Indicators.

**UNIT 3 ENTREPRENEURIAL ECOSYSTEM AND ITS COMPONENTS**

6

Comparing Natural and Entrepreneurial Ecosystems – Essential Elements Entrepreneurial Ecosystems – Roles of Policy and Regulation – A systems approach to understand Entrepreneurial Ecosystems – Source of Entrepreneurial Finance across the world.

**UNIT 4 FOREIGN EXCHANGE OPERATIONS**

6

Foreign Exchange – Aspects of foreign exchange market – Foreign Exchange Rates & Risk Management – FEMA Regulatory Requirements for Export & Import of Goods & Services – FEDAI–Role and Rules.

**UNIT 5 IMPLEMENTING AND MANAGING A GLOBAL ENTREPRENEURIAL STRATEGY**

6

Global Strategic Planning – Global Organizational Structure – Degree of Centralization – Controlling the Global Venture – Entrepreneurship in Central and Eastern Europe – GCC (Gulf Cooperation Council) Economies –Africa –China –India Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Hisrich, Robert. D , International Entrepreneurship – Starting Developing and managing a Global Venture , Sage Publication, 2015.
2. Nir Kshetri , Global Entrepreneurship: Environment and Strategy, Routledge Publication, 2014.
3. Jeevanandam C – Foreign Exchange and Risk Management, Sultan Chand & Sons, 2013.

**REFERENCE BOOKS:**

1. Shawn Carraher, Dianne Welsh - Global Entrepreneurship- Kendall Hunt Publishing Co., 2018.
2. Foley J.F, Global Entrepreneur: Taking Your Business International, JAMRIC Press International, 2017.

**PREREQUISITES:** Basic Concepts in Finance

**COURSE OBJECTIVES**

1. To enable the students understand the importance of Microfinance
2. To expose the students to the different legal and regulatory framework governing Microfinance Institutions in India
3. To help the students understand the different financial products offered by Microfinance Institution in India
4. To help the students understand the operational aspects of Microfinance

**COURSE OUTCOMES**

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

1. Comprehend the importance of Microfinance and understand the regulatory framework in which Microfinance Institutions operate in India
2. Understand the different credit lending models operated by MFIs and to design models to suit the field conditions and in accordance with the regulatory framework
3. Manage MFIs independently, after a brief induction training
4. Participate effectively in designing need-based financial products by MFIs that will stimulate the economic growth of the community around



**UNIT 1 INTRODUCTION**

6

Microfinance – Concept of Microfinance and rural poverty – Characteristics and features of Microfinance – Microfinance products – Microcredit – Micro saving – Micro insurance - Microfinance as a tool for development

**UNIT 2 SUPPLY, INTERMEDIATION AND REGULATIONS OF MICROFINANCE IN INDIA**

6

Supply of Microfinance: Institutional sources of Microfinance – Not for profit MFIs – Mutual Benefit MFIs – For profit MFIs – NGO MFIs, NBFC MFIs - Non-institutional sources of Microfinance – Legal and Regulatory framework for Microfinance : Societies Registration Act, 1860 – Indian Trusts Act, 1882 – Companies Act, 1956 – Section 25(for Not-for-Profit Companies) – RBI Act, Section 45-1 A ( For NBFC) – Capital Adequacy Requirements: Net-owned funds required for different forms of MFIs –Lending to MFIs by Commercial Banks – Equity Investments in MFIs by Venture Capital Funds – Donor participation in Indian Microfinance – Microfinance Institutions development regulation Bill 2012

**UNIT 3 MICROFINANCE CREDIT LENDING MODELS**

6

Credit Lending Models: Association Model – Community Banking Model – Cooperative Model – Credit Union Model – Grameen Joint Liability Group Model – Self Help Group Model – SHG

**UNIT 4 OPERATIONAL ASPECTS OF MICROFINANCE**

6

Strategies for sustainability of MFIs - Market research – Marketing environment for Microfinance – Market segmentation for Microfinance – Stepped Lending – Repeat lending - Character and cash-flow based lending – Innovative and Creative Microfinance products - Strategies of MFIs to increase Outreach

**UNIT 5 MICROFINANCE AND COMMUNITY DEVELOPMENT**

6

Microfinance and Women development – Micro-entrepreneurship – Microfinance and Education – Microfinance for Cluster Development – Microfinance for Handicraft, Handloom, Cottage industry and Agro industry- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Debadutta K Panda, 'Understanding Microfinance', Wiley India, 2009
2. Jonathan Morduch, 'The Economics of Microfinance', The MIT Press, 2010
3. Karmakar K.G, 'Microfinance in India', Sage Publications, 2010

**REFERENCE BOOKS:**

1. Prabhu Ghate, ' Indian Microfinance- The challenges of rapid growth', Sage Publications, 2007
2. Vinod Kumar, ' Microfinance', University Science Press, 2009
3. 'Existing Legal and Regulatory framework for Microfinance Institutions in India: Challenges and Implications' – published by Micro Credit ratings International Ltd., 2006

*Prabhu*

**PREREQUISITES:** Basic Business Concepts



**COURSE OBJECTIVES**

1. To help the students understand how start-up ventures are started
2. To expose the students to the various avenues for getting funds for start-ups
3. To make the students aware of the legal framework under which the funding agencies/individuals operate
4. To create interest in students to aspire for starting their own ventures using their innovative business ideas

**COURSE OUTCOMES**

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

1. Understand the way start-ups ventures are promoted
2. Know the different ways of mobilising funds required for promotion of start-ups
3. Understand the legal framework in which Angel funds, Private Equity firms and Venture Capital firms operate
4. Take steps to promote start-up ventures once a promising business idea is crystallized

<b>UNIT 1</b>	<b>STARTUP VENTURES – AN OVERVIEW</b>	<b>5</b>
Entrepreneur vs. Startup founder – Startups – Startup Business partnering – Co-founders – Startup investing – Crowdfunding – seedinvest, Circleup – Internal Startups – Restarters – Famous Indian start-ups		
<b>UNIT 2</b>	<b>FUNDING OF STARTUP VENTURES</b>	<b>5</b>
Private Equity – Meaning – Private Equity Investment Process - Private Equity firms in India - Angel Investors - Angel Investment Funding process - Top Angel investors on India - Online Crowdfunding platforms in India – Ketto – Start51 – Wishberry – BitGiving – The HotStart – FundDreamsindia		
<b>UNIT 3</b>	<b>LEGAL ASPECTS OF STARTUPS FUNDING</b>	<b>6</b>
Private Equity Investment in India – Legal framework – Provisions of FEMA, 1999 – SEBI Act, 1992 – SEBI (AIF) Regulation 2012 – FDI policy of FIPB - Constitution of PE firms: Trust , LLP, Company Exist route for PE firms – SEBI Guidelines for Angel investments in India		
<b>UNIT 4</b>	<b>VENTURE CAPITAL – AN OVERVIEW</b>	<b>6</b>
Venture Capital – Institutional set up in India for Venture Capital funding: Technology Development and Information Company of India Ltd. (TDICI) – Risk Corporation Ltd. (RCTC) – APIDC Venture Capital Ltd., Credit Capital Venture Fund (India) Ltd., Venture funding arms of Commercial banks		
<b>UNIT 5</b>	<b>VENTURE CAPITAL FUNDING</b>	<b>8</b>
Stages of Venture Capital Financing: Analysing V.C. Proposals – Factors to be considered- Exit strategy for Venture Capital funds- Emerging Trends.		

**TOTAL: 30**

**TEXT BOOKS:**

1. Sharma J.C, ' Venture Capital Financing in India', Sage Publications, 2013
2. Jeff Madura, 'Financing Markets and Institutions, Cengage Learning, 2008.
3. Peter Ryan, ' How Venture capital works', Rosen Publishing Group, 2012

**REFERENCE BOOKS:**

1. Pandey I.M, "Venture Capital –The Indian Experience", Prentice Hall of India, 2011
2. Gurusamy S, ' Financial services', Vijay Nicole Imprints, 2013
3. Venture Capital for Dummies, Kindle Edition, 2013

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**PREREQUISITES:** Basic knowledge on International Business

**COURSE OBJECTIVES**

1. To acquaint the student with the Export and Import policies, procedures and documentations.
2. To highlight about various authorities of the government, export organization, commodity, Boards and services institutions operating in the field of foreign trade.
3. To understand the various incentives and facilities offered to exporters
4. To familiarize with the licensing formalities in export trade

**COURSE OUTCOMES**

Upon successful completion of the course, students shall have ability to

1. Understand the international trading practices
2. Prepare Export and customs documents
3. Understand the procedure for realising export proceeds. Implement the export formalities.



**UNIT 1 PRELIMINARIES FOR EXPORTS AND IMPORTS**

7

Definition of Export – Classification – Nature, importance and scope; Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, Central Excise - Categories of Export- Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit- Foreign Trade Policy – Highlights – Categories of Importers – Special Schemes for Importers

**UNIT 2 EXPORT IMPORT DOCUMENTATION**

5

Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

**UNIT 3 EXPORT PROCEDURE**

6

Steps in Export Procedure -Shipment & Transport – Sea, Air, Rail, Road, Pipeline – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Negotiation of Documents – Realisation of Exports Proceeds- Excise clearance Benefit

**UNIT 4 IMPORT PROCEDURE**

5

Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

**UNIT 5 INSTITUTIONAL FRAMEWORK FOR EXPORTS AND IMPORTS**

7

Overview of various export promotion schemes - Duty Drawback- Advance License - Remission Scheme - DEPB Scheme - Export Promotion Capital Goods Scheme - Export of Principal Commodities in India - SEZ, EHTP, STP & EOU's, Types of Export Houses – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – Incentives for Exporters. Export Promotion Councils- Commodity Boards – FIEO – IIFT – ITPO – ECGC – EXIM Bank- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi
2. Francis Cherunilam, International Business : Text and Cases (English) 5th Edition, PHI Learning Pvt ltd, New Delhi, 2010

**REFERENCE BOOKS:**

1. Nabhi, 'New Import Export Policy & Procedures', Vol 2
2. 'EXIM Policy & Handbook of EXIM Procedure' – Vol I & II
3. Mahajan M.L., 'Exports – Do it Yourself, Snow' White Publications, New Delhi, 2015
4. Mahajan M.L., 'Import – Do it Yourself', Snow White Publications, New Delhi, 2015
5. Hill and Jain, 'International Business' - SIE (English), Mcgraw Hill Education, 2014

*Perch*



**PREREQUISITES:** Functional areas of Management

**COURSE OBJECTIVES**

1. Develop the technique to estimate the market potential for new product and learn how to build successful companies.
2. This course will equip the students to familiarize with the challenges in starting a new business.
3. Offer knowledge on the appropriate choice of business organisation
4. Emphasize collection and organization of the fundamental information necessary to prove the viability of your business idea

**COURSE OUTCOMES**

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

1. Understand the components required for preparing a Business Plan.
2. Use the knowledge gained to evaluate the feasibility of a Project.
3. Use the knowledge gained to create a well written investment quality business plan attractive to the venture capitalists.
4. Create a detailed plan of new business on their own.

**UNIT 1 FORMS OF ORGANISATION 6**

Forms of business organization: Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company.

**UNIT 2 PROCEDURE FOR STARTING AN ENTERPRISE 6**

Procedure for starting a business enterprise - Procedures for startups - Open a Current Account - Permanent Account Number (PAN) –MSME UAM registration, FSSAI, Drug license - Apply for TAN - Service Tax - Customs Duty - Employee's Provident Fund - Sales Tax - Employees State Insurance (ESI) Scheme -Shop and Establishment Act - GST -Profession Tax –IPR

**UNIT 3 BUSINESS PLAN 6**

Executive Summary - Background Information :Current Status of Company, History of company, Profile of the management team - Marketing Plan: Product, Pricing, Distribution/Positioning, Demand Management, Promotion and Brand Development, User Experience - Operational Plan: Manufacturing Plan, Information and Communications Technology Plan, Team Building, Intellectual Property Plan- cost allocation model. Financial Plan: Current Financing- Funding Plan - Financial Forecasts- balance sheets, income statements, cash flow statements - Risk Analysis-Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks-Risk Management Plan.

**UNIT 4 PRELIMINARIES FOR DPR PREPARATION 6**

Introduction to project: Promoters background/experience, Product with capacity to be built up and processes involved, Project location, Cost of the Project and Means of financing, Availability of utilities, Technical arrangements, Market Prospects and Selling arrangements, Environmental aspects, Profitability projections and Cash flows for the entire repayment period of financial assistance - Management Evaluation: Memorandum and Articles of Association, Company as the Promoter, New Promoters , Management and Organisation set up.

**UNIT 5 REPORTING FEASIBILITY STUDY 6**

Technical Feasibility : Technology and manufacturing process, Location of the Project , Plant and Machinery, Raw material, Utilities and Manpower, Contracts, Project monitoring and implementation - Environmental Aspects - Commercial Viability -Financial Appraisal : Cost of the Project, Means of Financing , Profitability Projections - Economic Viability – Preparing the final DPR- Emerging Trends.

**TOTAL: 30**

**TEXT BOOKS:**

1. Radjou, Navi, Jaideep Prabhu, and Simone Ahuja. Jugaad innovation: Think frugal, be flexible, and generate breakthrough growth. John Wiley & Sons, 2012.
2. Hal Shelton, The Secrets to Writing a Successful Business Plan: A Pro Shares a Step-By-Step Guide to Creating a Plan That Gets Results Paperback – Summit Valley Press, 2014

**REFERENCE BOOKS:**

1. Crawford, Charles Merle, and C. Anthony Di Benedetto. New products management. Tata McGraw-Hill Education, 2015.
2. Scarborough, Norman M. Essentials of entrepreneurship and small business management. Upper Saddle River, 2018.
3. Kumar, S. Anil. Entrepreneurship development. New Age International, 2015.
4. Gupta C. B, Srinivasan. N.P, Entrepreneurial Development, Sultan Chand and Sons, 2015.
5. Brian Finch, How to write a business plan, Kogan Page, 2016.2

*Prabhu*

**PREREQUISITES:** Knowledge of functional areas of management

**COURSE OBJECTIVES**

1. To make the students understand the nuances of agribusiness.
2. To introduce the students to the agribusiness environment and policies
3. To understand the features of agricultural marketing
4. To make the students understand the scope for and recent trends in agribusiness and agro-based industries

**COURSE OUTCOMES**

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

1. Manage agribusiness activities effectively
2. Understand the agribusiness environment and policies and make use of them in real life business
3. Handle marketing activities of agricultural products successfully
4. Manage agro based industries successfully in close coordination with the concerned public agencies

**UNIT 1 INTRODUCTION TO AGRI BUSINESS**

6

Agribusiness – definition and nature - components of agribusiness management, changing dimensions of agricultural business. Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sectors economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector

**UNIT 2 AGRIBUSINESS ENVIRONMENT AND POLICY**

6

Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries. Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy. public distribution system and other policies.

**UNIT 3 AGRICULTURAL MARKETING**

6

Agricultural Marketing in a developing economy - Indian marketing environment, structure, conduct and performance analysis - marketable and marketed surplus - marketing functions, channels in agricultural marketing, Agricultural price and marketing policies – AGMARK – Public agencies involved in agricultural marketing: FCI, NAFED and STC – Agricultural Processed Products and Export Development Authority (APEDA) - Warehousing: Central and State warehousing corporations – objectives, functions, advantages, speculation, future trading and hedging – Co-operative marketing and processing institutions - The Directorate of Marketing and Inspection (DMI) - National Dairy Development Board (NDDB).

**UNIT 4 RECENT TRENDS AND SCOPE FOR AGRI BUSINESS**

6

Agricultural marketing system, government interventions including regulated markets, procurement, buffer stock operations, co-operative marketing, price stabilization measures and policies etc.- Forward trading and futures market- Marketing of agricultural inputs- Rural marketing.

**UNIT 5 AGRO BASED INDUSTRIES**

6

Agro based industries – meaning – Types of agro based industries: Agro-produce processing units, Agro-produce manufacturing units, Agro-inputs manufacturing units, Agro service centers - Factors influencing growth of agro based industries - Location factors for Agro based industries – Role of agro based industries in Indian economy – Contribution to GDP – Institutional arrangements for the promotion of agro based industries in India: Ministry of Agriculture, Khadi and Village Industries Commission, Director General of Trade and development, Small Industry Development Organization.

**TOTAL:30**

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**TEXT BOOKS:**

1. Dr.Smita Diwase, 'Agri business Management', Everest Publishing House,2017
2. Freddie L. Barnard, 'Agri business Management', Routledge publishing,2012
3. Johl, S.S and T.R Kapur, 'Fundamentals of Farm Business Management', Kalyani Publishers, 2013
4. Sanket S.Kadam , 'A Textbook of Agri-Business Management', Universal Prakashan publications,2016

**REFERENCE BOOKS:**

1. Jay T Akridge, 'Agribusiness Management', Rootledge, 2012
2. H.M.Chandrasekar, 'Agribusiness Management', Lap Lambert Academic Publishing, 2012
3. Gupta, A. P. , 'Marketing of Agricultural Produce in India,'Vora and Company Publishers Pvt Ltd, 2000

*Parthiv H*

**PREREQUISITES:** Knowledge of Functional areas of Management



**COURSE OBJECTIVES**

1. To make the students to understand the concepts of Business Ventures
2. To expose them to Mergers, acquisitions and restructuring of business.
3. To familiarize them with the development of Business plans for different situations
4. To provide an insight to the students about New venture Expansion Strategies and Issues and Institutional support to Entrepreneurship

**COURSE OUTCOMES**

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

1. Understand business growth and expansion strategies and apply the appropriate strategy
2. Write business plans for new ventures and for business ventures going for expansion
3. Formulate appropriate business growth strategies
4. Acquire insights about Institutional support to Entrepreneurship

**UNIT 1 FINANCING THE NEW VENTURE** 6

Types of finance-Estimating capital cost of project-Sources of Finance-Securing Finance-Marketing and sales controls -E-commerce and business start-up and growth-Lenders and Investor's Expectations -Central and State and Central Government Incentives and concessions for MSME.

**UNIT 2 MERGERS, ACQUISITIONS AND RESTRUCTURING** 6

Mergers and Acquisitions – Definitions and concepts – Objectives, Motives and Advantages - Limitations and disadvantages - Merger vs. Acquisition - Process and strategies of Mergers and Acquisitions – Impact of M & A on Employees, Top level Management, Shareholders (of acquired and acquiring firms).

**UNIT 3 BUSINESS PLAN DEVELOPMENT** 6

Business plan- Components of a Business plan- Types: Summary Business plan, Operational Business plan, Complete Business plan- Business plan development for new ventures – Business plan for expansion/Diversification - Business plan for Mergers – Business plan for Acquisitions -

**UNIT 4 BUSINESS GROWTH STRATEGIES** 6

Different types of business growth strategies – Internal Growth strategies:: Market Penetration – Market Expansion - Product Expansion – Product Diversification Integrative Growth strategies: Mergers – Acquisitions – Joint ventures – Strategic alliances –Franchising - Business Acquisition Models for Opportunity Evaluation-RAMP Model-Mullins's Seven-domain Framework.

**UNIT 5 INSTITUTIONAL SUPPORT TO BUSINESS VENTURES** 6

Role of Directorate of Industries - District Industries Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI).

**TOTAL: 30**

**TEXT BOOKS:**

1. Vasanth Desai, 'Dynamics of Entrepreneurial, Development and Management', Himalaya Publishing House, 2009
2. N.P.Srinivasan & G.P.Gupta, 'Entrepreneurial Development', Sultanchand & Sons, 2014
3. Poornima M.Charantimath, 'Entrepreneurship Development and Small Business Enterprises', Pearson, 2014

**REFERENCE BOOKS:**

1. Norton Paley, 'Developing a Turnaround Business Plan', CRC Press, 2015
2. Colin Barrow, 'The Business Plan Workbook', Kogan Page, 2015
3. Philip S. Orsino, 'Successful Business Expansion: Practical strategies', John Wiley & Sons
4. Satish Taneja, 'Entrepreneur Development', New Venture Creation. Galgotia Publishing, Publishing: 2011
5. Robert D.Hisrich, Michael P.Peters, "Entrepreneurship Development, Tata McGraw-Hill Education Private Limited, New Delhi, 6th Edition, Reprint 2011
6. Anjan Rai Chaudhuri, 'Managing New Ventures: Concepts and Cases In Entrepreneurship PHILearning Pvt Ltd, 2010

*Pradip*

**PREREQUISITES:**

Understanding of functional areas of management and basics of entrepreneurship

**COURSE OBJECTIVES**

1. To motivate the young graduates to take up their family business and to exhibit their entrepreneurial ambitions.
2. To empower the next generation of Family Business Owners to operate as Effective Family Business Owner-Managers.
3. To facilitate the students to operate as Effective Family Business Owner-Managers by bridging the gap between family business owners and managers.

**COURSE OUTCOMES**

Upon successful completion of the course, the student will be able to:

1. Create successful and skilled professionals who understand the gist of family businesses and are competent enough to run it smoothly.
2. Enhance the candidates' managerial competency in bringing family business on par with other business ventures.
3. Produce family business successors as futuristic owners of the businesses inherited from their forefathers
4. Inculcate entrepreneurial qualities in students so that they become constructive contributors in the efficient growth of their enterprise.

**UNIT 1 INTRODUCTION TO FAMILY BUSINESS 6**

Introduction to family business -Creating and sharing personal vision statements - Family business: The nature, importance, and uniqueness of family business, challenges before family business - Hiring and firing family member employees.

**UNIT 2 MANAGING THE FAMILY BUSINESS 6**

Strengths and Weaknesses of family businesses-managing family business conflicts - management of succession, professionalization and strategic planning- family businesses in an international context.

**UNIT 3 FAMILY ALIGNMENT 6**

Family Alignment: Aligning the culture of the family business -Intra and Inter alignment – Governance: making joint decisions - Trans positioning ownership to family members - Domestic and global forces affecting the welfare of family businesses- ethical issues involved in starting and managing a family business- intellectual properties- legal matters -social responsibility.

**UNIT 4 THEORETICAL PERSPECTIVES IN FAMILY BUSINESS - 6**

Theories from family psychology – Sociological theories applied to family business – Economic theories of family firms.

**UNIT 5 CHALLENGES IN FAMILY BUSINESS 6**

Challenges and Opportunities facing family owned\* enterprises – Sibling rivalry - Hiring non-family members - Lessons from fortune 500 family business companies .

**TOTAL:30****TEXT BOOKS:**

1. Allen.E.Fishman, 'Nine elements of a family business success', Tata Mc Graw Hill,2009
2. V.R.P.Kashyap, 'Family business: An Introduction', ICFAI University Press, 2005
3. Ernesto J. Poza, 'Family Business', Cengage, 2014
4. Leif Melin, "The Sage Handbook of Family Business", Sage Publications,2014

**REFERENCE BOOKS:**

- 1 Ernesto J. Poza, 'Family Business' Thompson South-Western, 2010
- 2 Marcy Syms, 'Mind Your Own Business: And Keep it in the Family', Mastermedia Limited,1992
- 3 Carlock and Ward, 'Strategic Planning for the Family Business', Tata Mc Graw Hill, 2001
- 4 Steve Legler, 'Family Alignment', e-book; [www.ShiftYourFamilyBusiness.com](http://www.ShiftYourFamilyBusiness.com)

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**PREREQUISITES:** Basic knowledge on all functional areas desirable

**COURSE OBJECTIVES**

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To equip the students to familiarize with the challenges in starting a new business.
3. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
4. To provide the students with inputs for team presentation.

**COURSE OUTCOMES**

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

1. Understand the role and purpose of special events in the organisations.
2. Understand the techniques and strategies required to plan successful special events.
3. Use the knowledge and skill gained to promote, implement and conduct special events.
4. Acquire the knowledge and competencies to assess the quality and success of special events.

**UNIT 1 INTRODUCTION TO EVENT MANAGEMENT** 6

Understanding Event management – Resources – Activities – Risk management – Delegation – Project selection – Role of the Event Manager.

**UNIT 2 PREPARATION OF PROPOSAL** 6

Aim of Event – Developing a mission – Establishing objectives – Preparation of Event proposal – Conducting market research – Establishing viability – Capacities – Costs and facilities – Plans – Timescales – Contracts. Clarity – SWOT analysis – Estimating attendance – Media coverage – Advertising – Budget – Special considerations – Evaluating success.

**UNIT 3 CRISIS MANAGEMENT AND SPONSORSHIP PLAN** 6

Crisis planning – Prevention – Preparation – Provision – Security and occupational safety, Crowd management – Emergency Planning - Action phase – Handling negative publicity – Structuring the plan. Different types of sponsorship – Target market – budget – strategic development – Implementation – evaluation.

**UNIT 4 EVENT COSTING** 6

Budget – Components of event costs – Break even point – profit and Loss statement – Cash flow analysis – Financial control system – Return on investment – Panic payments.

**UNIT 5 EVENT MARKETING & ADVERTISING** 6

Types of advertising – Merchandising – Give aways – Website and text messaging – Media mix and Promotional mix : Media invitations – Photo-calls – Press releases – TV & Radio interviews – Flyers – Posters – Newsletters – Ezone – Blogs – Tweets – Media coverage – Attendance – Feedback.

**TOTAL:30**

**TEXT BOOKS:**

1. Anton Shone & Brya Parry, 'Successful Event Management: A Practical Handbook', Cengage Learning, 2013.
2. Lynn Van der Wagen and Lauren White, 'Events management: for tourism, cultural, business and sporting events', Pearson Education, 2010.

**REFERENCE BOOKS:**

1. Swarup K Goyal, 'Event Management', Adhyayan Publishers, 2013.
2. Savith Mohan, 'Event Management and Public Relations', Enkay Publishing House, 2012.

*Padma*





**PREREQUISITES:** Basic knowledge on all functional areas of management

**COURSE OBJECTIVES**

1. To develop and strengthen knowledge of crowd funding among students.
2. To familiarize the students with the challenges in starting a new business through crowd funding.
3. To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
4. To expose the students to the various crowd funding platforms.

**COURSE OUTCOMES**

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

1. Understand the types of crowd funding.
2. Understand the techniques and strategies required to crowd funding platforms.
3. Use the knowledge and skill gained to promote, implement and conduct campaigns for crowd funding.
4. Acquire the knowledge and competencies to assess the benefits and risks of crowd funding.

**UNIT 1 INTRODUCTION**

8

Introduction to Crowd funding – Definition - Types of Crowd funding : Reward based – Equity based - Debt based – Donation based – Software value token – Scope and importance of Crowd funding and challenges of Crowd funding – Crowd funding operations: Identification of a project – Selection of suitable Crowd funding platform – Convincing the Crowd – Updating the progress of the project – Receiving contribution made by the crowd through CFP – Starting the project – Earning of returns – Appropriate SEBI guidelines for Crowd funding

**UNIT 2 PLATFORMS AND CAMPAIGNS**

5

Types of Platforms – Crowd Cube – Indie Go go – Rocket Hub - fSeedrs – Kick starter – Go FundbMe. Campaigns : Early campaigns – Highest grossing campaigns – Kick starter campaigns

**UNIT 3 CFROWDFUNDING IN INDIA**

5

Indian Crowd funding Platforms: Bit giving – Catapooolt – Crowd era – Dream wallets – Fair cent – Fuel A dream – Fund Dreams India – Ignite intent – Impact Guru – Ketto – Successful Crowd funded start-ups in India

**UNIT 4 MANAGING CROWDFUND**

6

Idea Pitching – Low quality pitches – Effective pitches - Managing the pitch – Troubleshooting Campaign problems – Communicating with investors – Overcoming investor revolt - Benefits of trailers and teasers

**UNIT 5 BENEFITS AND RISKS OF CREATORS AND INVESTORS**

6

Benefits for the Creators – Risks and barriers of the creators - Evaluating Crowd fund investment opportunities - Benefits for the Investors – Risks for the Investors.

**TOTAL:30**

**TEXT BOOKS:**

1. Scott Steinberg, 'The Crowd funding Bible', Read.me, 2012
2. David Freedman, 'A Brief History of Crowd funding', eBook, 2015
3. Sherwood Neiss, 'Crowd fund investing for Dummies', Wiley, 2013

**REFERENCE BOOKS:**

1. Cumming, Horung, 'The Economics of Crowd funding', Palgrave Macmillan, 2018
2. Douglas Cumming, Sofia Johan, 'Crowd funding – Fundamental cases, facts and insights', Academic Press, 2018
3. Gerardus Blokdyk, 'Crowd funding – a clear and concise reference', Emereo Publishing, 2018

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**PREREQUISITES:** Basic knowledge on all functional areas of Management

**COURSE OBJECTIVES**

1. To define the field of social entrepreneurship and key traits of social entrepreneurs.
2. To describe and apply key theories and concepts of social entrepreneurship.
3. To apply the theories on business Models adapting to an uncertain environments facing social entrepreneurs.
4. To synthesize the theories and concepts of social entrepreneurship into strategic recommendations for organizations.



**COURSE OUTCOMES**

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

1. Understand the roles of social entrepreneurship in building a sustainable society.
2. Acquire the knowledge and skills needed to become an entrepreneur in the social sector.
3. Understand how to develop sustainable business model for building a social enterprise that can make a difference.
4. Develop strategic recommendations by reflecting on the issues of social entrepreneurship.

**UNIT 1 INTRODUCTION**

6

Introduction to Social Entrepreneurship – Basic Traits /Characteristics of Social Entrepreneurs – Roles and Responsibilities of Social Entrepreneurs – Difference between business and social entrepreneurship - Challenges faced by Social Entrepreneurs in India - impact of social enterprises on the economy.

**UNIT-2 IDENTIFYING OPPORTUNITIES**

6

Introduction to opportunity identification in Social Entrepreneurship – Social Business Models - Learning from Real-Life Social Enterprises (Cases).

**UNIT 3 SOCIAL INNOVATION**

6

Idea about Social Innovations – Understanding Social Problems - Creating Business Models – Social Enterprise related Policies – Government Initiatives in India - Social Business models, ranging from purely donation based over hybrid to purely commercially oriented forms.

**UNIT 4 FINANCING SOCIAL ENTERPRISES**

6

Sources of financing for non-profit ventures; Grant financing – Commercial financing – Social financing Crowd funding of Social enterprises.

**UNIT 5 MARKETING IN SOCIAL VENTURES**

6

Marketing of Social ventures – Challenges faced by Social entrepreneurs – Other important issues: Scaling – Legal issues and Changes - Marketing to the bottom of the pyramid - Doing business at the bottom of the pyramid – Social entrepreneurs in India.

**TOTAL:30**

**TEXT BOOKS:**

1. Anton Shone & Brya Parry, Successful Event Management: A Practical Handbook, Cengage Learning, 2013.
2. David Born and Susan Davis, ' Social Entrepreneurship – What everyone needs to know', Oxford University Press, 2010

**REFERENCES:**

1. Dees and Dolby, 'Sources of Financing for New Nonprofits Ventures,' Harvard Business Review, July 1996 Dees & Dolby.
2. 'Discussion paper on Promoting Social Enterprise Financing', Danish Technological Institute, June 2016
3. Paul Miesing, 'Introduction to social entrepreneurship'. School of Business, University At Albany, NewYork, 2013

*Pravin.H*



**PREREQUISITES:** Knowledge of functional areas of management

**COURSE OBJECTIVES**

1. The course offers the students a unique experience to understand in-depth appreciation of the knowledge and skills required for Indian Environment
2. This course familiarizes students on various challenges during implementation and input for success in Indian business Environment
3. Develop a structured approach to apply judgment, and generate successful business Models suitable for Indian Environment
4. Appreciate the business environment, range of consumer mindsets, and market realities in India.

**COURSE OUTCOMES**

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

1. Understand and build insights to drive more focused segment choices and better tailored entry and business models
2. Analyze and manage institutional voids and Market complexity/chaos
3. Demonstrate India-centric innovation
4. Design Business Models to enter in a chosen Indian market segment

**UNIT 1 FEATURES OF INDIAN BUSINESS MODEL 6**

Family orientation – High level of savings- Self employment- Dominance of non-corporate sector- less dependence on State –generation of funds from own and close sources- role of agriculture and agro based industries.

**UNIT 2 PATTERNS IN BUSINESS MODEL 6**

Definition of a Business Model – The 9 Building Blocks – The Business Model Canvas-Definition of a Business Model - The Long Tail - Multi-Sided Platforms - FREE as a Business Model - Open Business Models.

**UNIT 3 DESIGN AND STRATEGY 6**

Customer Insights - Ideation - Visual Thinking – Prototyping – Storytelling–Scenarios- Business Model Environment - Evaluating Business Models - Business Model Perspective on Blue Ocean Strategy - Blue Ocean Strategy-I -Blue Ocean Strategy-II- Managing Multiple Business Models.

**UNIT 4 PROCESS AND OUTCOME 3**

Business Models and value proposition -Business Model Design Process- Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology- Managing Investor for Innovation- Future markets and Innovation needs for India.

**UNIT 5 CASE STUDIES 9**

Low cost airline- Indigo, Online retail store- Flipkart – End to end IT Solutions – Infosys, Digital fast fashion company-Stalk Buy Love, Online fashion rental portal-Flyrobe, Full-stack subscription pharmacy-LifCare, Missed call marketing platform –Zip Dial, Offline search engine -Innoz, Leading chain of Maternity hospitals-Cloudnine, Online transportation network company-Olacabs, Biotechnology company-Mitra Biotech, Peer to peer Lending firm- Rang De, Social Business Venture -Impulse Social Enterprises, Hybrid E commerce model for rural distribution- In three's Boon box™, Direct-to-farmer digital platform-AgroStar.

**TOTAL: 30**

**TEXT BOOKS:**

1. Kanagasabapathi, P, 'Indian models of economy, business and management', PHI Learning Pvt. Ltd., 2013.
2. Dabholkar, Vinay, and Rishikesh T. Krishnan, '8 Steps to Innovation: Going from Jugaad to Excellence', Collins Business, 2013.
3. Osterwalder, Alexander, and Yves Pigneur, 'Business model generation: a handbook for visionaries, game changers, and challengers', John Wiley & Sons, 2010.
4. Drucker, Peter, 'Innovation and Entrepreneurship'.Routledge, 2014.

*Reddy H*

**REFERENCE BOOKS:**

1. Bagchi, Subroto, 'The High Performance Entrepreneur', Penguin UK, 2008.
2. Gopalkrishnan C, 'The Entrepreneur's choice: Cases on family business in India', Routledge India, 2016.
3. HBS series on Innovation and Entrepreneurship
4. Ivaturi, Vijaya Kumar, and Meena Ganesh, 'The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture', Penguin Random House India, 2017.



*Prav. H*