

KONERU LAKSHMAIAH EDUCATION FOUNDATION
KL BUSINESS SCHOOL
MBA PROGRAMME
PROGRAM DESIGN & DEVELOPMENT DOCUMENT
2022-24



KLEF Vision

To be a globally renowned university

KLEF Mission:

To impart quality higher education and to undertake research and extension with emphasis on application and innovation that cater to the emerging societal needs through all-round development of students of all sections enabling them to be globally competitive and socially responsible citizens with intrinsic values.

Vision of the Department

To be a Centre of excellence for value based management education.

Mission of the Department

To attain leadership in management education, research and consultancy and to nurture the students industry ready and make them responsible citizens of nation.

M1: To attain leadership in management education,

M2: To attain leadership in management research

M3: To attain leadership in consultancy in the field of management

M4: To nurture the students industry ready and

M5: To make the students as responsible citizens of the nation.

Academic Goals:

G1: To nurture young students to be effective managers capable of contributing value to organizations.

G2: To contribute to the body of knowledge through research and publications.

G3: To provide consultancy to industry for value creation by applying contemporary management concepts, theories and practices.

G4: To be a socially responsible business management education provider.

Program Educational Objectives (PEOS):

To be a globally renowned university, as per our vision, we need to produce quality products (graduates) into the market who have potential strengths to meet all the professional and personal challenges prevailing at global levels and who can serve in all the possible positions of their respective job domains and contribute towards holistic growth of their respective employment providers as well as the nation, world. The graduates must also possess cutting edge R&D skills in their domain areas.

This, is exactly what has been framed into the University's Mission and thereby the Mission has converged into the following **Program Educational Objectives (PEOs)** which are best suited to Post-graduate Management program, and are those that compliment the university vision, mission. The PEOs of the department are listed below

1. Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.
2. Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.
3. Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.

These PEOs are designed to be attained by all the post-graduates within two years of their education.

Program Outcomes (PO's)

PO Number	Description
1.Core Business Knowledge	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.
2.Career Planning and Decision Making	Able to excel in their chosen career paths, by learning on how to live, adapt and manage business environmental change through decision making.
3.Critical Thinking and Leadership	Able to reflect upon and explore business and research problems in depth, to demonstrate leadership skills and to demonstrate ability to pursue new knowledge necessary to succeed in dynamic domestic and international business environments.
4. Manager & Society	Able to emerge as efficient managers equipped with innovation, rationality and application oriented decision-making in the context of the ever-changing business environment.
5. Team Building & Business Communication	Able to communicate effectively and to perform different roles efficiently as an individual or in a team in multi-disciplinary streams with entrepreneurial edge.
6. Application of Statistical and Analytical tools	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.
7.Business perspective and Sustainability	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities

Program Specific Outcomes (PSOs) – MBA PROGRAM

1. Graduates will be able to inculcate leadership, managerial and entrepreneurial competencies and strengthen their expertise in implementation of strategies and the management of complex situation.
2. Graduates will develop professional skills that prepare them for immediate employment and for life-long learning in advanced areas of management and related fields

Mapping of GOALS with MISSION:

Academic Goals	MissionStatements				
	M1	M2	M3	M4	M5
G1	√				
G2		√			√
G3	√		√		
G4				√	

Mapping of PEOs with Academic GOALS:

PEOs	Academic Goals			
	G1	G2	G3	G4
PEO1	√	√	√	
PEO2	√	√	√	
PEO3			√	√

Thrust/Focussed areas as per APIIC2020 Policy, Telangana Industrial policy, CII, NSDC, NITI AYOOG, UGC, US O*NET, World Economic Forum, UNESCO.

Local Needs identified as per policy document of APIIC from 2020		Regional Needs as per policy documents of APIIC & Telangana Industrial policy upto 2020		National Needs as per policy documents of NITI Ayog CII, NSDC, Planning commision,UGC from 2020		Global Needs as per policy documents of US O*NET) , World Economic Forum, UNESCO from 2020	
L1	Skill Development	R1	Business regulatory environment	N1	To Bridge The Skills Gap In India (India skills 2019)	G1	Technology Skills
L2	Skilled Manpower,	R2	Corporate Social Responsibility	N2	Bring innovation, technology, enterprise and efficient Management.	G2	Knowledge In English Communication Skills
L3	Industrial policy	R3	Entrepreneurs	N3	Nurture capabilities and sustain competencies in enterprises	G3	Administration And Management
L4	Ease of Doing Business with good Governance	R4	Research to Innovation	N4	Ensure proper resource allocation and adoptin of IT to encourage SME's	G4	Communicate with Stake holders
	https://bit.ly/3otFgSp		https://bit.ly/3oauCQm https://bit.ly/3H01cgq		https://www.niti.gov.in/sites/default/files/1919-01/Strategy_for_New_India_2.pdf https://bit.ly/3mSyLJi https://www.cii.in/competitive-solutions.apx		https://www.onetonline.org/link/summary/13-1199.04 https://bit.ly/2Yo9wVR

Mapping of Needs with Mission

Local, Regional, National, Global Needs		M1	M2	M3	M4	M5
Local	Skill Development	√		√		
	Skilled Manpower	√	√			
	Industrial Policy			√		√
	Ease of Doing Business with good Governance			√		
Regional	Business regulatory environment		√		√	
	Corporate Social Responsibility		√	√		
	Entrepreneurs				√	
	Research to Innovation				√	
National	To Bridge The Skills Gap In India (India skills 1919)	√		√		
	Bring innovation, technology, enterprise and efficient Management.	√	√			
	Nurture capabilities and sustain competencies in enterprises			√		
	Ensure proper resource allocation and adoptin of IT to encourage SME's					√
Global	Technology Skills		√		√	
	Knowledge in English Communication Skills		√	√		
	Administration And Management					√
	Communicate with Stake holders				√	

Courses Offered in 2022-23 Curriculum as per Local, Regional, National and Global Needs		
Local, Regional, National, International Needs		Course
Local Needs	Skill Development	22MB51K7-Business Communication Skills 20HS114-Soft Skills for Managers
	Skilled Manpower	22MB51C3-Financial and Management Accounting 22MB61F1-Wealth Management 22MB61F2-Security Analysis and Portfolio Management
	Industrial Policy	22MB61C0-Strategic Management 22MB51C1-POM & Organizational Behaviour
	Ease of Doing Business with good Governance	22MB61U1 -Introduction to Advanced Technologies
Regional Needs	Business regulatory environment	22MB51C5-Business Environment
	Corporate Social Responsibility	22MB62C1-Business Ethics & Corporate Governance
	Entrepreneurs	22MB61F3 -Security Analysis and Portfolio Management
	Research to Innovation	22MB51C5-Business Environment 22MB62F11-International Financial Management
National Needs	To Bridge The Skills Gap In India (India skills 1919)	22MB61H6 - Human Resource Planning
	Bring innovation, technology, enterprise and efficient Management.	22MB51C5-Business Environment
	Nurture capabilities and sustain competencies in enterprises	22MB62F9-Project Management 22MB62F10-Infrastructure Finance
	Ensure proper resource allocation and adoptin of IT to encourage SME's	22MB52C6-ERP & Information Systems 22MB61M6-Digital Marketing
Global Needs	Technology Skills	22MB52C1-Introduction to Business Analytics & R Programming 22MB62H7-International Human Resource Management 22MB62L8-International Logistics Management 22MB62F11-International Financial Management

	Knowledge in English Communication Skills	22MB51K7-Business Communication Skills
	Administration And Management	22MB52C3-Human Resource Management 22MB62H7-International Human Resource Management
	Communicate with Stake holders	20HS114-Soft Skills for Managers

Mapping PEOs with Mission

PEO		Mission Statements				
PEOs	PEO Description	M1	M2	M3	M4	M5
PEO 1	Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.	✓	✓	✓	✓	
PEO 2	Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.	✓	✓	✓	✓	
PEO 3	Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.	✓			✓	✓

MBA PEO – PO& PSO MATRIX

PO	PEO		
	Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.	Inculcate entrepreneurial & leadership skills needed for implementing and co-ordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.	Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths..
1.Core Business Knowledge	✓		✓
2.Career Planning and Decision Making	✓	✓	✓
3.Critical Thinking and Leadership		✓	
4. Manager & Society			✓
5.Team Building & Business Communication.		✓	
6. Application of Statistical and Analytical tools	✓		✓
7.Business perspective and Sustainability	✓		
PSO's			
Inculcate leadership, managerial and entrepreneurial competencies and strengthen their expertise in implementation of strategies and the management of complex situation.	√	√	√
Will develop professional skills that prepare them for immediate employment and for life-long learning in advanced areas of management and related fields	√	√	√

MAPPING OF COURSE OUTCOMES WITH PROGRAM OUTCOMES (POs) and PROGRAM SPECIFIC OUTCOMES (PSOs)

S.No	Course Code	Course Title	CO No	Description of the Course Outcome	ProgramOutcomes							PSO		
					1	2	3	4	5	6	7	1	2	
1	22UC2109	Logical Thinking Skills for Managers	1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	1	3								
			2	Formulate the particulars of commercial math with logical tricks.			2							
			3	Estimate inductive reasoning, to categorize the rules-set from a given list of observations and relate them to predict the conclusions according to the given conditions.			2							
			4	Differentiate assumptions and arguments in critical reasoning.		2								
2	22UC2107	Professional Skills for Managers	1	Updating grammar concepts and receptive skills to demonstrate in placement tests					3					

			2	Demonstrate intrapersonal in the process of setting the Goal.					2				
			3	Distinguishing different styles and forms of writing skills and using them while documenting					2				
			4	Able to present and communicate themselves effectively during discussions.					3				
3	22MB51C0	Quantitative Methods	1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	3								
			2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	3								
			3	Employ R Programming software to solve problems	3								
			4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.					2				
4	22MB52C1	Introduction to Business	1	Ability to make data driven decisions		1		1					

				apply the principles and techniques of organizing and controlling an organization, to design organizational structures and control systems									
			3	The student will be able to apply the knowledge of Personality, Perceptions, Learning, Motivation, Attitudes and Values to manage the individuals in the organizations					3				
			4	The student will be able to apply the knowledge of group/organizational behavior of the people to manage the teams in the organization					3				
7	22MB51C2	Business Economics	1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.			2	2					
			2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.			2						

			3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	2										
			4	Understand the need for ethics in marketing and the importance of social and green marketing						3						
10	22MB51C5	Business Environment	1	Outline various components of Business Environment.		2										
			2	Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.		3										
			3	Understand the role of regional economic integration and political integration.			2									
			4	Apply Cognitive knowledge of global issues, to internationalize business.			3									
11	22MB51C6	Business Legislation	1	Apply core concepts in the legal structure of business.	3											
			2	The student will be able to interpret the main statutory provisions relevant to the business organization.						3						
			3	The student will be able to identify and explain the legal						3						

				issues arising in some of the main day to day dealings of the business organization and provide advice or remedy for those issues.												
			4	The student will be able to provide advice or remedy for those legal issues.					3							
12	22MB52C3	Human Resource Management	1	Integrated perspective on role of HRM in modern business			2									
			2	Competency to recruit, train, and appraise the performance of employees					2							
			3	Rational design of compensation and salary administration and ability to handle employee issues			1		3							
			4	Ability to understand and interpret emerging trends in HR					3							
13	22MB52C4	Financial Management	1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	2											
			2	To evaluate the long term and short term investment decisions	1				3							
			3	To Evaluate the financing decisions by using different techniques of valuation.					3							

				Implementation Processes and Methodologies									
17	22MB61C0	Strategic Management	1	Understand basic concepts Strategic Management	3								2
			2	Learning and developing competitive strategies.			2						
			3	Apply corporate restructuring.				2					
			4	Learning and Understand the business.					2				
18	22MB61C1	Entrepreneurship & Family Business	1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	3					1			
			2	Understand and explain the concept of family business and managerial implications of family business and family myths	3								
			3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business			2						
			4	Understand the schemes and support available for entrepreneurs from the				2					

				government and institutional support for entrepreneurial development									
19	22MB62C1	Business Ethics & Corporate Governance	1	Gain knowledge about differences between ethics and morals, various ethical theories.	3								
			2	Have proficiency about the definition, objectives, natures and sources of ethics.		2							
			3	Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.			2						
			4	Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.				3					
20	22MB61M1	Product & Brand Management	1	Understand the components of Product Management.	3							1	
			2	Design, implement and evaluate Product Iteration		2							
			3	Evaluate Branding Strategies, Brand Portfolio								1	
			4	Evaluate sources of “Brand equity” and Apply branding strategies in different sectors								1	
21	22MB61M2	Promotion & Distribution	1	To study logistics supply chain networks and	2								1

		Management		strategies.									
			2	To understanding of logistics operating areas and their interrelationship	2								
			3	To Understand the importance and implications of a customer-focused logistics strategy.		2	3						
			4	Develop an in-depth understanding of logistics operating areas and their interrelationships		2	3						
22	22MB61M3	Global Marketing Management	1	Understand the concepts relating to the global market.	1							1	
			2	Learning and applying marketing strategies for global markets			3						
			3	Understand and Applying global marketing decisions.				2					
			4	Infer various management concepts for betterment of global marketing					1				
23	22MB61M4	Advt& Sales Promotion	1	Understand the basic concepts of Advertising and analyze the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of advertising media.	2			3				1	

			2	Analyze the design and execution of advertising campaigns			3					
			3	Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	2		3					
			4	Analyzethe emerging trends in sales promotion techniques			3					
24	22MB61M5	Consumer Behaviour	1	Understand concepts used in the study of consumer behavior.			2	2	3		1	
			2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision				2	3			
			3	Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour					3			
			4	Create better marketing programs and strategies basing on the knowledge of consumer behavior.			2					

25	22MB61M6	Digital Marketing	1	Outline the key concepts of digital marketing	2								2
			2	Apply the SEO to a website	2				3				
			3	Use the key PPC concepts to draw visitors to a business's websites	2				3				
			4	Use Campaign Management to manage the marketing concepts	2								
26	22MB62M7	Services Marketing	1	Implement the best practices of the Services Marketing	3		2					1	
			2	Apply the marketing mix elements of services for designing proper marketing strategy	3	1							
			3	Analyze the gaps between service provider and consumer and Perform lifelong learning and professional development to enrich the services marketing strategies	2				1				
			4	Analyze, interpret and solve problems in service Recovery	2		2						
27	22MB62M8	Customer relationship Management	1	Understand the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be	1							1	

				implemented.									
			2	Analyze CRM practices for competitive advantage of organization		3							
			3	Implement data mining tools and techniques in the organization		2							
			4	Gets the ability to analyze customer relationship management strategies by understanding customers' Preferences for the long-term sustainability of the Organizations.			1						
28	22MB62M9	Rural & Agricultural Marketing	1	Explore the various facets of rural marketing, Understand rural markets potential and develop an insight into rural marketing regarding different concepts and basic practices in this area.	2				1			1	
			2	Understand the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies	2	1							

			3	To adapt the students with the appropriate concepts and techniques in of Rural marketing mix.	2									
			4	Be able to understand the role and importance of communication in Rural and agricultural marketing	2									
29	22MB62M10	Event & Entertainment Management	1	To understand the concept & significance of event tourism and event management	2								1	
			2	To understand the various dimensions of event and entertainment services & their impact	2	2								
			3	To comprehend the linkages of event tourism industry.		2		3						
			4	Apply appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.				3						
30	22MB62M11	Sales & Promotion Management	1	Understand basic concepts of sales management	2									
			2	Understand the management sales personnel in selling field and and develop ability to apply and control sales related activities.				2		3				
			3	Understand the basic	2			2						

			2	Explore the relevance and importance of insurance in wealth management			1						
			3	Acquaint the learners with issues related to taxation in wealth management				2					
			4	Understand various components of retirement planning				2					
33	22MB61F2	Financial Markets and Services	1	Understand the role and function of the financial system in reference to the macro economy.					2		1		
			2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.		2		1					
			3	Evaluate and create strategies to promote financial products and services.					2	3			
			4	Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.		2							
34	22MB61F3	Security Analysis and	1	Explore different avenues of investment.		3		1			1		

		Portfolio Management											
			2	Demonstrate with the knowledge of security analysis.	3				1				
			3	Apply the concept of portfolio management for the better investment.		1							
			4	Analysethe Invest in less risk and more return securities.						1			
35	22MB61F4	Behavioural finance	1	To Examine how the insights of behavioral finance theories shed light on the behavior of individual investors	1							1	
			2	To examine finance professionals in investment decision-making and corporate financial decision-making.		2							
			3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debasings' techniques.		2							
			4	To investigate the implications of behavioral finance for the construction			2						

				of good corporate governance mechanism									
36	22MB61F5	Indian Financial System	1	Understand the role and function of the financial system in reference to the macro economy.	1								1
			2	Demonstrate an awareness of the current structure and regulation of the Indian financial system.		2							
			3	Evaluate and understand the strategies to promote financial products and services.						3			
			4	Describe the impact of the financial system, advances and changes in regulations on the structure of the financial firms/industry.					2				
37	22MB61F6	Managing Personal Finance	1	Understand the need for effective financial planning		1							1
			2	Understand various financial tax saving schemes to save money to get tax benefits				2					
			3	Understand the basic concepts of money management, tax planning, consumer credit, housing and other consumer decisions, insurance, investments, retirement planning etc.					2				

			4										
38	22MB62F7	Strategic Financial Management	1	Acquaint the students with concepts of Financial management from strategic perspective	2					3		1	
			2	Understand various Techniques and Models of Strategic Financial Management.	2								
			3	Apply the Concepts of Strategic Financial Management to measure the value of firm					2				
			4	Evaluate various cost concepts for business					2				
39	22MB62F8	Financial Derivatives	1	Students will be able to analyze the risks in different financial markets.		3	2					1	
			2	Acquire the ability to selection of various options and then can apply them to specific markets.		3	2						
			3	The student will be able to strategically manage the financial derivatives.					2				
			4	The student will be able to analyze various models in order to take wise decisions for improving their wealth		3			2				
40	22MB62F9	Project Management	1	Understand tools and considerations used in	1							1	

				assessing and selecting suitable projects.									
			2	Analyze the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.		2	2						
			3	Evaluate a project to provide cost estimates and to plan the various activities		2	2						
			4	Evaluate team building skills required to support successful performance.					1				
41	22MB62F10	Blockchain Technology	1	To understand the basic concepts and technology used for blockchain		2						1	
			2	To understand concepts of Bitcoin and their usage			2						
			3	Apply security features in blockchain technologies				3					
			4	Implement Ethereum block chain contract.				3					
42	22MB61H1	Talent and Competency Management	1	Understanding the importance of Talent Management in any organization and be ably facing the challenges that may crop up.	1							1	2
			2	Explain various Talent Management strategies that can be successfully		2	3						

				implemented for effective accomplishment of set objectives.									
			3	Extend the knowledge on Talent Management to Competency mapping as well and apply them across scenarios.		2	3						
			4	Relate the learnt concepts on competency to various competency models and thereby ably utilize them in analyzing case studies.			3	1					
43	22MB61H2	Dynamicsof Employee Relations	1	Understand the employee relations and its complexities	3	3						1	2
			2	Make use of knowledge to strengthen relations	3	3							
			3	Utilize the knowledge for team building	3	3							
			4	Develop competencies to become effective Relation officer	3	3							
44	22MB61H3	Performance Management & Reward Systems	1	Identifying the purpose of a performance management system		2						1	2
			2	Outline the process of designing and implementing a performance management system		2							
			3	Demonstrating competence						2			

				in various areas employee compensation and designing and evaluating compensation plan.								
			4	Demonstrating knowledge of a variety of pay systems including job and performance based pay; knowledge and skill based pay; team based pay and executive pay.				2				
45	22MB61H4	Labour Legislation	1	Understand the changing Labor legislation in India	2						1	2
			2	Interpret legal aspects of Employee Compensation.		2	3					
			3	Handle Industrial disputes in Indian organizations.		2	3					
			4	Implement legal aspects of employee benefits	2		3					
46	22MB61H5	Performance Management	1	Identifying the elements and describe the purpose of a performance management system		2			3		1	2
			2	Identifying different types of reward systems, performance appraisals, analyzing performance through various measuring tools.	2							
			3	Outline the process of designing and implementing a performance management			2					

		Management											
			2	Understanding and explaining the change management process.		2		2					
			3	Analyzing the role of change agents			2	3					
			4	Analyzing the key considerations and issues in a changing future			2	2					
50	22MB62H19	Strategic Human Resource Management	1	Ability to integrate HR with the business strategy	1							1	2
			2	Scientific training of HR Planning practices		2							
			3	Competency to enhance employee development		2							
			4	Rational ability to manage performance strategically and Competency to implement global HR practices		2							
51	22MB62H10	Compensation Management	1	Recognize how pay decisions help the organization achieve a competitive advantage.	2							1	2
			2	Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.	2								
			3	Demonstrate comprehension by constructing a compensation system				3					

				encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.										
			4	Design rational and contemporary compensation systems in modern organizations.			3							
52	22MB62H11	Training & Development	1	Understand basic concepts associated with learning process, learning theories, training and development;				2	3			1	2	
			2	Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;					3					
			3	Emerging trends in training and development; and				2						
			4	Relevance and usefulness of training expertise in the organizational work environment.				2						
53	22MB62H12	Conflict Management & Negotiation	1	Understand basic concepts of Conflict Management	1							1	2	
			2	Learning and applying conflict management design			1							

				and resolution methods.									
			3	Apply concepts and process of Negotiations.				2					
			4	Learning and Understand International and Cross-Cultural Negotiation					2				
54	22MB561L1	Materials Management	1	Analyze different concepts of Materials management		2							
			2	Formulate various purchasing strategies				2		1	2		
			3	Assess the different levels of inventory required in an organization				2		1			
			4	Understanding Materials Requirement Planning	1	2							
55	22MB61L2	Fundamentals of Supply Chain Management	1	Understanding the concepts of Supply chain	2							1	2
			2	Illustrate networks in different sectors			1						
			3	Analyze using forecasting methods							1		
			4	Understanding sourcing in SCM	2								
56	22MB61L3	Operations Strategy	1	Understand various elements of manufacturing operations	2							1	2
			2	Examining various elements and decision categories in an	2	1							

				operations strategy										
			3	Understand different integrated approaches strategic			1							
			4	Resolving issues in outsourcing and globalization				2		1				
57	22MB61L4	Total Quality Management	1	Understand the basic concepts of quality management	1								1	2
			2	Understand the contributions of Quality gurus towards quality deployment				3		2				
			3	Understand the process of QFD				3		2				
			4	To understand the importance of redesign and reengineering for quality improvement.				3		2				
58	22MB62L5	Lean Management	1	Understand the basic concept of production systems	3								1	2
			2	Applying the concept of lean principles	3		2							
			3	Applying waste reduction processes to increase efficiency	3		2	1						
			4	Designing training methods for lean implementation					1	1				
59	22MB62L6	Warehouse Management	1	To understand various warehouse operations	1					2			1	2
			2	To understand warehouse						2				

				management system									
			3	Illustrate various costs involved					2				
			4	Understand warehouse waste management concepts			2						
60	22MB62L7	Supply Chain Analytics	1	Understand Basic analytical methods	2					3	3	1	2
			2	Perform Predictive Analytics in Supply Chain						3	3		
			3	Perform Prescriptive Analytics in Supply Chain						3	3		
			4	Perform Advanced Analytics in Supply Chain						3	3		
61	22MB62L8	International Logistics Management	1	understand the various components of International Logistics management	1							1	2
			2	apply the knowledge in designing suitable and modes of transportation in international trade			2			2			
			3	Application of Containerization and Chartering in the present scenario			2						
			4	Understand the importance of Packaging and Packing in Logistics					1	2			
62	22MB61U1	Introduction to Advanced Technologies	1	Able to Understand and apply the DBMS and the associated concepts.	3						3		2

			2	Able to Understand and apply SQL and the associated concepts.	3						3		
			3	Able to Understand and apply the PYTHON and the associated concepts.	3						3		
			4	Application of Integration of Python with SQL for various management situations	3						3		
63	22MB61U2	Data Visualization using Tableau	1	Able to Understand and apply the Data Visualization for simple calculations.	3						3		2
			2	Able to Understand and apply the Data Visualization for Sorting, filtering by importing from different data sources.	3						3		
			3	Able to Understand and apply the Data Visualization for different types of data	3						3		
			4	Able to apply the Data Visualization for various management situations.	3						3		
64	22MB61U3	Econometrics with Business Applications	1	Understand EconometricMendology		1	1						2
			2	Model Business Problems with Econometrics				1		2			
			3	Apply Econometric Models to Business					2	2			
			4	Draw Conclusions and					2		3		

				Decision Making									
65	22MB61U4	Data Warehousing & Data Mining	1	Able to Understand the Data Warehouse Architecture, Data Warehouse Components.	3							3	2
			2	Able to Understand the Data Mining and their associated concepts	3							1	
			3	Able to apply the statistical concepts associated with Data Warehousing and Mining	2							3	
			4	Able to Understand Clustering and their associated concepts	3							1	
66	22MB61U5	Advanced Business Analytics with R	1	Ability to clean, shape and structure data			2	3					2
			2	Extract Information from data					2	2	3		
			3	Build Models and Implement them on data					2		3		
			4	Apply supervised learning algorithms						2	3		
67	22MB61U6	Advanced Excel	1	Understand the basic concepts of EXCEL and able to apply various functions.	3							3	2
			2	Able to apply the various advanced functions of EXCEL using Data Analysis Tool Pack	3							3	

			3	Able to apply the financial functions for analyzing the financial performance.	3						3		
			4	Application of EXCEL Functions in Project Analysis	3						3		
68	22MB61U7	People Analytics	1	Understand the transformation of Business Analytics to People Analytics.	3		1					1	2
			2	Application of Analytics in Talent acquisition and engagement.	3	2							
			3	Assess Performance management using analytics.	3	2							
			4	Understand the application of big data in people analytics.	3	2							
69	22MB62U8	Business Analytics in Marketing	1	To Understand the application of R for Marketing Data	3						3		2
			2	To examine the Product and Sales Performance of a firm	3						3		
			3	To Analyze the effectiveness of pricing Strategies adopted by retailers	3						3		
			4	To Analyze the impact of location, promotion strategies and Other areas of Marketing.	3						3		
70	22MB62U9	Business Analytics in Finance	1	To analyse the time series data using R			3				3		2

			2	To predict the stock market movements using Technical Analysis in R			3				3		
			3	To analyse portfolio optimization models and the pricing of fixed income securities using R			3				3		
			4	To analyse credit Risk Modelling using Logistic Regression in R			3				3		
71	22MB62U10	Business Forecasting with R	1	Acquaint with the statistical concepts needed to analyze time series data.		2	1				3		2
			2	Understand the basic time series models used in business forecasting.		2			2		3		
			3	Use R Program to generate forecasts by implementing both classical and modern models	1						2		
			4	Familiar with accuracy estimation and interpretation of forecasting models.					2		3		
72	22MB62U11	Big Data Analysis and Its Application	1	Able to Understand R in association with Hadoop.	3						3		2
			2	Able to Understand and apply Hadoop and the associated concepts.	3						3		
			3	Able to Understand and apply the data analytics and	3						3		

			4	Able to apply the Data Visualization for various management situations	2					3			
75	22MB61B0	Overview of Banking	1	Understand the Indian financial Services	2					3			1
			2	Understand the role of central Bank and commercial banks	2								
			3	Analyse credit appraisal mechanism and regulatory system of Indian banking Industry					2				
			4	Analyse the functioning of various banks					2				
76	22MB62B1	Banking Service Operations	1	Understand nature of Banking service operations and role of technology in banking	2								3
			2	Analyse e-banking mechanism	2								
			3	Ascertain Service Quality Metrics and CRM Practices					2				
			4	Evaluate risk management strategies					2				
77	22MB61R0	Overview of Retailing	1	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail	2					3			1

				formats.									
			2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. Further he/she can able to understand role of consumer in retail environment and various factors influencing consumer behavior. Identify consumer motivations, shopping behaviors, loyalty programs and decision processes for a retailconsumer and accordingly designing strategies to give a robust experience to consumers	2								
			3	1. Apply HR programs and identify initiatives to improve operations and Employee retentions						2			
			4	Understand measures of financial performance including strategic profit model						3			
78	22MB62R1	Management of Retail	1	Understand the factors influencing store location	3	2							3

		Operations		and location strategies including store layout and space planning.										
			2	Understand store environment, the roles and responsibilities of a store manager and build strategies to enhance the store loyalty.	3									
			3	Source, plan and procure merchandise for a retail organization and also able to analyze		2								
			4	Implement trends and practices of supply chain management in retail.	3									
79	22MB61D0	Overview of Healthcare Management	1	Understand basics of Healthcare Sector	2									1
			2	Analyze the role of clinical and diagnostic services	2									
			3	Evaluate the impact of hospital operations management						2				
			4	Evaluate the components and process of maintaining medical record						2				
80	22MB62D1	Management of Healthcare Operations	1	Implement the best practices of the health care Services						3				3
			2	Apply knowledge of financial management						3				

				techniques in the corporate hospitals									
			3	Analyze, interpret and solve HR related issues in the hospitals						3			
			4	Perform lifelong learning and professional development to enrich the professionalism by learning production functions and store						3			
81	22MB61I0	IT Enabled Services	1	Understand the basic concepts of IT enabled services in India	1					3			1
			2	Understand the networking communication systems		1							
			3	Understand the other Emerging verticals in outsourcing						3			
			4	Understand Disaster Recovery Strategies and HR and Quality Issues in IT Enabled Services						3			
82	22MB62I1	Marketing of Software Solutions (Pre-requisite: Project Management)	1	Understand Product and Services based Software Solutions.	1					3			3
			2	Understand Key Concepts of IT solutions.		1							

			3	Understand Strategies for planning and management of software related issues						3			
			4	Understand Management of investment, budget , quality and performance issues						3			
83	22MB61P0	Pharmaceutical Marketing Management	1	Apply key marketing concepts, theories and techniques for analysing a variety of marketing situations in pharmaceutical Industry.		3				1			1
			2	Implement marketing planning for STP, product related strategie for Pharmaceutical products		2							
			3	Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.						2			
			4	Impart the implications for marketing strategy determination and implementation of promotion strategies						2			
84	22MB62P1	Advanced Pharmaceutical Marketing	1	Apply advanced marketing practices to physicians in pharmaceutical industry.		2				2			3

		India		sector in India										
			2	Understand and explain the important areas of management for the development of Rural sector in India		2								
			3	Apply the knowledge of managerial function like planning, organizing, controlling to discuss the management model for the development of agriculture and rural sector			2							
			4	Evaluate the role of Government in Agriculture and Rural development			2							

Program Articulation Matrix (Mapping of Courses with POs)

S. No	CourseCode	CourseName	Category	L	T	P	S	Cr	PO							PSO	
									1	2	3	4	5	6	7	1	2
1	22MB51C0	Quantitative Methods	BS	3	0	0	0	3	1						3		
2	22MB51C1	POM & Organizational Behaviour	PC	3	0	0	0	3			2		3				2
3	22MB51C2	Business Economics	PC	3	0	0	0	3		2				1			
4	22MB51C3	Financial and Management Accounting	PC	2	1	0	0	3	1					3		1	
5	22MB51C4	Marketing Management	PC	3	0	0	0	3	1					3			2
6	22MB51C5	Business Environment	PC	3	0	0	0	3	2		3						
7	22MB51C6	Business Legislation	PC	3	0	0	0	3	1					2			
8	22MB51K7	Business Communication Skills	HSS	1	0	2	0	2					3				
9	21UC1203	Design Thinking and Innovation	HSS	0	0	4	0	2				3					
10	22MB52C1	Introduction to Business Analytics & R Programming	PC	2	0	2	0	3							3		
11	22MB52C2	Business Research Methodology	PC	3	0	0	0	3	1						2		
12	22MB52C3	Human Resource Management	PC	3	0	0	0	3	1				2			2	
13	22MB52C4	Financial Management	PC	2	1	0	0	3	1					3			

14	22MB52C5	Operations Management	PC	3	0	0	0	3	1					3			
15	22MB52C6	Information Systems& ERP	PC	3	0	0	0	3							2		
16	20HS114	Soft Skills for Managers	HSS	2	0	2	0	3					2				
17	22MB61C0	Strategic Management	PC	3	0	0	0	3				2					
18	22MB61C1	Entrepreneurship & Family Business	PC	3	0	0	0	3	1					2			
19	22MB62C1	Business Ethics & Corporate Governance	PC	3	0	0	0	3						2			
20	22MB61L1	Materials Management	PE	3	0	0	0	3		2							
21	22MB61L2	Fundamentals of Supply Chain Management	PE	3	0	0	0	3	2					2		1	2
22	22MB61L3	Operations Strategy	PE	3	0	0	0	3	2	1							
23	22MB61L4	Total Quality Management	PE	3	0	0	0	3				3	2				
24	22MB62L5	Lean Management	PE	3	0	0	0	3	3		2						
25	22MB62L6	Warehouse Management	PE	3	0	0	0	3	1					2			
26	22MB62L7	Supply Chain Analytics	PE	2	0	2	0	3	1					1	3		
27	22MB62L8	International Logistics Management	PE	3	0	0	0	3	1		2			2			
28	22MB61M1	Product & Brand Management	PE	3	0	0	0	3						2			
29	22MB61M2	Promotion & Distribution Management	PE	3	0	0	0	3						2			

30	22MB61M3	Global Marketing Management	PE	3	0	0	0	3			1			2			
31	22MB61M4	Advt & Sales Promotion	PE	3	0	0	0	3						2			
32	22MB61M5	Consumer Behaviour	PE	3	0	0	0	3				1		2			
33	22MB61M6	Digital Marketing	PE	3	0	0	0	3	1			1		2			
34	22MB62M7	Services Marketing	PE	3	0	0	0	3		1				2			
35	22MB62M8	Customer relationship Management	PE	3	0	0	0	3						2			
36	22MB62M9	Rural & Agricultural Marketing	PE	3	0	0	0	3						2			
37	22MB62M10	Event & Entertainment Management	PE	3	0	0	0	3		2							
38	22MB62M11	Sales & Promotion Management	PE	3	0	0	0	3						2			
39	22MB62M12	Logistics & Supply Chain Management	PE	3	0	0	0	3						2			
40	22MB61F1	Wealth Management	PE	3	0	0	0	3	1			3					
41	22MB61F2	Financial Markets and Services	PE	3	0	0	0	3						2			
42	22MB61F3	Security Analysis and Portfolio Management	PE	2	1	0	0	3						3			
43	22MB61F4	Behavioural finance	PE	3	0	0	0	3						2			
44	22MB61F5	Indian Financial System	PE	3	0	0	0	3	1	2				3			

45	22MB61F6	Managing Personal Finance	PE	3	0	0	0	3		1		2	2				
46	22MB62F7	Strategic Financial Management	PE	2	1	0	0	3						2			
47	22MB62F8	Financial Derivatives	PE	2	1	0	0	3						3			
48	22MB62F9	Project Management	PE	3	0	0	0	3						1	2		
49	22MB62F10	Blockchain Technology	PE	3	0	0	0	3		2	2	3	3				
50	22MB61H1	Talent and Competency Management	PE	3	0	0	0	3	1		3					1	2
51	22MB61H2	Dynamics of Employee Relations	PE	3	0	0	0	3	2	3						1	2
52	22MB61H3	Performance Management & Reward Systems	PE	3	0	0	0	3		2				2			
53	22MB61H4	Labour Legislation	PE	3	0	0	0	3	1					2			
54	22MB61H5	Performance Management	PE	3	0	0	0	3		2							
55	22MB61H6	Human Resource Planning	PE	3	0	0	0	3	1	1				2			
56	22MB62H7	International Human Resource Management	PE	3	0	0	0	3			1			2			
57	22MB62H8	Organizational Change & Change Management	PE	3	0	0	0	3	1	2							
58	22MB62H9	Strategic Human Resource Management	PE	3	0	0	0	3	1	2							
59	22MB62H10	Compensation Management	PE	3	0	0	0	3	2			3					

60	22MB62H11	Training & Development	PE	3	0	0	0	3					2	3			
61	22MB62H12	Conflict Management & Negotiation	PE	3	0	0	0	3	1							1	2
62	22MB61U1	Introduction to Advanced Technologies	PE	3	0	0	0	3				2					
63	22MB61U2	Data Visualization using Tableau	PE	2	0	2	0	3	3							3	2
64	22MB61U3	Econometrics with Business Applications using R	PE	2	0	2	0	3		1	1					3	
65	22MB61U4	Data Warehousing & Data Mining	PE	3	0	0	0	3	3							3	
66	22MB61U5	Advanced Business Analytics	PE	2	0	2	0	3			2					3	
67	22MB61U6	Advanced Excel	PE	2	0	2	0	3	2							3	
68	22MB62U7	People Analytics	PE	2	0	2	0	3	3							1	1
69	22MB62U8	Business Analytics in Marketing	PE	2	0	2	0	3	3							3	
70	22MB62U9	Business Analytics in Finance	PE	2	0	2	0	3			3					3	
71	22MB62U10	Business Forecasting with R	PE	2	0	2	0	3		2	1					3	
72	22MB62U11	Big Data Analytics and Its Application	PE	2	0	2	0	3	3							3	
73	22MB62U12	Machine Learning with Business Applications (with R and Python)	PE	2	0	2	0	3	2	3							
74	22MB62U13	Data Visualization using R/Excel/Python	PE	2	0	2	0	3	2								

75	22MB61B0	Overview of Banking	PE	3	0	0	0	3	2				2	2			
76	22MB62B1	Banking Service Operations	PE	3	0	0	0	3	2					2		1	
77	22MB61R0	Overview of Retailing	PE	3	0	0	0	3	2					3			
78	22MB62R1	Management of Retail Operations	PE	3	0	0	0	3	3	2							
79	22MB61D0	Overview of Healthcare Management	PE	3	0	0	0	3	2								1
80	22MB62D1	Management of Healthcare Operations	PE	3	0	0	0	3						3			
81	22MB61I0	IT Enabled Services	PE	3	0	0	0	3	1					3			
82	22MB62I1	Marketing of Software Solutions	PE	3	0	0	0	3	1					3			
83	22MB61P0	Pharmaceutical Marketing Management	PE	3	0	0	0	3		2				2			
84	22MB62P1	Advanced Pharmaceutical Marketing Management	PE	3	0	0	0	3									
85	22MB61G0	Overview of Agriculture & Rural Sectors in india	PE	3	0	0	0	3	2					2			1
86	22MB62G1	Management of Agricultural & Rural Development in India	PE	3	0	0	0	3		2	2						

KONERU LAKSHMAIAH EDUCATION FOUNDATION

KL BUSINESS SCHOOL

MBA PROGRAMME

2022-24

Syllabus

Humanities and Social Science Courses
22UC2109: Logical Thinking Skills for Managers

L-T-P-S: 0-0-4-0

Credits: 2

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcomes	PO	BT L
CO1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	2	2
CO2	Formulate the particulars of commercial math with logical tricks.	3	2
CO3	Estimate inductive reasoning, to categorize the rules-set from a given list of observations and relate them to predict the conclusions according to the given conditions.	3	2
CO4	Differentiate assumptions and arguments in critical reasoning.	2	2

Syllabus

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Averages & Alligations. Percentages, Profit & Loss, Simple & Compound Interest, Time & work, Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams, Data Interpretation
 Clocks, Calendars, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms, Cubes, Cuboids & Dices, Logical Venn Diagrams, Number, ranking and time sequence test, Data Sufficiency, Statement & Conclusions, Statements & Assumption

Textbooks

1. Logical Reasoning, Arun Sharma, McGraw Hill.
2. Quantitative Aptitude Quantum CAT by Sarvesh K Verma, Arihant Publications
3. Quantitative Aptitude for CAT by Arun Sharma, Mc Graw Hill Education
4. Analytical & Logical Reasoning, Peeyush Bhardwaj, Arihant Publications.

Reference Books:

1. Quantitative Aptitude by R.S. Agarwal, SCHAND Publications.
2. A Modern Approach to Verbal Reasoning by R.S. Agarwal, SCHAND Publications.

22UC2107: Professional Skills for Managers

L-T-P-S: 0-0-4-0

Credits: 2

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome (CO)	PO	BT L
CO1	Updating grammar concepts and receptive skills to demonstrate in placement tests	5	2
CO2	Demonstrate intrapersonal in the process of setting the Goal.	5	2

CO3	Distinguishing different styles and forms of writing skills and using them while documenting	5	2
CO4	Able to present and communicate themselves effectively during discussions.	5	2

Syllabus:

Critical reading, Tenses, Active and Passive voice, Direct and Indirect speech, Spotting errors, Sentence completion, and Sentence rearrangement. Introduction to soft skills -Components of Soft Skills, Character Vs personality, Assertiveness, Building Confidence, Attitude, SWOT, Goal Setting

Writing Skills – Paragraph writing, Product and Process description, speaking from the script, and Report writing. Time Management, Presentation Skills, Public Speaking, Group Discussion, Leadership, Problem Solving-Decision Making, Etiquette, Body Language

Textbooks:

1. Objective English for Competitive Examination by Hari Mohan Prasad and Uma Sinha. McGraw Hill Education, 2017.
2. English Language Communication Skills, Cengage, 2014.
3. Effective Technical Communication by M Ashraf Rizvi, Tata McGraw Hill, 2010
4. Soft Skills by Dr. Alex, S. Chand Publications.

Reference Books:

1. Developing Soft Skills by Robert M. sherfield, Rhonda J., Patrica J. Moodi; Cornerstone Publications.

22UC1203: Design Thinking and Innovation

L-T-P-S: 0-0-4-0

Credits: 2

Prerequisite: Nil

Syllabus:

Design thinking an overview, Design Thinking for Contextualized Problem-Solving: Problem Selection/Definition Need for Cultural Relevance (Time, Space, and Environment). Empathy: definition, Empathic research: framing interview questions, focus groups, procedure to conduct skilled interviews, Insights from Empathetic research, Define: Developing user personas, nuggets from insights, laying customer journey maps, POV statements and POV questions to define user needs. Ideate: Techniques to generate, shortlist and evaluate Ideas: Rapid Estimation form and Solution concept form. Prototyping and Testing: Products vs. Services, Rough Prototypes, Testing Techniques, User Experience High-Fidelity Prototypes Entrepreneurial Innovation: Innovation Management, Business Model Basics, Financial Estimation, Pitch Decks, IPR Considerations.

Text Books:

1. David Lee: Design Thinking in Classroom. Ulysses Press: 2018
2. The Art of Innovation Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley: 2001

Reference Books:

1. Michael Lewrick, Patrick Link & Larry Leifer: The Design Thinking Play Book. Wiley Press: 2018

Basic Science Courses

22MB51C0– Quantitative Methods

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
Co1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	1	3
CO2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	1	3
CO3	Employ R Programming software to solve problems	1	3
CO4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.	6	3

SYLLABUS

Probability and Sampling: Definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson and Normal distributions. Introduction to R Programming. Sampling: Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Determining the sample size. Estimation: Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test. Correlation and Regression: Meaning, Types of Correlation, measurement: graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, Rank Correlation: Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression: Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients. Index Numbers and Time Series Analysis: Time series analysis: Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers: Unweight and Weighted Index numbers.

RECOMMENDED TEXTBOOK(S):

1. Levin R.I. and Rubin D.S., Statistics for Management. 8thedn. Pearson Education..
2. Amir D Aczel and Jayavel Sounder Pandian: Complete Business Statistic, 7e , McGraw Hill

REFERENCE BOOKS:

1. Anderson, Sweeny, Williams: Statistics for Business and Economics, 9e
2. Venables, W.N ; Introduction to R Programming, CRAN

22MB52C2: Business Research Methodology**L-T-P-S: 4-0-0-0****Credits: 4****Prerequisite: Nil****Mapping of Course outcomes (CO) with program outcomes (PO):**

CO No	Course Outcome	PO	BTL
1	Understand and independently apply the research process to business problems.	7	2
2	Evaluate different statistical methods that are applicable to specific research problems.	7	5

3	Take data driven business decisions.	3	3
4	Analyze organizational data using software packages	3	4

Syllabus

Introduction to Scientific Research: Science and Scientific Research –History of Scientific Research- Types of Scientific Research – Research process – Defining Research Problem and Development of Research Hypothesis –Review of Literature: role and methods- Research design – Types - Ethical issues in Social Research.

Thinking like a Researcher: Unit of study -Study population- Concepts and Variables; Propositions, Hypotheses and Theories-Levels of measurement of variables: Scaling of attitudes. Reliability and validity of scales.Data Collection, Processing and Analysis: Plan for data collection; Census Vs Sampling- Sampling Design -Sample size determination; Types of data; Primary Vs Secondary Data - Primary Data : media used to communicate with respondents: Questionnaire, Interviews, Observation-Selection of an appropriate survey research design - Data Processing Editing, Coding, Classification and Tabulation of data- Introduction to SPSS& R. Explorative Data analysis: Graphs and Diagrammatic presentation of data :Descriptive data analysis: Univariate and Bivariate Data Analysis-Confirmative Data Analysis - Stating hypothesis and hypothesis testing Report Writing: steps in report writing, Mechanics of report writing, precautions in research reporting.

Textbook:

1. William G. Zikmund : Business Research Methods, 8th edition, 2010,Cengage Learning.

Reference Books

1. Alan Bryman and Emma Bell : ‘Business Research Methods, Third Edition, 2011, OUP.
2. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
3. C.R Kothari: Research Methodology: Methods & Techniques, 2/e, Vishwa Prakashan, 2009.
4. Moser and Kalton : Survey Methods in Social Investigation, Second edition, ELBS.
5. Gaur: Statistical Methods for Practice and Research, Sage Publication,2009.
6. DipakKumar. Bhattacharya: Research Methodology, Excel Books, 2009)

Professional Core Courses

22MB51C1: Principles of Management & Organizational Behaviour

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	The student will be able to apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance	1	3
2	The student will be able to apply the principles and techniques of organizing and controlling an organization, to design organizational structures and control systems	2	3
3	The student will be able to apply the knowledge of Personality,	6	3

	Perceptions, Learning, Motivation, Attitudes and Values to manage the individuals in the organizations		
4	The student will be able to apply the knowledge of group/organizational behavior of the people to manage the teams in the organization	5	3

Syllabus:

Introduction to management and management process: Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions. Planning and decision making: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making – Process; Types of Plans. Organizing and staffing: Introduction, Importance of Organizing, Types of Organizations, Organizational division and span of control, Types of Departmentation, Line and staff conflict. Controlling: Introduction, Importance and Process, Critical Control Points Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled ‘Controls’ and its Challenges. Organizational Behaviour– Introduction - Evolution of OB. Importance of Organizational Behaviour, Foundations of Individual Behaviour: Personality- Personality determinants; Psycho-Analytic Theory - Personality traits: MBTI – The Big Five Model,– Johari Window – Values – Types of Values; Perception- Perceptual process; Factors influencing Perception; perceptual distortion; Theories of Motivation – Hierarchy Needs Theory – Two-Factor Theory; Applications of Motivation; Attitudes – Source of attitudes; Types of Attitudes, Cognitive Dissonance theory. Learning- Theories of learning; Principles of learning. Foundations of Group Behaviour: Groups – Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness; Leadership – Nature- Leadership Styles; Conflict - Functional versus Dysfunctional conflict; The Conflict process; Conflict Management. Stress – Causes and consequences of stress, Stress management. Organizational Culture and Change Management: Creating and sustaining Organizational Culture; Forces for change; Resistance to change; Approaches to Managing Organizational Change; Organizational Development – Techniques of organizational development.

Recommended Textbooks:

1. Harold Koontz, Heinz Weihrich, Mark V. Cannice, “Essentials of Management”, 11th Edition, Mc Graw Hill 2020
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, “Organizational Behaviour”, 18th Edition, Pearson 2018

Reference Books:

1. Stoner, Freeman, Gilbert Jr. Management, Princeton Hall
2. Bhatt & Kumar, Principles of Management, Oxford publications
3. Mc Shane & Von Glinow, “Organizational Behaviour”, 7th Ed. Mc Graw Hill Publications, New Delhi, 2014
4. Fred Luthans, Organizational Behaviour, 12th Ed., Prentice Hall, 2011.
5. Jerald Greenberg & Robert A Baron, Behaviour in Organizations, 9th Ed., Prentice Hall India, 2010

22MB51C2: Business Economics

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3,4	3
2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	3	4
3	Analyze different types of competition that existing external Environment.	4	4
4	Analyze the Macro Economic Environment of the Organization	4	4

Syllabus

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm : Marris and Penrose; Role of a Managerial Economist. Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods. Techniques of demand forecasting. Advertising– Contribution of Economic Theory: Methods of determining Total advertising budget; Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising. Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Monopoly Policy –MRTP, Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

Textbooks:

1. Dominick Salvatore, Managerial Economics, Oxford publications, 2007.

Reference Books

1. H.L.Ahuja, Managerial Economics, McGraw Hill, 2008.
2. Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, Managerial Economics, Pearson education, 2009.
3. P.L. Mehta, Managerial Economics, S.Chand& Sons, New Delhi, 2007.
4. D.N. Dwivedi ,Managerial Economics, Vikas Publications, New Delhi-2007.
5. G.S.Gupta, Macro Economics – Theory and Applications, The McGraw – Hill Companies, 2008

22MB51C3: Financial and Management Accounting

L-T-P-S: 2-1-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
------	----------------	----	-----

1	To understand the accounting process in business.	1	2
2	To gain a knowledge on application of concepts and principles in preparing	6	2
3	To evaluate the tactical decisions of middle level managers relating to cost and management accounting	1	5
4	To analyze the financial statements and evaluate the decisions for better investment.	6	4

Syllabus

Financial Accounting: Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards and GAAP – Double entry system – Journal – Ledger. Trial Balance – Subsidiary Books – Cash Book. Trading and Profit & Loss Account - Balance Sheet with Adjustments (Problems) - Methods of Depreciation.- Ratio Analysis (problems); Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II. Formats: Banking Accounts, Insurance Accounts and Electricity Accounts. Marginal Costing (Problems) – Break-even Analysis (Problems).

Textbook(S):

1. Libby, Financial Accounting, 6e Tata McGraw Hill, Delhi.

REFERENCE BOOKS

1. Horngren, Harrison Jr. Oliver, “Financial & Management Accounting by PHI
2. Colin Drury, Cost & Management Accounting by Cengage Publishing
3. Horngren, Harrison Jr. Oliver, “Financial & Management Accounting by PHI
4. S N Maheshwari, “Accounting for Management”, Vikas Publishing House, 2009

22MB51C4: Marketing Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO	Course Outcome	PO	BTL
1	Explain the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	1	2
2	Apply the knowledge of marketing concepts to strategize the marketing program regarding product and pricing	1,2	3
3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	1,2	3
4	Understand the need for ethics in marketing and the importance of social and green marketing	6	2

Syllabus

Overview of Marketing: Core concepts of Marketing; Marketing Orientations & Philosophies; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors.

Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Techniques, Tactics & Strategies; Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics,

Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing.

Textbook:

1. Philip Kotler - Principles of Marketing – 15th Edition, 2014, Prentice Hall, New Delhi.

Reference Books

1. V. S. Ramaswamy and S. Namakumari- 3rded. Marketing Management, Prentice Hall, New Delhi.
2. Kotler and Keller, Marketing Management, 13th Edition, PHI New Delhi
3. Etzel, walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
4. Philip Kotler & Gary Armstrong - Marketing Management, Prentice Hall
5. Case Studies in Marketing - Indian context - R. Srinivas, TMH, New Delhi
6. Marketing Management – Rajan Saxena, TMH, New Delhi

22MB51C5: Business Environment

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Understand concepts and components of Business Environment	2	2
2	Analyze the impact of business environment on business activities in decision making	2	4
3	Analyze the impact of International Business Environment elements and international institutions on the business operations of MNC's.	3	4
4	Analyze the role of regional blocks on the promotion of international trade and performance of MNC's	3	4

SYLLABUS

Business Environment Introduction: Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External. Techniques of Environmental Scanning and Monitoring; Economic Environment of Business: Significance and Elements of Economic Environment; Economic Systems, Economic Planning in India; Government Policies: Industrial & licensing Policy, Monetary Policy, Fiscal Policy, Foreign Trade Policy, Demonetization; Consumer Protection Act. An Overview of Globalization: International Business-Modes of entry. International business environmental factors: The cultural environment; Political Environment & Legal Environment, Govt. influence on trade & investment, Cross national co-operation agreements- Tariff & Non-tariff barriers; International Institutions: World Bank, WTO, IMF, Regional Blocks, Post-Covid effects on global business.

Textbook(s):

1. Justin Paul, Business Environment Text and Cases, 3e TMH.
2. Charles W Hill, International Business, 2012, McGraw-Hill, New Delhi.

Reference Books:

1. Shaik Saleem, Business Environment, 2E, Pearson, 2010

2. Fernando, Business Environment, IE, Pearson, 2011
3. Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.
4. Justin & Paul, International Business, 2005 Prentice Hall, New Delhi
5. Francis Cherunilam, International Business, Fourth edition 2014, Prentice-Hall of India private ltd, New Delhi.
6. John D Daniel et.al., International Business- Environments & Operations, 14th ed. Pearson Education,
7. P Subbarao, International Business, 2006, Himalaya Publications, New Delhi.

22MB51C6: Business Legislation

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Apply core concepts in the legal structure of business.	1	3
2	The student will be able to interpret the main statutory provisions relevant to the business organization.	6	2
3	The student will be able to identify and explain the legal issues arising in some of the main day to day dealings of the business organization and provide advice or remedy for those issues.	6	2
4	The student will be able to provide advice or remedy for those legal issues.	6	4

Syllabus:

Law of Contract: Importance of Contract Act; Meaning and kinds of Contract; Essentials of a Contract; Performance of contract; Discharge of contract; Quasi Contracts. Special Contracts - Indemnity and Guarantee, Bailment and Pledge, Agency. Sale of Goods Act 1930: Sale and Agreement to Sell; Conditions and Warranties; Transfer of Property; Rights of Unpaid Seller. Indian Partnership Act 1932 - Meaning and Scope; Formation of Partnership; Registration of partnership; Kinds of partners; Rights, Duties and Liabilities of partners. Other business related laws: Salient features of Consumer Protection Act, Labour related laws, Cyber Law, Competition Law, The Negotiable instruments Act, 1881: Meaning of Negotiable Instrument; Types of negotiable instruments; parties to negotiable instruments; Negotiation (Endorsement and kinds of endorsement); Dishonour of negotiable instruments; Discharge and modes of Discharge of negotiable instruments. Company Law; Definition and characteristics of a company; Kinds of companies; Formation and advantages of incorporation of a company; Memorandum of Association; Articles of Association; Prospects; Directors powers and liabilities; Kinds of meetings; Winding up of a company.

Textbook:

1. N.D Kapoor, Business Law – Sultan Chand & Sons.

Reference Books:

- 1 R.C. Chawla & KC Garg – Mercantile and Industrial Law, Kalyani Publishers.
2. Gulshan SS, Business Law, Excel Books
3. Avatar Singh – Principles of Mercantile Law, Eastern Book Company
4. Gulshan & G.K. Kapoor, Business Law, New Age Publications

22MB52C1: Introduction to Business Analytics & R Programming

L-T-P-S: 3-0-2-0**Credits: 4****Prerequisite: Nil****Mapping of Course outcomes (CO) with program outcomes (PO):**

CO#.	Course Outcome	PO	BTL
1	Apply suitable tests for relevant sample groups	6	3
2	Analyse the sample data using descriptive Analytics	7	4
3	Analyse the sample ordinal and scaled data using Diagnostic Analytics.	7	4
4	Analyse the sample data using Visualization tools	7	4

Syllabus

Introduction to Business Analytics, Types of Business Analytics – Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics, Overview of R and R Studio – Data Structures, Functions, Statements and Looping in R, Choose your Test for Data Analysis. Descriptive Analytics: Introduction, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Measures of Kurtosis. Diagnostic Analytics: Parametric Vs Non-Parametric Tests, Nominal Tests – Binomial Test, Mc Nemar’s Test, Cochran’s Q test-post-hoc test, Chi-square test, Phi-Coefficient of Correlation. Ordinal Tests – Wilcoxon Signed Rank Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Tests and related Post-hoc Tests, Spearman Rank Correlation. Scale Tests – T tests – one Sample, Two Sample, Paired Sample, ANOVA – One way and Two Way with Post-hoc tests, Repeated Measures ANOVA, Karl Pearson’s Coefficient of Correlation. Data Visualization: Types of Presentation of Data – Diagrammatic Presentation – Scatter plot, Histogram; Graphical Presentation – One Dimensional – Bar Charts – Simple, Sub-divided and Multiple, Two Dimensional – Pie charts 2D and 3D, Other Charts – Box plots, Line plots Using R Graphics and R Deducer.

Textbook(S):

1. Michael Crawly, The R Book, 2nd Ed, John Wiley (2012)
2. Peter Dalgaard, Introductory Statistics with R, Springer(2008)
3. U Dinesh Kumar, Business Analytics, Wiley (2017)

Reference Books

1. Robert Kobacoff, R in Action, Manning, 2ed,
2. SandeepRaksh, R programming for Beginners(2017), Amazon

22MB52C3: Human Resource Management**L-T-P-S: 3-0-0-0****Credits: 3****Prerequisite: Nil****Mapping of Course outcomes (CO) with program outcomes (PO):**

CO No.	Course Outcome	PO	BTL
1	Integrated perspective on role of HRM in modern business	3	2
2	Competency to recruit, train, and appraise the performance of employees	5	3
3	Rational design of compensation and salary administration and ability to handle employee issues	3,5	3
4	Ability to understand and interpret emerging trends in HR	5	3

Syllabus

Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. HR Processes: Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal. Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration. Governance: Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. New Trends in HRM: HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS

Textbook:

1. Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011.

Reference Books

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8th Ed., The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et. al: Managing Human Resources, 7th Ed., Pearson Education, 2011.

22MB52C4: Financial Management

L-T-P-S: 2-1-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	1	2
2	To evaluate the long term and short term investment decisions	1, 5	5
3	To Evaluate the financing decisions by using different techniques of valuation.	5	5
4	To evaluate the dividend Decisions in relation to wealth maximization.	5	5

Syllabus

Introduction to Finance: Nature and Scope of Financial Management, Goals & Objectives of Financial Management – Emerging Role of Financial Manager – organization of finance function--Sources of Finance-Long Term and Short Term Financing – Time Value of Money. Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period .Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis – Financial Leverage – Operating Leverage – Specific Cost of Capital and Weighted Average Cost of Capital. Dividend Decisions, Dividend Theories–Forms of Dividend. Working Capital Management: Working Capital Management – Determinants - Working Capital Financing approaches –Estimation of working Capital - Cash Management - Receivables Management - Inventory Management. (Problems)

Textbook:

1. James C. Vanhorne , Financial Management

Reference Books

1. Jonathan Berk, Peter Demarzo, Financial Management, Pearson.
2. Prasanna Chandra, Fundamentals of Financial Management, TMH.
3. I. M. Pandey, Financial Management, Vikas Publications
4. ShashiK.Gupta, Financial Management by Kalayani Publications.

22MB52C5: Operations Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Apply the concepts of Operations Strategy to real time scenarios.	6	2
2	Analyze the data using Project Management techniques such as CPM and PERT.	7	4
3	Analyze the production data by using statistical quality control techniques.	7	4
4	Analyze the operations data using OR Techniques.	7	4

Syllabus

Introduction and Overview- Historical Evolution of Operations Management- Operations Management Strategy framework: Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy- Capacity Planning Decisions- Facilities Location Strategies. System Design- Facilities Layout and Material Handling Strategy- Group Technology- Flexible Manufacturing System. Project Management: Network Diagram, CPM vs PERT, CPM: Types of Floats, Critical Path, and Project Crashing. PERT: Types of Slack, Critical Path, Probability of Completion. Productivity & Quality Tools-Productivity Concepts- Quality Circle-Kaizen-Value Analysis and Value Engineering – Statistical Quality Control- Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes. Planning and Managing Operations -Supply Chain Management-Purchasing - Demand forecasting - Job Sequencing-Transportation problems-Assignment problems, Advanced Operations Management- Constraint management (TOC-Theory of Constraints) – Computer Integrated Manufacturing – Six Sigma.

Textbook:

1. Norman Gaither and Greg Frazier (2008)-Operations Management, 9th International Student Edition, South Western, Thomson Learning Inc.

Reference Books:

1. O.P.Khanna, Work Study, DhanpatRai Publications, 2003
2. Chase et al, Production and Operations Management.
3. Everett Adam and Ronald Ebert, Production and Operations Management: Concepts, models and behavior, 5th edition, 2009.
4. William Stevenson, Operations Management, Tata McGraw Hill Company, New Delhi.
5. Nigel Slack, Stuart Chambers and Robert Johnston, Operations Management, fourth edition, Pearson

22MB52C6: Information Systems & ERP

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No.	Course Outcome	PO	BTL
1	Understand Foundational concepts of Information Systems & ERP	1	2
2	Analyze the role of IS & ERP in organizations.	2	4
3	Evaluate the IS structures, Business Models	2	5
4	Evaluate the ERP Implementation Processes and Methodologies	1	6

Syllabus

Business Process and Business Process Management. Information Systems (IS) ; Concept, Definition, components. Importance of IS in organizations. IS architecture, Managing Information resources. Data and Knowledge management: Data types, sources, data warehousing, data governance and knowledge management. Types of IS: Decision Making concept and process, MIS, DSS & ES, Functional Information Systems, Organizational Information Systems. Competitive advantage with IS. Managerial support systems, ERP-Introduction; Advantages; ERP and Business – value creation; Integrated Information Management; Enterprise and ERP, Business modeling; Integrated data model; To ERP or not to ERP – Strategic Options; Benefits of ERP: Quantifiable, Intangible, Risks: People, process, Technology, Implementation, Operational and Managerial risks. Introduction to ERP related technologies; Functional modules of ERP software; Implementation of ERP: Technological, Operational Business reasons, Life cycle; Implementation methodologies, transition strategies; People involved in implementation; Success and failure in implementation – factors. Operation and Maintenance of an ERP system.

Textbook:

1. Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, John Wiley and Sons, Inc. 2011
2. Alexis Leon (2008)- Enterprise Resource Planning, 2nd Edition, Tata Mcgraw Hill publishing company.

Reference Books:

1. Database Management System : Rajesh Narang, PHI, 2006.
2. Laudon & Laudon , Management Information Systems, Tata McGraw Hill, New Delhi.
3. Gordon, Davis ,Management Information System-, Tata McGraw Hill, New Delhi, 2007.
4. Daniel, E.O' Leary (2002), Enterprise Resource Planning Systems, Cambridge University Press.

22MB61C0: Strategic Management**L-T-P-S: 3-0-0-0****Credits: 3****Prerequisite: Nil****Mapping of Course outcomes (CO) with program outcomes (PO):**

CO #	Course Outcome	PO	BTL
1	Apply the concepts Strategic Management	1	3
2	Analyze the internal and external tools in executing a strategic decision.	3	3
3	Analyse the various forms of corporate restructuring in strategic evaluation.	5	4

4	Analyse the strategies in evaluating the performance of firms.	6	4
---	--	---	---

Syllabus

Introduction to Strategic Management– Evolution of the concept of strategic management -Developing a strategic Vision, Mission ,Objectives, Policies - levels of strategic planning - Strategic Management Process-Environmental Scanning–Value Chain Analysis and Competitive Advantage –Tools for Strategic Analysis-Porter’s 5 forces-BCG Matrix -GE Matrix, McKinsey 7S-Strategy Formulation: Types of strategies-offensive and defensive strategies-Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Strategies for competing in Globalising markets and internet economy Corporate Restructuring: Forms of Corporate Restructuring: Turnaround Management, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures-Diversification Strategy-Concept of Core Competency-Strategies-Strategy Evaluation and control – Establishing strategic controls for measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems - Strategic surveillance -strategic audit.

Textbook:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013
2. Strategic Management – An Integrated Approach, Charles Hill & Gareth Jones/ Biztantra

Reference Books

1. Fred R. David, Strategic Management, Prentice Hall, New Delhi, 2010
2. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

22MB61C1: Entrepreneurship and Family Business

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No.	Course Outcome	PO	BTL
1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	1,6	6
2	Understand and explain the concept of family business and managerial implications of family business and family myths	1	2
3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business	3	3
4	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	4	2

Syllabus

Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development; Woman as Entrepreneur. Creating and Starting the venture: Environmental Analysis - Search and Scanning, Assessment of Opportunities;

Business Idea, Sources of new Ideas, Techniques of generating ideas; The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Financing and Managing the New Venture: Sources of Capital, Venture Capital. Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions; Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions : Different Dreams and challenges. Narcissism, Envy And Myths In Family Firms Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance. Leadership Transition Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. Transition And Change 10 Lewin’s idea of change – model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus. Institutional support to Entrepreneurship: Government policies and schemes for entrepreneurial development; Role of MSME, Directorate of Industries, District Industries centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporation (SSIDCs), Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Textbook:

1. Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, TMH, 10th Edition, 2017.
2. Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt. Ltd.
3. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

Reference Books:

1. Baringer and Ireland, Entrepreneurship, 6th Edition, Pearson, 2018
2. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010
3. "Corporate Entrepreneurship: Building The Entrepreneurial Organization" by Paul Burns published by Palgrave Macmillan, 3rd Edition 2013
4. Drucker F Peter “Innovation and Entrepreneurship”, 1985.Heinemann, London.

22MB62C0: Leadership in Organizations

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL

1	Capacity to apply leadership in changing business environment	3	2
2	Equip the learners with skills, tactics, styles for leadership roles	3	2
3	Understanding of executing leadership in organizations	3	2
4	Ability to develop leaders in organizations	3	3

Syllabus

From Management to Leadership – Nature and Importance of Leadership –Difference between Leadership and Management – Leadership Theories – Trait Theories – Behavioral Theories – Scandinavian Studies – Contingency Approaches – Situational Theories - –Servant Leadership- Adaptive Leadership.Leadership Skills and Leadership Styles – Leadership Skills and Tactics – Social Skills- Persuasion Skills – Motivational Skills –Communication and Conflict Resolution Skills – Role Models – Story Telling — Leadership Styles-The Impact of Leadership Styles on Work Climate. Strategic Leadership by Executives-The Nature of Strategic Leadership-How leaders influence organizational performance- Constraints on Executives- Conditions Affecting the Need for Strategic Leadership- Political Power and Strategic Leadership-Research on Effects of CEO Leadership-Strategic Leadership by Executive Teams,- Women CEOs. Leadership Development and Succession-Development through Self-Awareness and Self-Discipline-Development through Education, Experience and Mentoring-Leadership Development Programs.Developing next Generation Leaders - Leadership Development and Organizational Goals – Coaching Leaders -Leadership Succession -Choosing the Right CEO

Textbooks:

1. Yulk, Gary (2011).Leadership in Organizations, 7th e Pearson Education
2. Du Brin, Andrew J (2009), Leadership Principles, Cengage Learning, NewDelhi

Reference Books:

1. Allio, Robert J.(2005)Leadership Myths and Realities Tata Mcgraw Hill
2. Peter G Northouse (2013), Leadership: Theory and Practice, 6ed. Sage.

22MB62C1: Business Ethics and Corporate Governance

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Gain knowledge about differences between ethics and morals, various ethical theories.	1	2
2	Have proficiency about the definition, objectives, natures and sources of ethics.	2	2
3	Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.	3	2
4	Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.	4	4

Syllabus

Values, Norms and Beliefs- Ethics v. Morals; Values, Norms, Beliefs and their role; values for managers from Indian ethos; Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian. Introduction to Ethics- Definition of Ethics –

Objectives, nature and sources of ethics – Business Ethics – Nature, Importance and Factors influencing Business Ethics. Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; CSR initiatives at HSBC: Making good business sense. Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Employees and Business Ethics - Ethical issues in employer – employee relation; discrimination at work place; Sexual and racial harassment; working conditions – employee privacy. Consumers and Business Ethics; the limits of doctrine of caveat emptor; Ethical issues in marketing, advertising; the ethical challenges under globalization .

Textbook:

1. M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi, 2007

Reference Books

1. Andrew Crane and Diark Matten, Business Ethics, Oxford Publication, New Delhi, 2013.
2. Chris Moonand Clive Bonny, Business Ethics, The Economist Publication, 2013.
3. R.C. Sekhar, Ethical Choices in Business, Response Books, New Delhi, 2007.
4. S.K. Chakraborty, Ethics in Management- Vedantic Perspectives, oxford India paper backs, New Delhi, 2013.

Operations & Supply Chain Management Elective Courses

22MB561L1: Materials Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Analyze the impact of materials management on various aspects of the organization, such as cost, quality, customer service, and sustainability.	1	3
2	Develop the key components of materials management, including procurement, inventory management, storage and handling, and transportation.	6	3
3	Apply various techniques and tools used in materials management, such as ABC analysis, just-in-time (JIT) inventory, and material requirements planning (MRP).	6	4
4	Evaluate the effectiveness of materials management systems and recommend improvements.	6	4

Syllabus

Materials management – Importance of materials management – Organization for materials management - Transportation management – Warehousing – Organization & control for logistic management. Classification of materials – Classification and coding systems – Specification of materials – Standardization – Elements of value analysis/engineering & quality control – Estimation of demand – concepts of dependent and independent demands – ABC, VED, FSN analysis – Materials audit. Purchasing – Purchasing Process — purchase order- purchasing policies and procedures- -Purchase Cost Analysis–INCOTERMS- Source location – supplier evaluation – Supplier rating – Methodology of rating – Legal aspects of purchase procedures – Bid evaluation criteria – e-Procurement– Import procedures. Inventory control – Objectives of inventory control – Organization of inventory – concept of operating cycle – Levels of inventory – Classification of inventory – Optimum

inventory – Basic EOQ formula – EOQ computation with shortages and discounts. Sales and operations planning (S&OP), Bar coding and RFID technology. Material requirement planning – Inputs and outputs – Manufacturing resource planning – Production planning – Bill of materials (BOM) – Zero inventory system – WIP inventory – GANTT charts – Concept of project inventory

Textbooks

1. Essentials of Inventory Management – Max Müller, American Management Association, 2nd Ed. 2011
2. Materials Management: An Executive's Supply Chain Guide - By Stan C. McDonald, John Wiley & Sons, 2009
3. Introduction To Materials Management, 6/E By Arnold, Pearson Ed. India
4. "Introduction to Materials Management" by Tony Arnold, Stephen N. Chapman, and Lloyd Clive.

Reference Books:

1. An integrated approach to Materials Management– Gopalkrishnan&Sundersan, PHI Laerning, 2009
2. Materials and logistics Management – Prof. ShaileshKasande
3. Materials and logistics Management – Dr. L. C. Jhamb
4. "Integrated Materials Management: A Holistic View" by T. P. Ghoshal and R. K. Mandal.

22MB61L2: Fundamentals of Supply Chain Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Understanding the concepts of Supply chain	1	2
2	Illustrate networks in different sectors	3	3
3	Analyze using forecasting methods	7	4
4	Understanding sourcing in SCM	1	2

Syllabus

Understanding the Supply Chain: What is supply chain; objectives and importance of supply chain; decision phases in supply chain; process views of s supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics. Designing Distribution Networks: The role of distribution in the supply chain; factors influencing distribution network design; design options for distribution network; e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce; factors influencing network design decisions; models for facility location and capacity allocation. Demand Forecasting and Aggregate Planning: Methods and Characteristics of demand forecasting; forecasting in practice; the role of aggregate planning in SCM; aggregate planning strategies; aggregate planning; the role of IT in aggregate planning; implementing aggregate planning in practice. Transportation and Sourcing in SCM: role of transportation in SCM; transportation infrastructure and policies; design options for transportation network and trade-offs; tailored transportation system; risk management; transportation decisions in practice; IT in supply chain. Sourcing in SCM: in-house or outsource; third- and fourth-party logistics;

contracts, risk sharing and supply chain performance; vendor analysis; the procurement process. Lack of coordination and the Bullwhip Effect; obstacles to coordination in a supply chain; building strategic partnership and trust within a supply chain.

Textbook:

1. Chopra, S, and P. Meindl, 2010, *Supply Chain Management – Strategy, Planning and Operation*, 4th edition, Pearson Education Inc.

Reference Books:

1. Raghuram, G. and N. Rangaraj, 2000, *Logistics and Supply Chain Management: Cases and Concepts*, Macmillan, New Delhi
2. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 2nd Edition, Irwin, McGraw-Hill.
3. Shapiro, J., 2001, *Modelling the Supply Chain*, Duxbury Thomson Learning.

22MB61L3: Operations Strategy

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand various elements of manufacturing operations	1	2
2	Examining various elements and decision categories in an operations strategy	1,2	4
3	Understand different integrated strategic approaches	3	2
4	Resolving issues in outsourcing and globalization	4,6	3

Syllabus

Operations strategy & competitiveness: World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management – Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy –Strategic Fit – A framework for Operations Strategy in Manufacturing, Services. Role of manufacturing /operations in business strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy. Methodology for developing operations strategy: Checking markets, Outcome of Market. debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets –Order Winners, Order Qualifiers. Dynamic Markets & Generic Strategies: Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice –Hybrid Process. Product /service profiling: Procedure – company or plant based profiles – decisions for product. reallocation – downsizing – Capacity decisions. Progression & Regression.: Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor Manufacturing infrastructure development: Importance, issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators. Investments Decisions: Linking

investments to Product life Cycle and Risk reduction – fast market feedback – use of IT – organizational learning – Traditional accounting and financial perspectives.

Textbook:

1. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

Reference Books:

1. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication

22MB61L4: Total Quality Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the basic concepts of quality management	1	2
2	Understand the contributions of Quality gurus towards quality deployment	4,6	2
3	Understand the process of QFD	4,5	2
4	To understand the importance of redesign and reengineering for quality improvement.	4,6	2

Syllabus

Understanding Quality: Quality, competitiveness and customers; understanding and building quality chains; managing quality; quality starts with understanding the needs; quality in all functions. Models, Frameworks and Approach For TQM: Early TQM frameworks; the 4Ps and 3Cs of TQM – a new model; TQM approach; creating or changing the culture; effective leadership; integrating TQM into policy and strategy. Quality Design – Partnership - Performance: The quality design process; quality design for services; quality function deployment [QFD]; partnering and JIT .Processes Redesign/Re-Engineering: Process classification framework and process modelling; Business process re-engineering and methodology; Quality management systems design and models management; benchmarking and performance measurement framework; choosing benchmarking driven activities wisely.

Textbook:

1. John S. Oakland, (2003), Total Quality Management with text and cases, Third Edition, Elsevier.

Reference Books:

1. James Robert Evans and James W. Dean (2000), South Western College Publication, ISBN: 0324012764, 9780324012767
2. Kanishka Bedi, (2006), Quality Management, Oxford printing.
3. William Edwards Deming - 11-Aug-2000, Out of Crisis, MIT Press 2000, ISBN: 0262541157, 9780262541152
4. James Robert Evans, (2005), Total quality: management, organization and strategy, Thomson/South-Western,
5. Joel E. Ross and Perry, Total Quality Management: Text, Cases, and Readings, St. Lucie Press, 1999, ISBN:9781574442663
6. Jens, Kai &Gopal (2007) Fundamentals of Total Quality Management, Taylor & Francis.

7. Dale H. Besterfield, et.al. (2010)- Total Quality Management, 3/e, Pearson Ed. Inc.

22MB62L5: Lean Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the key principles of lean management, including waste reduction, continuous improvement, and customer focus	1	2
2	Develop skills in problem-solving, process improvement, and teamwork required for lean management.	6	3
3	Apply lean management principles to various industries and processes, such as manufacturing, healthcare, and service operations.	6	3
4	Evaluate the effectiveness of lean management systems and recommend improvements	6,7	4

Syllabus

Introduction: The mass production system – Origin of lean production system – Necessity – Lean revolution in Toyota – Systems and systems thinking – Basic image of lean production – Customer focus – Muda (waste).Stability of Lean System - Standards in the lean system – 5S system – Total Productive Maintenance – standardized work –Elements of standardized work – Charts to define standardized work – Man power reduction – Overall efficiency - standardized work and Kaizen Common layouts. Just In Time – Principles of JIT – JIT system – Kanban Sytems – Kanban & Agile Methodologies- Heijunka Production leveling – Kanban Pull systems – Value stream mapping, Case study analysis of VSM in different industries, Jidoka (Automation with a Human Touch Jidoka concept) – Poka-Yoke (mistake proofing) systems – Inspection systems and zone control – Types and use of Poka-Yoke systems – Implementation of Jidoka. Worker Involvement and Systematic Planning Methodology –Lean Six Sigma–Integrating Lean and Six Sigma- Quality circle activity – Kaizen training-A3 problem-solving process - Suggestion Programmes – Hoshin Planning System (systematic planning methodology) – Phases of Hoshin Planning – Lean culture.

Textbook:

1. "The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer" by Jeffrey K. Liker
2. "Lean Thinking: Banish Waste and Create Wealth in Your Corporation" by James P. Womack and Daniel T. Jones

Reference Books:

1. Lean Production Simplified, Third Edition: A Plain-Language Guide to the World's Most Powerful Production System" by Pascal Dennis
2. "Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation" by Karen Martin and Mike Osterling
3. "The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to Nearly 100 Tools for Improving Quality and Speed" by Michael L. George, John Maxey, David Rowlands, and Malcolm Upton
4. "Lean Enterprise: How High Performance Organizations Innovate at Scale" by Jez Humble, Joanne Molesky, and Barry O'Reilly

5. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries
6. "Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy" by Masaaki Imai

22MB62L6: Warehouse Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To understand various warehouse operations	1	2
2	To understand warehouse management system	6	2
3	Illustrate various costs involved	6	3
4	Understand warehouse waste management concepts	4	2

Syllabus

The role of the warehouse - Types of warehouse operation - Warehouse location - Supply chain trends affecting warehouses - e-fulfilment and its effect on the warehouse - Specialized warehousing Warehouse processes: receiving and put-away – pick preparation – Picking strategies and equipment - Types of automated picking - Handling equipment - Storage equipment - Order-picking methods - Comparisons - Cost of errors. Warehouse processes from replenishment to dispatch and beyond - Replenishment - Value-adding services - Indirect activities - Stock management – Warehouse management systems - The process - Selecting the right WMS - Selecting a partner - Implementation - Software as a service - Cloud computing - Storage and handling equipment - Vertical and horizontal movement - Automated storage and retrieval systems (AS/RS) . Resourcing a warehouse - Processing activities - Warehouse costs - Types of costs - Return on investment (ROI) - Traditional versus activity-based costing systems – Charging for shared-user warehouse services - Logistics charging methods - Health and safety - Risk assessments - Layout and design - Fire safety - Slips and trips - Manual handling - Warehouse equipment legislation - First aid. The warehouse waste management - Product waste - Waste disposal - Hazardous waste - The warehouse of the future - Views of the future: the warehouse - Other advances

Textbook:

1. Richards, Gwynne. Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse / Gwynne Richards. – Second edition.

Reference Books:

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw Hill, 1993.
3. Edward Frazelle, World-Class Warehousing and Material Handling, McGraw Hill, 2001.
4. David J. Piasecki, Inventory Accuracy: People, Processes, & Technology, Ops. Pub., 2003.

5. J P Saxena, Warehouse Management and Inventory Control (Paperback)
6. M.Napolitana, The Time, Space & Cost Guide to Better Warehouse, Distribution Group, 2003
7. Jeroen P. Van Den Berg, Integral Warehouse Management, Management Outlook, 2009.
8. Max Muller, Essentials of Inventory Management, AMACOM, 2009.
9. Steven M. Bragg, Inventory Best Practices, Wiley, 2011

22MB62L7: Supply Chain Analytics

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

Co No	Course Outcome	PO	BTL
1	Understand Basic analytical methods	1,6	2
2	Perform Predictive Analytics in Supply Chain	6,7	4
3	Perform Prescriptive Analytics in Supply Chain	6,7	4
4	Perform Advanced Analytics in Supply Chain	6,7	4

Syllabus

Introduction to Analytics, Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive; Fundamentals of Supply chain management, Significance of Supply chain Analytics(SCA),Components of SCA, Supply Chain Operations Reference(SCOR) Framework by Supply Chain Council: Source, Make, Deliver, Return and Plan, Descriptive Analytics: Supply Chain Mapping, Supply Chain Visualization . Predictive Analytics in Supply Chain: Bull Whip Effect & Time Series Methods: Moving Averages, Exponential Smoothing, Autoregressive Models; Analytical Causal Forecasting Models: linear, Non-Linear and Logistic Regression models for Forecasting; Data Mining Techniques: Cluster Analysis("cluster" package), Market Basket Analysis("arules" package). Prescriptive Analytics in Supply Chain (Part I):Multi-Criteria for decision making techniques particularly AHP (Analytical Hierarchical Process-"ahp" package in R) for supplier selection, Game Theory for Pricing decisions, Optimization: Mixed-integer Linear Programming (MILP) using "ompr" package in R for location Selection, Inventory Optimization Using Multi-echelon Inventory Theory. Transportation optimization using Travelling salesman problem; Network optimization using Excel Solver;Prescriptive Analytics in Supply chain (Part II):Simulation: Discrete Event Simulation by Arena ("ArenR" package) & Monte-carlo Simulation ("MonteCarlo" package) & Using Oracle Crystal Ball, Future of SCA: Introduction to Cognitive Analytics and its role; Ten Tips for Using Analytics to optimize your supply chain

Textbook:

1. Supply Chain Analytics for Dummies,Special Edition, 2017 by John Wiley & Sons Ltd.

Reference Books

1. Information Technologies, Methods, and Techniques of Supply Chain Management, by John Wang

2. Modeling, Simulation, and Optimization of Supply Chains: A Continuous Approach By Cirod 'Apice, Simone Gottlich, Michael Herty, Promoted By SIAM, 2010.

22MB62L8: International Logistics Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	understand the various components of International Logistics management	1	2
2	apply the knowledge in designing suitable and modes of transportation in international trade	3,6	3
3	Application of Containerization and Chartering in the present scenario	3	3
4	Understand the importance of Packaging and Packing in Logistics	5,6	2

Syllabus

Overview Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration, International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics .Basics of Transportation: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice .Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration. Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

Textbook:

1. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

Reference Books

1. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication

Marketing Management Elective Courses

22MB61M1: Product and Brand Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the components of Product Management.	1	2
2	Design, implement and evaluate Product Iteration	2	6

3	Evaluate Branding Strategies, Brand Portfolio	6	5
4	Evaluate sources of “Brand equity” and Apply branding strategies in different sectors	6	5

Syllabus

Introduction to Product Management, Product Management Process: Product Vision, Techniques for Creating the Product Vision, Designing MVP Prioritized backlog, UX Design Process: Sketching Wire-framing / Mock-up / Prototyping; Iteration. Product Achievement Process. Product Matrix.

Understanding the Brands; Brand Management Process; Brand Hierarchy; Brand personality, Brand image; Brand Identity, Brand positioning, Brand loyalty and Consumer loyalty, Brand Architecture, Brand leadership. Managing Brands; Brand creation; Brand extensions, Brand – product matrix; Brand portfolio & Multi Brand portfolio, Brand Revitalization, Techno branding. Ingredient Branding. Measuring Brand equity, Brand Assessment & Financial Aspects, Branding in different sectors: Branding in customer, industrial, retail and service sectors; Digital Branding & sustaining brand in long term.

Textbook:

1. Kapferer, Jean .Noel. *Strategic Brand Management*. 4th Edition, Kogan page, 2008

Reference Books

1. Gary Metcalfe, *Product Strategy*, Mastering the Basics and dominating the competition, 2018
2. Mastering Disruption and Innovation in Product Management, ChristopherFuchs, Franziska J. Golenhofen, 2018
3. Kevin Lane Keller, *Strategic brand Management*, 4th ed., Pearson education 2012, New Delhi
4. Harsh V, Verma, *Brand Management*, 2nd Edition, Excel Books, New Delhi.
5. Aaker, David, A. *Managing Brand Equity*. New York. Free Press, 2001.
6. YL R Murthy, *Brand Management*, 2003, Vikas Publications, New Delhi
7. Compendium of Brand Management, S A Chunawala, Himalaya Publishing House, 2009

22MB61M2: Promotion and Distribution Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To study logistics supply chain networks and strategies.	1	1
2	To understanding of logistics operating areas and their interrelationship	1	2
3	To Understand the importance and implications of a customer-focused logistics strategy.	2,3	2
4	Develop an in-depth understanding of logistics operating areas and their interrelationships	2,3	3

Syllabus

Marketing Communications: The nature of marketing communications - The integration of marketing communication - Integrated marketing communication

planning process - Model of marketing communications decision process - Establishing objectives and budgeting for the promotional programme. Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools - Personal selling process and approaches - Evaluating, motivating and controlling sales force effort. Distribution Management: Role and functions of channels of distribution- Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members- conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions –structure – hierarchy – Transport & Logistics organizations
Suggested Readings

Textbook:

1. S.A. Chunnawalla, K.C.Sethia “Advertising”, 2010, HPH.

Reference Books:

1. SHH Kazmi&SatishBatra “Advertising & Sales Promotion”, 2009, Excel Publishers.
2. Dr. S. Gupta “Sales & Distribution Management”, 2010, Excel Books, 2nd Ed.
4. Krishna K. Havaladar and Vasant M. Cavale “Sales & Distribution Management”, 2009, Tata McGraw Hills.
5. Roddy Mullion “Sales Promotion”, 2010, KoganParge Publishers.
6. Panda &Sahadev “Sales & Distribution Management”, 2008, Oxford University Press, U.P.

22MB61M3: Global Marketing Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the concepts relating to the global market.	1	2
2	Learning and applying marketing strategies for global markets	3	3
3	Understand and Applying global marketing decisions.	4	2,3
4	Infer various management concepts for betterment of global marketing	5	3

Syllabus

Introduction to Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries. Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies– Global Channels of Distribution. Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones. Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

Textbook:

1. Warena J. Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.

Reference Books

1. Gillispe, International Marketing, Cengage, ND Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi

22MB61M4: Advertising and Sales Promotion**L-T-P-S: 3-0-0-0****Credits: 3****Prerequisite: Nil****Mapping of Course outcomes (CO) with program outcomes (PO):**

CO No	Course Outcome	PO	BTL
1	Understand the basic concepts of Advertising and analyze the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of advertising media.	1,4	4
2	Analyze the design and execution of advertising campaigns	4	4
3	Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	1,4	3
4	Analyze the emerging trends in sales promotion techniques	4	4

Syllabus

Introduction to Advertisement – Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertising Approaches- DAGMAR, AIDA- Ad. Agencies – Selection and remuneration – Advertisement campaigns – Advertisement Media - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting Design and Execution of Advertisements - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns- Bait & Switch Advertising- Surrogate Advertising – Measuring impact of advertisements. Introduction to Sales promotion - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion tools & techniques – Trade oriented, consumer oriented and Sales force oriented– Financial Incentives, Product based offers, other consumer promotions. Sales Promotion Campaign - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion – Sales Promotion Budget - Evaluating Sales promotion– Relationship between Sales promotion and advertising - Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

Textbook:

1. Ken Kaser-Advertising and Sales promotion ,Cengage Learning, 2012
2. S.H.H Kazmi, Satish K Batra, Advertising and Sales Promotion, Excel Books India, 2009

Reference Books

1. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
3. Tony Yeshin , Sales promotion, Cengage Learning, 2006

22MB61M5: Consumer Behavior

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand concepts used in the study of consumer behavior.	4,5,6	2
2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision	5,6	3
3	Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour	6	3
4	Create better marketing programs and strategies basing on the knowledge of consumer behavior.	4	3

Syllabus

Introduction to Consumer Behavior: Introduction – Need for understanding Consumer Behavior – Customer Value, Satisfaction and Retention – Nature and Characteristics of Indian Consumer – Changing Patterns of Indian Consumer Behavior – Factors Influencing Consumer Behavior. Basic Model of Consumer Decision Making Process - Problem Recognition – Search for Information and Evaluation – Purchase Decision – Post Purchase Behavior. Consumers in their Social and Cultural settings: Culture – Sub-Culture – Family buying decision – Family Life Cycle – Roles of Family members – Social Class – Life Style Profiles– Reference Groups..The Consumer as an Individual: Consumer Motivation – Personality and Consumer Behavior – Consumer Perception – Learning – Consumer attitude formation and Change – Communication and Consumer Behavior. Consumer Co-Creation – Online Consumer Behavior Models of Consumer Behavior – Nicosia Model, Howard and Sheth Model, Engel – Kollat – Blackwell Model, Sheth- Newman- Gross Model.

Textbook:

1. Leon G Schiffman, Kanuk and S Ramesh Kumar, Consumer Behavior ISBN: 978-81-317-3156-7, Pearson - 10th Edition

Reference Books:

1. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
2. Consumer Behavior: Insights from Indian Market – RamanujMajundar – PHI

22MB61M6: Digital Marketing

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Outline the key concepts of digital marketing	1	2

2	Apply the SEO to a website	1,6	3
3	Use the key PPC concepts to draw visitors to a business's websites	1,6	3
4	Use Campaign Management to manage the marketing concepts	1	3

Syllabus

Key Concepts of Digital Marketing: Fundamental, Need, Scope of Digital marketing, Traditional v. Digital Marketing, the Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Market Research v. Market Reality. Principles and Drivers of New Marketing Environment, Online Marketing Environment - Dotcom Evolution. Key SEO Concepts: Keyword Research & Selection, Search Results & Positioning, Content Updates & Layout, Benefits of Search Position, Meta Tags, Stakeholders in Search, SEO Site Map, Mechanics of Search, SEO Webmaster Tools, On-Page Optimization, Off-Page Optimization. The SEO Process: Inbound Links & Link Building, Customer Insights, Ranking, Analysis & Review, Laws & Guidelines; Key PPC Concepts: Budgets, Strengths of Pay per click, Scheduling, Keyword Research, Display Networks Google PPC, Ad Centre, Research Tools. Campaign Management: Search Campaign Process, Conversion Tracking, Keyword Selection, Conversion Metrics: CPA, CTR, Ad Copy, Bidding, Landing Pages, Analytics, Targeting, Laws & Guidelines.

Textbook:

1. David J. Bradley ,Getting Digital Marketing Right: A Simplified Process For Business Growth, Goal Attainment, and Powerful Marketing [Kindle Edition]
2. Michael Solomon and Tracy Tuten, Social Media Marketing _ Pearson, Aug 2013,

Reference Book:

1. F.R. Media, Social Media Marketing Successfully For Beginners: Create Successful Campaigns, Gain More Fans, And Boost Sales.

22MB62M7: Services Marketing

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Implement the best practices of the Services Marketing	1,4	2
2	Apply the marketing mix elements of services for designing proper marketing strategy	1,3	3
3	Analyze the gaps between service provider and consumer and Perform lifelong learning and professional development to enrich the services marketing strategies	1,6	4
4	Analyze, interpret and solve problems in service Recovery	1,4	3

Syllabus

Marketing of Services – Introduction – Growth of the Service Sector – Role of Services in Indian Economy -The Concept of Service – Characteristics of Services Classification of Services – consumer behaviour in a service context- segmentation and positioning services in competitive markets- Strategic Marketing Management for Services – Matching Demand and Supply through Capacity Planning and Segmentation – Relationship Marketing; Customer Profitability Segments;

Relationship Challenges and Relationship Development Strategies. Marketing mix in services marketing – The seven Ps – Product Decisions – Pricing Strategies and Tactics – Promotion of Services and Placing or Distribution Methods for Services – Additional Dimensions in Services Marketing – People, Physical Evidence and Process – Internet as a service channel. Delivering Quality Services – Causes of Service-Quality Gaps – The Customer Expectations versus Perceived Service Gap – Factors and Techniques to Resolve this Gaps in Service – Quality Standards, Factors and Solutions – The Service Performance Gap Key Factors and Strategies for Closing the Gap – Developing Appropriate and Effective Communication about Service Quality. Service Expectations, Service Encounters.. Employees’ Role in Service Delivery; Customers’ role in service delivery. Service Recovery – Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies; Marketing of Services with special reference to Financial Services – Health Services – Professional Services –Communication Services – Educational Services.

Textbook:

1. Valarie Zeithaml, D DGremler, et. al., Services Marketing, 4th Edition, TMH, New Delhi

Reference Books:

1. Lovelock Christopher H. Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Rajendra Nargundkar, Services Marketing, 3rd Edition, TMH,
3. R Srinaivasan, Services Marketing, Indian Context, Prentice Hall
4. Ravi Sankar, Services Marketing, Excel Books, New Delhi
5. Hoff Man and Bateson, Marketing of Services, Cengage learning Ltd, New Delhi
6. James A Fitzmmons& Mona J Fitzmmons, Service Management: operation, Strategy, Information, Technology, 5th Edition, TMH, New Delhi

22MB62M8: Customer Relationship Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	1	2
2	Analyze CRM practices for competitive advantage of organization	2	4
3	Implement data mining tools and techniques in the organization	2	4
4	Gets the ability to analyze customer relationship management strategies by understanding customers’ Preferences for the long-term sustainability of the Organizations.	3	4

Syllabus

Customer Relationship Management: Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – Conceptual Framework of Customer Relationship Management -CRM as a strategic marketing tool – CRM significance to the stakeholders, Discussing People, Processes and Technology, CRM myths UNDERSTANDING CUSTOMERS Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer

segments. The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, CRM STRUCTURES Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – -Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management CRM road map for business applications.CRM PLANNING AND IMPLEMENTATIONStrategic CRM planning process – Implementation issues – CRM Tools-Operational CRM- Analytical CRM – Collaborative CRM – Data Warehousing and Data Mining concepts- Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Sales force Automation-Call center management – Role of CRM Managers. Measuring profitability CRM implementation –set by step process TRENDS IN CRM - e- CRM Solutions – Data Warehousing– an introduction to CRM software packages. Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; and Future of CRM;

Recommended Books :

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, *Prentice Hall of India Private Limited, New Delhi. 2011*
2. *Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education*

Reference books:

1. The CRM Handbook: A Business Guide to Customer Relationship Management by Jill Dyche 1st Edition, Boston: Addison Wesley, 2002.
2. Harvard Business Review on Customer Relationship Management, 2001, 1st Edition by C K Prahalad et al., HBR School Press 2002Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education
3. H.Peeru Mohamed , A Sagadevan, Custmer Relationship Management, A Step by Step Approach, Vikas Publishing House
4. Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press.

22MB62M9: Rural and Agricultural Marketing

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Explore the various facets of rural marketing, Understand rural markets potential and develop an insight into rural marketing regarding different concepts and basic practices in this area.	1,5	2
2	Understand the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies	1,2	2
3	To adapt the students with the appropriate concepts and techniques in of Rural marketing mix.	1	6

4	Be able to understand the role and importance of communication in Rural and agricultural marketing	1	2
---	--	---	---

Syllabus

Introduction to Rural Market, Definition & Scope of Rural Marketing. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints. Rural Consumer Vs Urban Consumers – comparison. Characteristics of Rural Consumers. Rural Market Environment: a) Demographics – Population, Occupation Pattern, Literacy Level; b) Economic Factors – Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, Consumer Behaviour: meaning, Factors affecting Rural Consumer Behavior- Social factors, Cultural factors, Technological factors. Relevance of Marketing mix for Rural market/Consumers. Product Strategies, Rural Product Categories – FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. Agricultural Marketing – Concept --- Nature and Types of Agriculture produce --- concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions. Distribution Strategies for Rural consumers: Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets. (Case study based), Communication Strategy - Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media; Challenges in Rural Communication.

Textbook:

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India

References:

1. Arora, R.C. : Integrated Rural Development
2. Rajgopal : Managing Rural Business
3. Gopaldaswamy, T.P. : Rural Marketing
4. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers. ISBN: 978-81-317-6035-2
5. Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill. ISBN: 81-7992-085-2
6. Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN: 978-81-317-3263-2.

22MB62M10: EVENT AND ENTERTAINMENT MANAGEMENT

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To understand the concept & significance of event tourism and event management	1	1
2	To understand the various dimensions of event and entertainment services & their impact	1,2	2

3	To comprehend the linkages of event tourism industry.	2,4	2
4	Apply appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.	4	3

Syllabus

Planning, Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination. Site Management, Selection, Planning and Development, Infrastructure management, Management of logistics, Crowd Management, Attendee care and comfort, Control, Participants, Management, Risk Preparedness. Financial Management: Raising Funds, Investment, Fund Flow Management and Working Capital Decisions. Pricing strategies. Human resources planning for event: man power planning – job analysis in event operation – recruitment sources, methods – skills testing and selection of people for specific event. Event Promotion: Trends and Challenges – Marketing Communication: image, Branding, advertisement, Publicity, Public Relations – The five „W“s of Event Marketing – Marketing equipments and tools.

Textbook:

1. Lynn van Der Wagen, Human Resource Management for events: managing the event workforce (Events Management), Butterworth – Heinemann publication, 2006

Reference Books:

1. BUHALIS & e. Laws(EDS) (2001) tourism distribution channels: Practices, issues and transformation London: continuum.
2. Lawson, F (2000). Congress, convention & exhibition facilities: Planning, Design & Management Oxford: Architectural press.
3. Rogers, T. (1998, 2003). Conference & Conventions: A Global industry. Oxford: Butterworth – Heinemann
5. Swarbrook, J & Horner, S. (2001). Business Travel and a Tourism. Oxford: Butterworth – Heinemann.

22MB62M11: Sales and Promotion Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand basic concepts of sales management	1	2
2	Understand the management sales personnel in selling field and and develop ability to apply and control sales related activities.	4,6	3
3	Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	1,4	3
4	Analyze the techniques of sales promotion	2,6	4

Syllabus

Introduction: Nature and importance of sales management – Sales Manager duties and Responsibilities – Managing the sales force – Steps in designing and managing a sales force – Sales Management and formulation of sales strategies: Different sales strategies – selling process – Methods of selling – objectives and functions of

personal selling – theories of personal selling – Changing face of personal selling - Internet as an emerging selling technique. Planning and promotion of sales force: Preparing sales job description and specifications – Sales force motivation and performance appraisal – Sales forecasting -Methods of sales forecasting – Sales Quotas – Territory Management – Factors affecting sales budget – Sales Audit – Budget control – Market share analysis. Sales Promotion Management: Objectives – Factors affecting sales promotion – Tools of Sales promotion – Sales Promotion design issues – Guidelines to planning sales promotion – Testing the sales promotion – consumer price perception – perceived risk and attitude – objectives and types of sales displays – Encouraging repeat purchase. Types and Techniques of sales promotion – Price deals – Refunds and Rebates – coupons – sales contests and sweepstakes – Premium – in pack on pack container – Free in mail promotions – Rate of discount terms and conditions.

Textbook:

1. Richard R. Still, Edward W. Cundiff, and Norman A.P. Govoni, Sales Management, Decisions, Prentice Hall of India Ltd., New Delhi, 2006.
2. Ken Kaser -Advertising and Sales promotion ,Cengage Learning, 2012

Reference Books

1. Krishna K Havaldar, Vasanth M Kavale, Sales and Distribution Management, Text and Cases, 1st Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.

22MB62M12: Logistics and Supply Chain Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	The Student gains knowledge on key concepts applied in logistics and supply chain management.	1	2
2	Students will be able to understand the importance of all the supply chain related activities and understand certain concepts such as inbound and outbound logistics, offshore and inshore logistics.	1	2
3	The students can develop analytical skills and critical understanding for planning, designing the operational facilities of supply chain.	3	4
4	The students are equipped with effective application capabilities in understanding the conceptual framework of real business situations around the world.	7	3

Syllabus

Introduction - Understanding Logistics and its Role in the Supply Chain, functions of logistics, Understanding the Supply Chain, Supply Chain Drivers and Metrics, Framework for structuring drivers – Facilities, Inventory, Transportation, Information, Sourcing and Pricing, Challenges in maintaining a supply chain in India, Value Chain Concept, Supply Chain Issues: Managing Predictable Variability (Fisher Framework), Developing Supply Chain Strategy (Hau Lee Framework).Managing Material Flow in Supply Chain – Inventory Management, Management practices: Classification; Bullwhip effect in the supply chain; Warehousing: Economic Benefits, Strategic Benefits, Warehouse Operations: Inbound and Outbound Processes,

Handling, Storage; Warehouse Decisions: Site Selection, Design, layout and Sizing. Transportation: Introduction, Evaluation of transport system, Transport infrastructure, Freight Management, Containerization; Cold Supply Chain; Deciding the Network; Transportation Networks, Route Planning; Demand Forecasting: Introduction to Forecasting. Current Trends – Supply Chain Integration – Building Partnership and trust in Supply chain value of information, IT in supply Chain – Agile Supply Chains – Reverse Supply Chain, Agro Supply Chains, and Green Supply Chain Management.

Textbook:

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 5 th edition, 2012.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5th edition, 2012.

Reference Books:

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th edition, 2013.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill,3 rd edition, 2007.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 3 rd edition, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint , 2013.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain ManagementA Balanced Approach, South-Western, Cengage Learning, 3rd edition, 2011.

**Financial Management Elective Courses
22MB61F1: Wealth Management**

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand an overview of various aspects related to wealth management	1	2
2	Explore the relevance and importance of insurance in wealth management	3	2
3	Acquaint the learners with issues related to taxation in wealth management	4	2
4	Understand various components of retirement planning	4	2

Syllabus

Introduction, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager.

Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent.

Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediciam – Calculation of Human Life Value – Belth Method/CPT. Investment Planning: Investment vehicles of wealth management, types of Investment Risk, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based Financial Planning, Active and Passive Investment Strategies. Legalities, role of wealth management in banking, Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust – Deductions – Exemptions Retirement Planning/Income Streams and Tax Savings Schemes, Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre and Post-retirement Strategies – Tax Treatment

Textbook:

1. Wealth Management: Pawan Jhabak Himalaya Publishing House.
2. Financial Institutions and Markets LM Bhole Mc Graw Hill.

Reference Books

1. Padhuka's Handbook on Direct Taxes-Compendium For Users (For Assessment Years 2018-19 And 2019-20)
2. Wealth Management and Financial Planning Treatise, Prof. George S. Mentz, Private Wealth Management Guide – George Mentz, JD

22MB61F2: Financial Markets and Services

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Understand the role and function of the financial system in reference to the macro economy.	6	2
2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	2,5	2
3	Evaluate and create strategies to promote financial products and services.	6,7	5
4	Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.	2	2

Syllabus

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms. Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue

Management – Regulation of Merchant Banking in India. Venture Capital: Growth of Venture Capital in India – Private Placements - Alternative Investment funds - Financing Pattern under Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Credit Rating – Meaning & Functions, Insurance Services, – Factoring – Forfaiting -.Discounting. Mutual Fund: Working of Public and Private Mutual Funds in India, Debt Securitisation – Concept and Application – Demat Services - need and Operations-role of NSDL and CSDL. Rural & Micro financial Services: Introduction, Objectives, as a development tool, evolution of rural and micro financial services, delivery methodology, legal framework, micro finance models and impact of MF.

Textbook:

1. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.

Reference Books

1. M Y Khan, “Financial Services”, TMH, 7th edition
2. Ravi M. Kishore, “Financial Management”, Taxmann’s, 6th edition.
3. Bhole. L.M. and JitendraMahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, “Financial Markets & Institutions”, TMH, 5th edition.
5. Vasanth Desai, “Indian Financial System” Himalaya Publishing House.

22MB61F3: Security Analysis and Portfolio Management

L-T-P-S: 2-1-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Explore different avenues of investment.	2	2
2	Demonstrate with the knowledge of security analysis.	2	2
3	Apply the concept of portfolio management for the better investment.	3	3
4	Analyse the Invest in less risk and more return securities.	7	4

Syllabus

Investment: Meaning and Nature of Investment- Objectives and Process of Investment- Investment Environment-Securities trading - types of orders, margin trading, clearing and settlement procedures. Regulatory systems for equity markets. Risk and Return: Concepts of risk and return, measuring risk and returns, mean - variance approach, business risk and financial risk and treatment in portfolio management. Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. Fundamental and Technical Analysis: Economy analysis- Industry analysis- Company analysis. Technical Analysis- Dow Theory-Elliot Wave theory- Moving Averages- Breadth of Market Momentum- Market Indicators-Technical vs Fundamental Analysis- Efficient Market Hypothesis (EMH).Portfolio Management and Portfolio analysis: Meaning of Portfolio Management-Phases of Portfolio Management-Evolution of Portfolio Management-Role of Portfolio Manager. portfolio analysis- Risk and Return of Portfolio-diversification- Markowitz portfolio theory and Sharpe single index model,

Portfolio selection Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM): over-pricing and under-pricing securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT, Portfolio Revision Need for Revision-Meaning of portfolio Revision-Portfolio Revision strategies, Portfolio Evaluation:- Measuring portfolio Return -Risk Adjusted Returns- Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition

Textbook:

1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 7th Edition, New Delhi.
2. PunithavathyPandian, “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi

Reference Books

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, “Fundamentals of Investments”, PHI,
2. Reilly, Brown: “Analysis of Investments and Management of Portfolios”, Cengage Learning, New Delhi, 2013
3. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, New Delhi, 2013
4. Charles.P.Jones, “Investments: Analysis and Management”, John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., “Theory and Problems of Investments”. Schaum’s Outline Series, TMH, New Delhi,
6. Peter L. Bernstein and AswathDamodaran, “Investment Management”, Wiley Frontiers in Finance.
7. Shashi and Rosy: “Security Analysis and Portfolio Management Investment Management”, Kalyani Publishers, New Delhi 3rd ed.
8. SudhindraBhat, “Security Analysis and Portfolio Management”, Excel Books.

22MB61F4: Behavioural Finance

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To Examine how the insights of behavioural finance theories shed light on the behaviour of individual investors	1	2
2	To examine finance professionals in investment decision-making and corporate financial decision-making.	2	3
3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debasing' techniques.	2	3
4	To investigate the implications of behavioral finance for the construction of good corporate governance mechanism	4	3

Syllabus

Information Perception and Intertemporal Choice: Cognitive information perception, peculiarities (biases) of quantitative and numerical information perception, Weber

law, subjective probability, overconfidence, representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) Prospect Theory, Human Preferences and Market efficiency: Decision-making under risk and uncertainty, Expected utility theory, Prospect theory, Barnewall Two-Way Model, Bailard, Biehl, and Kaiser Five-Way Model, Allais and Elsbeg's paradoxes, rationality from an economics and evolutionary perspective, different ways to define rationality: dependence on time horizon, individual or group rationality, examples from experimental economics: ultimatum and public goods games, experiments in isolated societies, bounded rationality, investor rationality and market efficiency. Behavioral Factors and Financial Markets: Fundamental information and financial markets, market predictability, the concept of limits of arbitrage, Asset management and behavioural factors, active portfolio management: return statistics and sources of systematic underperformance, technical analysis and behavioural factors. Weather, emotions, and financial markets: sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for externals factors influence, Emotional content of news articles and their correlation with market dynamics, Social trends and market dynamics: music, fashion, demographics, Group Behaviour: Conformism, herding, fatal attractions

Textbook:

1. M. M. Sulphey,(2014) Behavioural Finance, PHI Learning
3. Lucy Ackert and R.Deaves,(2011) Understanding Behavioural Finance, Cengage Learning Shefrin,H.,(2007))Behavioural Corporate Finance, Tata McGraw Hill Irwin Publishers

Reference Books

1. Pompian, Michael M,(2006) Behavioral Finance and Wealth Management. Wiley: New Jersey.
2. William Forbes,((2009)) Behavioural Finance, Wiley India Pvt Ltd
4. Plous, S.,(1993)The Psychology of Judgment and Decision Making, McGraw-Hill
5. Shefrin, H.,(2006) Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Oxford University Press
6. Paul V. Azzopardi,(2010), Behavioural Technical Analysis, Harriman House Ltd
7. Shleifer, A.,(2000) Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.

22MB62F5: Strategic Financial Management

L-T-P-S: 2-1-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Acquaint the students with concepts of Financial management from strategic perspective	1	2
2	Understand various Techniques and Models of Strategic Financial Management.	1	2
3	Apply the Concepts of Strategic Financial Management to	5	3

	measure the value of firm		
4	Evaluate various cost concepts for business	5	5

Syllabus

Financial Policy and Strategic Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development. Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method, Corporate and Financial Restructuring – Corporate restructuring - Mergers and Amalgamations – Cost of Merger – Takeovers – Strategic Business Alliances – Managing an Acquisition – Divestitures – Financial restructuring: Debt Restructuring, Equity restructuring, Portfolio restructuring, Split up of conglomerates, spin off and swaps, Strategic Cost Management: Strategic Perspective of Cost Management – Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing.

Textbook:

1. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007
2. Pradip M.Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications, New Delhi

Reference Books

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2011
3. Weston, Siu & Johnson, Takeovers, Restructuring and Corporate Governance, Pearson, 2002.
4. Shiva Rama, Strategic alliances, Response Books.
5. Weston, Chung, Hoag, Mergers, Restructuring & Corporate Control, PHI.

22MB62F6: Financial Risk Management

L-T-P-S: 2-1-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Students will be able to analyze the risks in different financial markets.	2	4
2	Acquire the ability to selection of various options and then can apply them to specific markets.	3	3
3	The student will be able to strategically manage the financial derivatives.	5	3
4	The student will be able to analyze various models in order to take wise decisions for improving their wealth	2	4

Syllabus

Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Types of derivatives , Forward Contracts , Futures Contracts, Types of Futures,

Forward Contracts Vs. Future Contracts — Options Contracts: Call and Put Options – Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India – Derivatives Trading Regulations in India. Option Trading Strategies: Basic of Option Positions – Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies. Options Valuation: Binomial Options Pricing Model with one step and two step models – The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices .Volatility – Causes of Volatility. Financial Swaps: Currency Swaps – The Structure of Swaps – Interest Rate Swaps – Equity Swap – Valuation of Financial Swaps – Credit Derivatives – Caps and Floors – Hedging & speculation in Futures, Index futures, Commodities Market: Characteristics of Physical commodity market, Commodity futures, Relationship between spot and commodity futures prices, commodity price forecasting for traders and market participants, attributes of commodity contracts. Commodity contracts attributes and risk sharing – Example of Commodity Contract – Example of Letter Of Intent (LOI). Participants of commodity trading – international trading companies – problems and prospect in international commodity trading

Textbook:

1. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.

Reference Books

1. John C Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
3. BishnuPriya Mishra, Financial Derivatives, Excel Books, New Delhi.
4. SatyanarayanaChary T, Financial Derivatives, Excel Books, New Delhi.
5. Kumar S SS, Financial Derivatives, Prentice Hall of India, New Delhi.

22MB62F7: Project Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand tools and considerations used in assessing and selecting suitable projects.	1	2
2	Analyze the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.	2	4
3	Evaluate a project to provide cost estimates and to plan the various activities	3	5
4	Evaluate team building skills required to support successful performance.	5	5

Syllabus

Project Management Concepts: Concept and characteristics of a project – types of projects - importance of project management- project organizational structure - project life cycle - Statement of Work - Work Breakdown Structure.

Project Planning: Project feasibility studies - Components of project feasibility studies - Project Planning and Scheduling techniques - project planning to project completion: Pre-investment phase, Investment Phase and operational phase -

Developing the project network using CPM/PERT - Crashing of Project Networks– Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects - Project control process - Monitor and assess project performance, schedule, and cost – performance measurement. Methods to monitor, evaluate, and control planned cost – Cost and time overruns. Project Closure: Meaning of closure or termination - project audit process - termination steps - final closure - Managing Project Teams - Team development process

Textbook:

1. John M Nicholas & Herman Steyn “Project Management for Business and Technology”, Elsevier, 3rd Edition.

Reference Books

1. K Nagarajan, “Project Management”, New Age International Publishers, 6th Edition
2. Gido I Clements, “Project Management”, Cengage Learning.
3. R. Panneerselvam & P. Senthilkumar, “Project Management”, PHI Learning Pvt. Ltd., New Delhi.
4. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Implementation and Review”, TMH, New Delhi.
5. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process”, Tata Mcgraw-Hill Publishing Co Ltd

22MB62F8: Infrastructure Finance

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Enlighten the students with the concepts of infrastructure finance, Public Private Partnerships etc.	6	2
2	Familiarise with the financing methods of infrastructure projects, contractual agreements and risk mitigation of projects	1	2
3	Apply the tools of project valuation	5	4
4	Evaluate the project viability	5	5

Syllabus

Infrastructure: Introduction, Unique features of infrastructure projects-Stakeholders, benefits, historical and projected requirements - Key role of government in building and maintaining infrastructure assets – infrastructure finance – types - Sources for infrastructure project finance. Pre-fund Raising Phase – Project Structuring, Preliminary Clearances, Key Project Contracts, Project financing Proposition – Sponsor’s, Lender’s and other Stakeholders’ Perspective, Project Financing Structures – Full Recourse and Limited Recourse financing Models with case studies. Evolution of public-private partnerships - The Rationale for Public Private Partnerships - Different Kinds of Public Private Partnerships such as BO. BOO. BOT, BOLT etc. - Government and Developer’s Perspectives - Discussion of the PPP experience in different sectors, electricity, telecommunication, civil aviation, roads and railways with a special emphasis on India - Dispute Resolution in Public Private Partnerships. Risk Analysis and Mitigation in Projects: Key risks - risk determination, allocation

and mitigation in Project Structure, Key Project Contracts and Lenders' Due Diligence - Key considerations - Appraisal criteria applied by Banks and Institutions, Project viability and evaluation - returns analysis - Valuing the Project and Project Cash Flow Analysis - Analysis of Operating Cash Flows and Their Behavior in Different Project Life-Cycle Phases - Inputs for Calculating Cash Flows- Optimal Capital Structure for the Deal

Textbook:

1. John D. Finnerty, Project Financing: Asset-Based Financial Engineering, Third Edition. Hoboken: John Wiley & Sons, Inc., 2013.

Reference Books

1. NGO Walter (Editor), The Infrastructure Finance Challenge (London: Open Book Publishers, 2017).
2. Stefano Gatti (2006) Project Finance in Theory and Practice, Academic Press is an imprint of Elsevier 30 Corporate Drive, Suite 400, Burlington, MA 01803, USA.

22MB62F9: International Financial Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To excel in environment of international finance and its implications on international business.	3	2
2	To perform in the functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.	3	3
3	To apply the techniques of reducing risks and to identify risk management strategies.	2	3
4	To explore the sources of long term finance and design financial strategies and to integrate	4	3

Syllabus

International Financial System: Evolution of international financial system: Bretton woods system, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions-IMF, ADB, IBRD, Bank for International Settlements; international banking-euro bank. International financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs. Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER), BOP trends in India; current account deficit, capital account convertibility, Parity Conditions- Purchasing Power Parity, Interest Rate Parity International debt crises, currency crises-Asian currency crisis, and Greek debt crisis. Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment- licensing, management contracts, joint venture, Greenfield investment, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, Risk Management in Multinational Corporations: Types of risk-

risk management through hedging-natural hedges, hedges with currency derivatives.

Textbook:

1. V.A.Avadhani: “International Financial Management” Himalaya Publication, 2013

Reference Books

1. Eun C.S., Resnick B.G: “International Financial Management”, Tata McGraw Hill Education Pvt. New Delhi 2010
2. Ephraim Clark: “International Financial Management”, Cengage Learning. 2010
3. Sharan V., “International Financial Management”, PHI Learnings, New Delhi, 2012.
4. P.K.Jain, Surendra S Yadav, Peyrard: International Financial Mangement”, MacMillon, 2013 JNTUK Master of Business Administration
5. Madhu Vij: “International Financial Management”, Excel Books, New Delhi, 2011
6. G.Shailaja: “International Finance”, University Press, New Delhi, 2011
7. Michael Melvin, Stefan C.Norrbin: “International Money and Finance”, Elsevier, New Delhi, 2013
8. Shashi K Gupta, PraneetRangi: “International Financial Management”, Kalyani Publishers, New Delhi, 2013

Blockchain Technology

Code: 22MB62F10

L-T-P-S:

3-0-0-0

Credits: 3

Mapping of Course Outcomes (COs) with program outcomes (POs):

CO No	Course Outcomes	PO	BTL
CO1	To understand e basic concepts and technology used for blockchain	2	2
CO2	To understand concepts of Bitcoin and their usage	3	3
CO3	Apply security features in blockchain technologies	4	3
CO4	Implement Ethereum block chain contract.	4	4

Syllabus

Introduction: Need for Distributed Record Keeping, Modeling faults and adversaries, Byzantine Generals problem, Consensus algorithms and their scalability problems, Nakamoto’s concept with Blockchain based cryptocurrency, Technologies Borrowed in Blockchain – hash pointers, consensus, byzantine fault-tolerant distributed computing, digital cash etc.

Basic Distributed Computing & Crypto primitives: Atomic Broadcast, Consensus, Byzantine Models of fault tolerance, Hash functions, Puzzle friendly Hash, Collison resistant hash, digital signatures, public key crypto, verifiable random functions, Zero-knowledge systems.

Bitcoin basics: Bitcoin blockchain, Challenges and solutions, proof of work, Proof of stake, alternatives to Bitcoin consensus, Bitcoin scripting language and their use.

Ethereum basics: Ethereum and Smart Contracts, The Turing Completeness of Smart Contract Languages and verification challenges, Using smart contracts to enforce

legal contracts, comparing Bitcoin scripting vs. Ethereum Smart Contracts, Writing smart contracts using Solidity & JavaScript.

Privacy, Security issues in Blockchain: Pseudo-anonymity vs. anonymity, Zcash and Zk-SNARKS for anonymity preservation, attacks on Blockchains: Sybil attacks, selfish mining, 51% attacks advent of algorand; Sharding based consensus algorithms to prevent these attacks.

Textbooks

1. Narayanan, Bonneau, Felten, Miller and Goldfeder,
2. “Bitcoin and Crypto currency Technologies – A Comprehensive Introduction”, Princeton University Press.

Reference Books:

1. Josh Thompson, ‘Blockchain: The Blockchain for Beginnings, Guild to Blockchain Technology and Blockchain Programming’, Create Space Independent Publishing Platform, 2017.
2. Imran Bashir, “Mastering Blockchain: Distributed ledger technology, decentralization, and smart contracts explained”, Packt Publishing.
3. MerunasGrincalaitis, “Mastering Ethereum: Implement Advanced Blockchain Applications Using Ethereum-supported Tools, Services, and Protocols”, Packt Publishing.

**Human Resource Management Elective Courses
22MB61H1: Talent and Competency Management**

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understanding the importance of Talent Management in any organization and be ably facing the challenges that may crop up.	1	2
2	Explain various Talent Management strategies that can be successfully implemented for effective accomplishment of set objectives.	2	2
3	Extend the knowledge on Talent Management to Competency mapping as well and apply them across scenarios.	3	3
4	Relate the learnt concepts on competency to various competency models and thereby ably utilize them in analyzing case studies.	4	4

Syllabus

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System, Talent Management Process: Essentials and Stages, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management. Talent Management and Organizational Environment, Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management

Systems, Talent Management Information System, Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India. Competency: Meaning and Characteristics, Behavior indicators, Types of competencies, Competencies Applications – Competency Frameworks, Competency Maps, and Competency Profiles.

Competency management framework / competency model: Lancaster Model of managerial competencies Competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development, competency mapping, integration of HR function.

Textbook:

1. Lance A Berger, Dorothy R Berger, 2011, The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.
2. Shukla Ravinder, 2009, Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers.

Reference Books:

1. R.N.Misra, Talent Management, Discovery Publishing House Pvt. Ltd.
2. Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd edition ,Sanghi, Seema. Sage Publications Pvt. Ltd.
3. Competency based HRM Shermon, Ganesh. Tata McGraw Hill.
4. 360 degree feedback, competency mapping & assessment centers Sharma, Radha R. Tata McGraw Hill

22MB61H2: Dynamics of Employee Relations

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the employee relations and its complexities	1	2
2	Make use of knowledge to strengthen relations	1	3
3	Utilize the knowledge for team building	2	3
4	Develop competencies to become effective Relation officer	2	3

Syllabus

Employee Relations – Introduction, Definitions of Employee Relations, The Employment Relationship, Psychological Contract, Forms of Attachment, Compliance and Commitment, Quality of Employee Relations, An Industrial Relations System, Framework of Employee Relations, globalization – multinational corporations and employee relations. Promotion of Harmonious Relations – Code of Discipline, Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline. Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of

Workers' Participation in Management in India. Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience. Group and its formation. Use of Groups in Organizations vs. Industrial Performance - Inter group Problems in Organizations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group, Team development and team building. Team formation and development, interventions for team functioning, culture and diversity impact on team functioning, team building – preparing the environment for teamwork, Theory and Model of Interpersonal Behaviour of C. Willian Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility. Working with virtual teams

Textbooks:

1. Employee Relations, Mike Leat, Heriot-Watt University Edinburgh press, United Kingdom
2. VenkatRatnam, C.S. – Industrial Relations, Oxford University Press.
3. Group Dynamics and Team Interventions: Understanding and Improving Team, Timothy M. Franz, Wiley publications.

Reference Book:

1. S. C Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
2. P.R.N. Sinha, InduBala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
3. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
4. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
5. RatnaSen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
6. Michael Armstrong, Employee Reward, Universities Press (India) Ltd
7. Organization Psychology - Eder Scheim.
8. T-Group Development and OD - Dharani P Sinha.
9. Interpersonal Underworld - G. William Shutz
10. Organizational Behavior-Robbins, Judge & Sanghi, Pearson Education Publication.

22MB61H3: Performance Management and Reward Systems

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Identifying the purpose of a performance management system	2	2
2	Outline the process of designing and implementing a performance management system	2	3
3	Demonstrating competence in various areas employee compensation and designing and evaluating compensation plan.	6	4
4	Demonstrating knowledge of a variety of pay systems including job and performance based pay; knowledge and skill based pay; team based pay	6	4

	and executive pay.		
--	--------------------	--	--

Syllabus

Introduction: Performance Management process, strategic planning, Performance Appraisal & Potential Appraisal. Performance Management System implementation: Defining performance and choosing a measurement approach – Measuring results and behaviors – Gathering performance information, implementing performance management system. Performance management techniques: Competency mapping, Balanced Scorecard, 360° feedback, Assessment centers, Performance Management Skills – Counseling, Coaching and Mentoring. Performance Consulting: The Need for Performance Consulting – Designing and Using Performance Relationship Maps – Mapping the Components of Performance – Identifying Business Needs in Operational Terms – Developing Models of Performance Required to achieve Business Goals. Compensation, types of compensation, conceptual framework of compensation management, Theories of wages Compensations Philosophies.

Strategic Compensation Planning: Developing a total compensation strategy – Job evaluation systems, the compensation structure – Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual and team incentive plans. Managing Employee Benefits: Nature and types of benefits, employee benefits programs – designing a benefits package. Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions. International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries -- Executive compensation.

Textbooks:

1. Performance Management, Herman Aguinis, Pearson Education, 2008.
2. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition
3. Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.

Reference Book:

1. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
2. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
3. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
4. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
5. B D Singh, Compensation And Reward Management, Excel Books, 2008
6. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

22MB61H4: LABOUR LEGISLATION

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
-------	----------------	----	-----

1	Understand the changing Labor legislation in India	1	2
2	Interpret legal aspects of Employee Compensation.	2	4
3	Handle Industrial disputes in Indian organizations.	3	4
4	Implement legal aspects of employee benefits	1	4

Syllabus

Introduction & Overview of Labour legislation in India; Evolution and Growth of Labour law in India; The Industrial Disputes Act, 1947 – The Factories Act, 1948; The Industrial Employment (Standing Orders) Act, 1946. Legislations related to Wages: The Employees Compensation Act, 1923 – The Payment of Wages Act, 1936 – The Minimum Wages Act, 1948, The Child Labour Prevention and Regulation Act, 1986, The Maternity Benefit Act, 1961. Legislations related to Social Security: The Concept of Social Security; various laws for provision of Social Security for Industrial workers; The Employees State Insurance Act, 1948 – The Employee’s Provident Fund & Misc. Act, 1952 - - The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972. Compliances: Returns and Forms for all labour Legislations. Challenges and issues for HR in implementing Labour law.

Textbook:

1. Taxmann(2019)- Labour Laws, Kindle Edition

Reference Books:

1. ManoharLal, Industrial Relations & Labour Legislation
2. P.K.Padhi,(2012) Labour and Industrial Laws, PHI Publication
3. Garg, K.C., Sharma, Mukesh; Sareen, V.K. (2002). *Commercial and Labour Laws*. Ludhiana: Kalyani Publishers.
4. Kumar H.L.,(2000). *Practical Guide to Labour Management*. New Delhi: Universal Law Publishing

22MB61H5: Performance Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Identifying the elements and describe the purpose of a performance management system	2	2
2	Identifying different types of reward systems, performance appraisals, analyzing performance through various measuring tools.	2	2
3	Outline the process of designing and implementing a performance management system	2	2
4	Developing and implementing performance consultation	2	3

Syllabus

Introduction: Defining Performance Management, performance management process, performance management and strategic planning, Performance Appraisal & Potential Appraisal. Performance Management System implementation: Defining performance and choosing a measurement approach – Measuring results and behaviors – Gathering performance information, implementing performance management system. Employee

Development: Performance management and Employee Development - Performance management techniques: Competency mapping, Balanced Scorecard, 360° feedback, Assessment centers, Performance Management Skills – Counseling and Coaching. - Reward system – Types of rewards, designing reward system, Total reward strategies, Characteristics of an effective performance reward plan – Managing Team Performance. Performance Consulting: The Need for Performance Consulting – Designing and Using Performance Relationship Maps – Mapping the Components of Performance – Identifying Business Needs in Operational Terms – Developing Models of Performance Required to achieve Business Goals – Performance Assessments -Contracting for Performance Consulting Services: Opportunities - Performance Assessment – Performance Implementation – Performance Improvement Department – Strategic Plan for the Transition to Performance Improvement.

Textbooks:

- Performance Management, Herman Aguinis, Pearson Education, 2008.
- Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.

Reference Books

1. Michael Armstrong, A Handbook of Human Resources Management Practice, 10th Edition, Kogan Page, 2006.
2. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
3. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
4. Earl M. A., Carter Frank, A. McMahan, Improving Employee Performance through Workplace Coaching - A Practical Guide To Performance Management, Kogan Page, 2005.
5. Prem Chadha, Performance Management, Macmillan India Ltd, New Delhi, 2007.

22MB61H6: Human Resource Planning

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand basic concepts of human resource planning and job analysis	1	2
2	Apply different models of human resource forecasting models	5	3
3	Apply different models of human resource supply and understand succession management	5	3
4	Learn contemporary topics in human resource planning	4	3

Syllabus

Human Resource Planning: Factors Affecting Human Resource Planning, Need for Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human resource Planning, Obstacles in Human resource Planning, Advantages of Human resource Planning. Job Analysis - process, specific job techniques, competency-based approaches, problems associated with job analysis.HR Forecasting: Forecasting activity categories, environmental and organizational factors affecting HR forecasting, time horizons, determining net HR Requirements, determining HR Demand, Methods of forecasting. Ascertaining HR Supply:

Succession/Replacement Analysis, Markov Models, Linear Programming, Movement Analysis, Vacancy Model, HR Supply and retention programs, RPC's. Succession Management-Importance, Evolution, Process.IT for HRP: New service Delivery Models, workforce analytics, workforce management and scheduling, Strategic HRP, Outsourcing.

Textbook:

1. Strategic Human Resources Planning, Fifth Edition. Nelson Education, 2013. ISBN: 13- 978-0-17-650694-0; Authors: Monica Belcourt, Kenneth McBey, Ying Hong and Margaret Yap.

Reference Books:

1. Burack, E.H. and Mathys, N.J., Human Resource Planning: A Pragmatic Approach to Human resource Staffing and Development, Brace-Park Press, Illinois, 1987.
2. Rothwell, W.J. and Kazanas, H.C., Strategic Human Resources Planning and Management Prentice-Hall, H.J., 1988
3. Scrinivas, K.M., Human Resource Management: Contemporary Perspectives in Canada, McGraw-Hill, Canada, 1984.
4. Walker, James W., Human Resource Strategy, McGraw-Hill, Canada, 1992.

22MB62H7: International Human Resource Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understanding internationalization of HRM and its future	1	2
2	Understanding Global HR Practices	1	2
3	Analyzing the policy and practice aspects of International Human Resources	6	4
4	Ability to train and develop global leaders and expatriates	3	6

Syllabus

Overview of International Human Resource Management: The drivers of internationalization of business. Introduction to IHRM Definition, Organizational and cultural context of IHRM -Development of IHRM - Difference between IHRM and Domestic HRM - Models of IHRM - Matching Model, Harvard Model, Contextual Model, 5P Model, European Model - IHRM trends and future challenges. Global HR Practices: Sourcing Human Resources for Global Markets-Staffing, Recruitment and Selection - International Training, Development and Careers - International Performance Management - International Compensation - IHRM in Cross-Border Mergers & Acquisitions, International Alliances. Developments in IHRM Policy and Practice- Women Leading and Managing Worldwide-Global Work-life Management in Multinational Corporations-Regulation and Change in Global Employment Relations-Social Responsibility, Sustainability and Diversity of Human Resources.The Development of Global Leaders and Expatriates-Leading Organizations in the global environment-Global Leaders and Developing Global Leaders-Expatriate Development.

Textbook:

- Peter J Dowling, Marion Festing and Allen D. Engle, SR. (2013)-International Human Resource Management, 6th Edition, Cengage Learning EMEA.

Reference Book:

- Anne-Wil Harzing and Ashly H. Pinnington (2011), International Human Resource Management, Sage South Asia Edition.

22MB62H8: Organizational Change and Change Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand and explain the concept of organization change.	1	2
2	Understanding and explaining the change management process.	2	2
3	Analyzing the role of change agents	3	3
4	Analyzing the key considerations and issues in a changing future	4	3

Syllabus

Organizational Change: The concept of Organizational Change - Classification of Change – Levels of change, Change models - Kurt Lewin, John Kotter, ADKAR and Weisbord’s Six Box Model, resistance to change, overcoming resistance to change. Change Management – Change Management Process – Implementing Change – Organizational Transformation through Visioning and Strategy for Change – Understanding and Changing Organizational Culture – Mental Models. Change Agents – The concept of Change Agent and types of Change Agents – Middle level Managers as Change Agents – HR Personnel as Change Agents – CEOs as Change Agents – Consultants as Change Agents – Change Leadership. Key Considerations and Issues: A changing future – factors for effective change- general trends, demographic changes, changing lifestyles, occupational changes, operating virtually, multiple paths to change.

Textbook(S):

1. Radha R Sharma (2012): Change Management and Organizational Transformation, 2nd edition, 2017 reprint, McGraw Hill Education Private Limited.
2. Stephen’s Robbins, Timothy A. Robbins & Neharika Vohra (2012): Organizational Behaviour, 14th edition, Prentice Hall Pearson.
3. Barbara Senior and Jocelyne Fleming (2006): Organizational Change, 3rd edition.

Reference Books:

1. Nilkanth.V and Ramnarayan.S. (2007), Change Management Response Books, London/New Delhi.
2. Gary N. McLean (2006), Organization Development – Principles, Processes, Performance, 1st Ed. Berrett-Koehler Publishers, Inc. San Francisco, CA.
3. Joan V. Gallos (2006), Organization Development: A Jossey-Bass, San Francisco, CA.
4. Radha R Sharma (2010), Change Management: Concepts and Applications, Tata Mc Graw Hill, New Delhi.

5. Richard M. Burton, Borge Obel and Gerardine Desanctis (2011): Organizational Design – A step-by-step Approach, 2nd edition, Cambridge University Press.
6. Jennifer M. George and Gareth R. Jones (2009) - Understanding and Managing Organizational Behaviour, 5th edition, Pearson education.
7. Palmer, Dunford and Akin (2006): Managing Organizational Change- A Multiple Perspectives Approach.
8. Radha R Sharma (2012): Change Management and Organizational Transformation, 2nd edition, 2017 reprint, McGraw Hill Education Private Limited.
9. David A. Nadler (1998): Champions of Change, San Francisco: Jossey-Bass Publishers.

22MB62H9: Strategic Human Resource Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Ability to integrate HR with the business strategy	1	2
2	Scientific training of HR Planning practices	2	3
3	Competency to enhance employee development	2	3
4	Rational ability to manage performance strategically and Competency to implement global HR practices	2	3

Syllabus

Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Designing Human Resource Systems for Sustained Competitive Advantage - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends - Demographic trends – Trends in the utilization of human resources. Integrating Strategy and Human Resource Planning - The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices, Strategic Issues in Managing Workers and Industrial Relations, Corporate Strategy and HRM – Strategy and Career Systems, Corporate Ethics, Values and SHRM, Managing Professionals: Strategic Challenges

Strategy for Employee Development – Planning and strategizing training - Integrating training with performance management systems and compensation - Developing management training and development for competitive advantage -The strategic training of employees model. Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems. Employee Separation – Strategic management of turnover and retention, Strategies for responsible restructuring, Strategic HR Issues in High Growth, Mature and Declining Industries, Retirement, Global HRM – Strategic HR Issues in global assignments.

Textbook:

1. Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007

Reference Books:

1. Michael Armstrong, Strategic HRM, Kogan page, London
2. John Storey, Patrick M. Wright and Dave Ulrich, "The Routledge Companion to Strategic Human Resource Management", 2009, Routledge
3. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi.

22MB62H10: Compensation Management**L-T-P-S: 3-0-0-0****Credits: 3****Prerequisite: Nil****Mapping of Course outcomes (CO) with program outcomes (PO):**

CO No	Course Outcome	PO	BTL
1	Recognize how pay decisions help the organization achieve a competitive advantage.	1	2
2	Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.	1	4
3	Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.	4	5
4	Design rational and contemporary compensation systems in modern organizations.	4	5

Syllabus

Compensation: types of compensation, conceptual framework of compensation management, Theories of wages: subsistence theory, wage fund theory, marginal productivity theory, bargaining theory, criteria of wage fixation. Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems. Strategic Compensation Planning: Strategic perspectives towards compensation – developing a total compensation strategy, Source of competitive advantage: three tests, designing pay levels, mix and pay structures. Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – piece work, standard hour plan, bonuses, merit pay, group incentive plans, team compensation, gain sharing incentive plans, enterprise incentive plans, profit sharing plans, stock options, ESOPs. Executive compensation- elements of executive compensation and its management, International compensation Management. Managing Employee Benefits: Nature and types of benefits, employee benefits programs- security benefits, retirement security benefits, health care benefits, time –off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package. Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions, compensation practices in different industries, compensation practices of multinational and global organizations.

Textbook:

1. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition

Reference Books

1. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
2. B D Singh, Compensation And Reward Management, Excel Books, 2008
3. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition

22MB62H11: Training and Development

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand basic concepts associated with learning process, learning theories, training and development;	6	2
2	Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;	6	2
3	Emerging trends in training and development; and	5	2
4	Relevance and usefulness of training expertise in the organizational work environment.	5	3

Syllabus

Introduction to Training – Rationale for Training, Culture and Other Contexts, Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment. Learning Theories – Principles of Learning, Learning Theories, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve. Design of Training Programme – Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design. Implementation of Training Programme – Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work; Training Methods, Training Methods Compared with Objectives; Training Aids Training Evaluation – Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick’s Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity; The Future of Training and Development: Use of new Technologies for Training Delivery, Emphasis on Speed in Design, Focus on Content and Use of Multiple Delivery Methods, Use of Training Partnerships and Outsourcing Training.

Textbook:

1. Noe. A. Raymond, “Employee Training and Development”, Tata McGraw Hill Publications.

Reference Books

1. Lynton P. Rolf & Pareek, Udai, “Training for Development”, Vistaar Publications.
2. Rao. P. L., “Enriching Human Capital through Training and Development”, Excel Books.
3. Naik, G. P., “Training and Development: Text, Research and Cases”, Excel Books.
4. Sahu R. K., “Training for Development”, Excel Books, New Delhi.

5. Taylor B. & Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.
6. Deb, Tapomoy, "Training & Development: Concepts & Applications", Ane Books.

22MB62H12: Conflict Management and Negotiation

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand basic concepts of Conflict Management	1	2
2	Learning and applying conflict management design and resolution methods.	3	3
3	Apply concepts and process of Negotiations.	5	2
4	Learning and Understand International and Cross-Cultural Negotiation	6	2

Syllabus

Introduction of Conflict: Nature – Classification - pros and cons of conflicts – Styles - intrapersonal conflicts - interpersonal conflicts; Measurement of conflict; Team conflicts - Group conflicts. Learning from conflicts. Conflict Management Design: Traditional approaches - Complementary forms - mediation, moderation, supervision, coaching - prevention through communication, setting up in house management system, Conciliation, Arbitration, Adjudication. Introduction to Negotiation: Communication and Power in negotiations – Finding and using negotiation leverage - Key Negotiating Temperaments – Interests and goals in negotiation – cultural and gender differences in negotiation – Qualities of mind, heart & courage for successful negotiations- Collective Bargaining- process. Relationships in Negotiations – Multiple Parties and Teams – International and Cross-Cultural Negotiation – Pre and Post negotiation evaluation – Ethics in negotiation.

Textbook(S):

1. Managing conflicts in the workplace, David Liddle, person publications
2. Essentials of Negotiation, Roy Lewicki, Bruce Barry, David Saunders, Tata McGraw Hill, 6th Ed. 2010

Reference Books:

1. Negotiation in Social Conflict, Dean and Peter, Tata McGraw Hill, 6th Ed. 1993
2. The Negotiation Handbook, Cleary Patrick J., PHI Learning,
3. Negotiation Analysis: The Science and Art of Collaborative Decision Making, Metcalfe David Raiffa, Howard Richardson john, PHI Learning

Business Analytics Elective Courses

22MB61U1: Introduction to Advanced Technologies

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Able to Understand and apply the DBMS and the associated concepts.	1	3
2	Able to Understand and apply SQL and the associated concepts.	1	3

3	Able to Understand and apply the PYTHON and the associated concepts.	7	3
4	Application of Integration of Python with SQL for various management situations	7	3

Syllabus

DBMS: Introduction to Database Management System, Advantages Data Models: Entity-Relational Model, Relational Model, Normalization, DBMS vs RDBMS. SQL : Introduction, Data Types, Operators, Expressions, Data Definition Language(DDL)-CREATE,INSERT, Data Manipulation Language (DML) -ALTER(Modify, Rename, drop),UPDATE,DELETE, Data Query language (DQL)-SELECT Data Control language(DCL),Arithmetic Operations in SQL, Other commands -JOINS,ORDER BY,GROUP BY; Introduction to PL/SQL, No SQL. PYTHON: Significance of Python, History of Python, Python Features, Setting path to Windows, Python Identifiers, Reserve Words, variables, Operators, Mathfunctions, stringfunctions, lists, tuples, Functions for practicewrite(),read(),mkdir(),chdir(),rmdir();Data Analysis Using python: Learning about Numpy and its basics; Data manipulation Using Pandas. Integration of Python with SQL: Application of Python in real world, Integration of Python with SQL -PyMySQL.

Textbook(S):

1. Fundamentals of Database Systems,6th Edition by Elmasri and Navathe.
2. Learning SQL, Second Edition, by Alan Beaulieu,2009, Published by O'Reilly Media, Inc.
3. Python Data Science Handbook,by Jake VanderPlas,Published in 2017.

Reference Book:

1. Python3 from tutorial point.

22MB61U2: Data Visualization Using Tableau

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Able to Understand and apply the Data Visualization for simple calculations.	1,6	3
2	Able to Understand and apply the Data Visualization for Sorting, filtering by importing from different data sources.	1,6	3
3	Able to Understand and apply the Data Visualization for different types of data	1,6	3
4	Able to apply the Data Visualization for various management situations.	1,6	3

Syllabus

Data Visualization Using Tableau: Significance of Tableau, Advantages of Tableau over R and Excel, Components and Applications, Installation and Usage, File and Data types, show me button(Brain of Tableau),Simple calculations. Data Sorting – Introduction, Types of Sorting- Manual Sorting and Computer Sorting; Filters: Types of filters; Data Sources: Extracting data, Editing data, Joining and Blending; Data Worksheets: Add, Rename, Save and Delete; Chart types: Text table, Heat Map, Symbol vs Filled Map, Types of Bar chart, Area chart, Circle View, scatter plot, Gantt chart, Bullet graph; Managing Dashboards. Data Visualization Applications: Advanced techniques in Data Visualization: Advanced Data Visualization,

Advantages Competitive tools to Tableau, Exercise on Real-time Examples.

Textbook(S):

1. Tableau Dashboard Cook Book by Jen Stirrup, by PACKT Publishing in 2014
2. Tableau your Data by Daniel G Murray, Wiley Publishing in 2013

Reference Books:

- Data Visualization using Tableau, Tutorial Point.

22MB61U3: Econometrics with Business Applications Using R

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Apply by understanding and knowing the applications of Econometrics for Business.	6	3
2	Analyzing the data using the Linear Econometric models using R/Gretl/Eviews	7	4
3	Analyzing the data using Non-Linear Econometric models using R/Gretl/Eviews	7	4
4	Analyzing the data using ARIMA, ARCH and GARCH Models using R/Gretl/Eviews	7	4

Syllabus

Introduction to Econometrics, Methodology of Econometrics, Applications of Econometrics in Business Management: Finance, Marketing, Insurance, International Trade. Introduction to Classical Linear Regression Model – Multiple Linear Regression Model: Business Applications.

Analyzing Time-Series data using Quantitative Forecasting methods: Naive Method, Mean Method, Simple Moving Averages, Weighted Moving Averages, Least Squares Method, Exponential Smoothing –Single, Double, Triple, Trend Estimation for all methods.

Univariate and Multivariate Time-Series: Stationary check-ADF test, KPSS test, ARIMA Model, Modelling Volatility: ARCH Model, GARCH model; Vector Auto regression (VAR), Cointegration tests-Engle-Granger, Johansen; Vector Error Correction Models (VECM).

Limited Dependent Variable: Logit models –Binary, ordered, Multinomial; Understanding of probit and Tobit models; Others: Non-Linear Least Squares, Quantile Regression, Generalized Additive Models

Textbook(S):

1. Christian Kleiber, Achim Zeileis, Applied Econometrics with R, Springer(2008)
2. Gujarathi, Damodar, Basic Econometrics, McGraw Hill (2017)

Reference Books

1. Christiaan Heij, Econometric Methods with Applications in Business and Economics (2012), Oxford University Press.
2. Florian Heiss, Using R for Introductory Econometrics(2017), Amazon

22MB61U4: Data Warehousing and Data Mining

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Able to Understand the Data Warehouse Architecture, Data Warehouse Components.	1	2
2	Able to Understand the Data Mining and their associated concepts	1	3
3	Able to apply the statistical concepts associated with Data Warehousing and Mining	7	3
4	Able to Understand Clustering and their associated concepts	7	3

Syllabus

Data Warehouse Architecture, Data Warehouse Components, Steps for the Design and Construction of Data Warehouses, A Three-Tier Data warehouse Architecture, OLAP, OLAP queries, metadata repository, Data Preprocessing – Data Integration and Transformation, Data Reduction, Data Mining Primitives. Mining Association Rules in Large Databases, Association Rule Mining, Market Basket Analysis: Mining A Road Map, The Apriori Algorithm: Finding Frequent Itemsets Using Candidate Generation, Generating Association Rules from Frequent Itemsets, Improving the Efficiency of Apriori, Mining Frequent Itemsets without Candidate Generation, Multilevel Association Rules, Approaches to Mining Multilevel Association Rules, From Association Mining to Correlation Analysis. What is Classification? What Is Prediction? Issues Regarding Classification and Prediction, Classification by Decision Tree Induction, Bayesian Classification, Bayes Theorem, Naïve Bayesian Classification, Classification by Back propagation, A Multilayer Feed-Forward Neural Network, Defining a Network Topology, Classification Based of Concepts from Association Rule Mining, Other Classification Methods, k-Nearest Neighbor Classifiers; Prediction, Linear and Multiple Regression, Nonlinear Regression, Other Regression Models, Classifier Accuracy.

What Is Cluster Analysis, Types of Data in Cluster Analysis, Methods of Clustering- Agglomerative and Divisive, Hierarchical Clustering, Distance Methods, K-means clustering; Density-Based Methods, Wave Cluster: Clustering Using Wavelet Transformation, CLIQUE: Clustering High-Dimensional Space, Model-Based Clustering Methods, Statistical Approach, Neural Network Approach.

Textbook:

- Data Warehousing, Data Mining, & Olap by Berson (2004), printed by Tata McGraw-Hill Education.

Reference Books:

1. Data Mining and Data Warehousing by S. K. Mourya, Shalu Gupta, Alpha Science International Limited in 2013.
2. Data Mining and Warehousing by Khusboo Saxena, Sandeep Saxena, Akash Saxena, Published in 2018 by BPB publishers.
3. *Quantitative Data Analysis, an Introduction*, WWW. GAO/PEMD-10.1.11.
4. Bryman.,A., and D. Cramer., *Quantitative Data Analysis for Social Scientists*, Routledge, 1990.

22MB61U5: Advanced Business Analytics with R

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL

1	Apply tools for understanding and cleaning the data.	6	3
2	Analyze data by performing Exploratory and Confirmatory Data Analysis along with Univariate Bivariate tools.	7	4
3	Analyze data by using Multivariate data analyzing methods -I	7	4
4	Analyze data by using Multivariate data analyzing methods -II	7	4

Syllabus

Data: Meaning and Types – Basic concepts related to data; structured, semi-structured and unstructured data - Data in organizations – Big Data – Role of Data in Decision Making – Data types by levels of measurement. Data wrangling – Data cleaning. Multivariate Data Analysis Methods- I: Multiple Regression-Binary and Multinomial Logistic Regression – Mediation and Moderation Analysis. Multivariate Data Analysis Methods-II :- Analysing Likert’s Data - Factor Analysis, SEM modelling, Cluster Analysis. Prescriptive Analytics: Introduction, tools and techniques in ML, Examples.

Textbook:

1. Robert Kabacoff , R in Action , Manning Pub(2016)
2. U.Dinesh Kumar, Business Analytics, Wiley Publications (2018)

Reference Books

1. James.R.Evans, Business Analytics 2/e, Pearson
2. Avril Coghlan: A Little Book of R for Multivariate Analysis, CRA

22MB61U6: Advanced Excel

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the basic concepts of EXCEL and able to apply various functions.	1	2
2	Able to apply the various advanced functions of EXCEL using Data Analysis Tool Pack	1	3
3	Able to apply the financial functions for analyzing the financial performance.	7	3
4	Application of EXCEL Functions in Project Analysis	7	3

Syllabus

Introduction to Excel: Create a workbook, enter data in a worksheet, and format a worksheet. Format numbers in a worksheet, create an excel table, Filter data by using an Auto filter, sort data by using an Auto filter. Essential Worksheet operations: using Help F1, Key Board shortcuts. Working with cells and ranges: Formatting cells, Name manager. Visualizing data using conditional formatting, working with date & times, creating formulae and functions creating charts and graphical representations. Advanced Excel: Lookup Functions: VLOOKUP Function, VLOOKUP Function with range_lookup (True /False), HLOOKUP Function, HLOOKUP Function with range_lookup (True /False), Index Function, Match Function, Pivot Tables for data analysis: Create data base for pivot, analyzing data with pivot tables, producing reports with pivot tables. Data Visualization: Creating Combination Charts, Discriminating series and Category Axis, Data Labels, Band

Chart, Gantt Chart, Pivot Charts. GOAL Seek. Analyzing data with analysis tool pack: Descriptive Statistics (AVERAGE, GEOMEAN, HARMEAN, MEDIAN, MODE, QUARTILE, STDEV, VAR, SKEW, KURT), Covariance(COVAR), correlation(CORREL), Regression, RandomNumber Generation, t-test, z-test, ANOVA. Financial Functions: Present value of a series of Future Payments, Calculation of Interest Rates, Calculation of Term of Loan, Decisions on Investments, Cash flows at Beginning/Middle/Irregular Periods, Internal Rate of Return (IRR), Determining IRR of Cash Flows for a Project, Unique IRR, Multiple IRR, No IRR, Cash flows patterns on IRR, Decisions based on IRR, Modified IRR, NPV, Payback Period, Return on Future Value(FV). Applications of Excel: Selecting the best project using Descriptive Statistics, Capital Budgeting techniques.

Textbook:

- Jacobs. K, 2007, Microsoft Office Excel 2007: The L Line, The Express Line to Learning, New York; John Wiley and Sons

Reference Books:

1. Stephen L Nelson and E C Nelson, “Excel Data Analysis for Dummies”, II edition, 2014: John Wiley and Sons.
2. Advanced Excel Functions by Tutorial Point
3. Data Analysis with Excel by Tutorial Point

22MB62U7: People Analytics

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
C01	Understand the necessity of People Analytics	6	3
C02	Analyze the data using Descriptive Analytics	7	4
C03	Analyze the data using Diagnostic Analytics	7	4
C04	Analyzing the data using Predictive Analytics	7	4
C05	Analyze the data using suitable Analytics	7	4

Syllabus

Understanding HR analytics HR analytics defined, Migrate from Business Analytics to People Analytics Need for mastering and utilizing predictive Human capital data storage Current state of HR analytic professional and academic training, HR analytics and HR people strategy, Becoming a persuasive HR function. HR information systems and data Information sources, Analysis software options, Using SPSS/R, Preparing the data and Big data. Descriptive Analytics in HR: Descriptive analytics, Statistical significance, Data integrity, Types of data, Categorical variable types, Continuous variable types, Using group/team-level or individual-level data, Dependent variables and independent variables. Statistical tests for categorical data (binary, nominal, ordinal), Statistical tests for continuous/interval-level data, Factor analysis and reliability analysis. Inferential Analytics in HR: one sample t-test, two sample t-test and ANNOVA and Chi Square Case study 1: Diversity analytics Case study 2: Employee attitude surveys –engagement and workforce perceptions Predictive Analytics in HR: Corelation, simple linear regression and multiple linear regression with assumptions Case study 3: Predicting employee turnover Case study 4: Predicting employee performance Case study 5: Recruitment and selection analytics

Textbook:

- Martin R Edwards and Kirsten Edwards, Predictive HR Analytics Great Britain and the United States in 2016 by Kogan Page Limited.
- *David E. Caughlin*, An Introduction to Human Resource Analytics Using R,
- online book <https://rforhr.com/index.html>

Reference Book:

1. Jean Paul Isson Jesse S. Harriott People Analytics in the Era of Big Data, John Wiley & Sons.

22MB62U8: Business Analytics in Marketing

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the application of R for Marketing Data	6	3
2	Examine the Product and Sales Performance of a firm	7	4
3	Analyze the effectiveness of pricing Strategies adopted by retailers	7	4
4	Analyze the impact of location, promotion strategies and other areas of Marketing.	7	4

Syllabus

Introduction to Business Analytics & R: Introduction to Business Analytics, Business Analytics Vs Marketing Analytics, Types of Business Analytics; Recap of Marketing Concepts. Introduction to R, Operators in R, Basic Data types in R, Descriptive Analytics Using Marketing Data. Analyzing Sales of a Company (One Sample T-test), Comparing Sales of two Companies (Independent Sample T-test), Effect of Training on Sales Performance of a Company (Paired T-test), Comparing Sales Performance of more than two Companies (ANOVA-One Way), Impact of Customer demographics on the Sales of a Product (Gender, Age, Income, Education background etc.) for targeting. Developing a New Product Using Conjoint Analysis, Opinion of Customers on the New Product using logistic Regression, Impact of Private labels on Store Sales Using Linear Regression, Evaluating a pricing Strategy using ANOVA. Marketing Mix on Customer Satisfaction Using SERVQUAL scale Using Factor Analysis and Regression Models, Market Segmentation Using Cluster Analysis, Customer Analytics-Evaluating Customer life time value, Market-Basket Analysis in Retailing, Sentimental Analysis using Text mining and RFM Analysis.

Text Books:

1. Winston, W. L. (2014). *Marketing Analytics :Data -Driven Techniques With Microsoft Excel*. Indiana: John Wiley & Sons.
2. Chapman, C., & Feit, E. M. (2015). *R for Marketing Research and Analytics*. Switzerland: Springer International Publishing.

Reference Books:

- Ohri, A. (2012). *R For Business Analytics*. New York: Springer.

22MB62U9: Business Analytics in Finance

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
-------	----------------	----	-----

1	To analyse the time series data using R	3	4
2	To predict the stock market movements using Technical Analysis in R	3	3
3	To analyse portfolio optimization models and the pricing of fixed income securities using R	7	4
4	To analyse credit Risk Modelling using Logistic Regression in R	7	4

Syllabus

Data – Types of financial data .Time Series Analysis in R : Importing stock price Data, Converting of data in to time series data –Decomposition of Time series data in R. Calculation of Returns in R-Daily, Weekly, Monthly & Annual, Graphing techniques, Descriptive Statistics of Returns. Technical Analysis in R: Importing Stock Price Data, Technical Indicators like Support Resistance Levels, Momentum Indicators, Volume Indicators, trend Indicators. Data Analysis using R – Technical Analysis using Quant mod package in R.model-Sharpe Model- CAPM model. Fixed Income Securities in R-Measuring market risk for fixed Income securities – Immunization of Fixed income Portfolio- Pricing a Convertible Bond.Credit Risk Modelling using Logistic Regression in R – Credit Default Data Analysis, Fitting Model & predicting the probabilities, checking accuracy. Segmentation of the Financial Customer Data using Cluster Analysis.Factor Analysis of Bank Data.

Textbook:

1. George Daroczi , Michael Puhle , MartonMichaletzsky ,ZsoltTulassay, Kata Varadi and Agnes VidovicsDancs, Introduction to R for Quantitative Finance, Packt Publishing 2013.

Reference Books:

1. Introductory econometrics for Finance by Chris Brooks 2nd Ed.
2. Basic econometrics by Gujarati

22MB62U10: Business Forecasting With R

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Acquaint with the statistical concepts needed to analyze time series data.	3	3
2	Understand the basic time series models used in business forecasting.	2	3
3	Use R Program to generate forecasts by implementing both classical and modern models	1	4
4	Familiar with accuracy estimation and interpretation of forecasting models.	5	4

Syllabus

Introduction to Forecasting ; Importance of Forecasting; Types of Forecasting; Data Types in Forecasting; Statistical Concepts in Time Series Analysis, Basic R Functions for Time Series Analysis. Exploring Data Patterns; Time Series and their components. Moving Averages and Exponential Smoothing and Smoothing of Annual Time Series; Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models.Autocorrelation and Auto regression- Autoregressive Models –

ARIMA/SARIMA time-series models - ARCH/GARCH Models; Time-Series Forecasting of Monthly or Quarterly Data- Accuracy Statistics and Forecast Model Selection - Hybrid Models.Hierarchical Forecasting- Adjustments to Statistical Forecasts- Event Variables- Outlier Variables and other Model Inputs.

Textbooks

1. Time Series Analysis and It’s Applications, Robert Shumway and David. S.Stoffer, Springer(2014)
2. Time Series Analysis With Applications in R, Jonathan Cryer and Kung-Sik Chan, Springer(2016)

Reference Books

- Forecasting: Principles and Practice: Rob Hyndman and George Athanasopolous, 2016, Amazon
- A Little Book of R for Time Series, Avril Coghlan,2015, CRA

22MB62U11: Big Data Analytics and Its Applications

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Able to Understand R in association with Hadoop.	1,7	2
2	Able to Understand and apply Hadoop and the associated concepts.	1,7	3
3	Able to Understand and apply the data analytics and the associated concepts.	1,7	3
4	Application of Hadoop for various management situations	1,7	3

Syllabus

Introduction to R and R Studio, R Data Structures; Understanding Hadoop, Installing Hadoop, Understanding Hadoop Features, Learning the HDFS and Map Reduce Architecture, Understanding Hadoop Subprojects, Understanding the basics of MapReduce. Introducing Hadoop MapReduce, Understanding Hadoop MapReduce Fundamentals, Writing Hadoop MapReduce Example, Learning different Ways to Write Hadoop MapReduce in R, Introducing RHIPE: Architecture of RHIPE, RHIPE Samples, Introducing RHadoop: Architecture of RHadoop, Installing RHadoop, RHadoop Examples, Understanding the basics of Hadoop Streaming, Understanding how to Run R Hadoop Streaming with R, Exploring the Hadoop Streaming R package. cycle, Understanding data analytics problems, Understanding Big Data Analytics with Machine Learning, Introduction to Machine Learning, Types, Supervised Machine Learning Algorithms (Linear Regression and Logistic), Unsupervised Machine Learning (Clustering). Importing and Exporting Data from different Data Bases (DBs): Understanding MySQL, Excel, MongoDB, SQLite, Hive and HBase.

Textbook:

- Big Data Analytics with R and Hadoop(2013) By Vignesh Prajapathi, Printed by Packt Publishing.

Reference Books:

1. Big Data For Dummies (2013), by Judith Hurwitch and others, Published by John Wiley & Sons, Inc.
2. Real-Time Big Data Analytics: Emerging Architecture, Kindle Edition by Mike Barlow

22MB62U12: Machine Learning with Business Applications (With R and Python)

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1.	Apply ML concepts to data by acquiring basic ideas and intuitions behind them.	6	3
2.	Analyze data using Supervised Machine learning Algorithms.	7	4
3.	Analyze the data using the Unsupervised ML algorithms using Rand Python	7	4
4.	Analyse business data using Supervised and Unsupervised machine learning methods to solve its issues	7	4

Syllabus

Introduction to Machine Learning: Human Learning and Machine Learning; types of machine learning; Applications of machine learning in business. Languages and tools in Machine Learning. Framework for Developing Machine Learning Models; Preparing to model; Modelling and evaluation. Data Cleaning, Basics of Features of Feature Engineering: Feature Transformation ,Feature scaling, Feature Selection, Feature Construction and Feature reduction. Brief Overview of Probability and Bayesian Statistics. Supervised Learning: Introduction; Classification: common classification algorithms: naïve Bayes, KNN, Decision trees, Random Forest, Support Vector Machines. Regression: Common Regression Algorithms: Simple Linear Regression and Multiple Linear Regression, Polynomial Regression; Logistic Regression. Business Applications of Supervised Learning Models. Unsupervised Learning: Introduction, Unsupervised Vs Supervised Learning; Unsupervised Learning Models: Dimensionality Reduction, Clustering; Association Rule Mining. Applications of Unsupervised Learning. Basics of Neural Network. Forecasting Overview. Text Analytics.

TEXT BOOKS

1. Hastie, T., R. Tibshirani, and J. H. Friedman. *The Elements of Statistical Learning: Data Mining, Inference and Prediction*. New York, NY: Springer, 2011. ISBN: 97803879
2. Manaranjan Pradhan and Dinesh Kumar. *Machine Learning with Python*, Wiley, 2019.
3. *Machine Learning*, Tom Mitchell, Tata McGraw Hill, 2013.

22MB62U13: Data Visualization Using Excel/R/Pyhton

L-T-P-S: 2-0-2-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Able to Understand and apply the Data Visualization using Excel and the associated concepts.	1	3

2	Able to Understand and apply the Data Visualization using R and the associated concepts.	1	3
3	Able to Understand and apply the Data Visualization using Python and the associated concepts.	6	3
4	Able to apply the Data Visualization for various management situations	6	3

Syllabus

Data Visualization Using Excel: Types of Data, Meaning, Chart Elements and Chart Types, Data Labels, Using Pictures in Column Charts, Creating Combination charts, Creating Combo charts with second axis, Discriminating Series & Categorical Axis, Other charts: Band chart, Waterfall chart; Pivot charts, Pivot charts with pivot table, Pivot chart without pivot table. Data Visualization Using R- Base Graphics & ggplot2: Advantages of R over Excel, Packages for Graphics in R: Base Graphics and Deducer; Base Graphics: Bar Charts –simple, stacked and multiple; Pie-charts -2D and 3D; Scatter Plot; Line Charts –Comparing two Companies performance; Simple Lorenz Curve; Introducing Grammar of Graphics –ggplot2, Mosaic Plot, Heat map and Tree map. Data Visualization Using Deducer in R: Introduction of R Deducer, Installation and Usage: Bar chart, Histogram, Density Plot, Dot plot (simple & grouped), line (simple & grouped), scatter (simple & smooth), Bubble chart (Understanding level). Data Visualization Using Python: Introduction, Features of python, Importing libraries in python, types of plots –simple plots –Quiver Plot, Violin Plot, 3D plots, Working with text, images and Mathematical Expressions.

Textbook(S):

1. R Cook Book by Paul Teetor, Published by O'Reilly Media, Inc. in 2011.
2. Statistical Analysis with Excel® For Dummies®, 3rd Edition, Published by John Wiley & Sons, Inc.
3. Data Visualization with R: 100 Examples By Thomas Rahlf.
4. Python Data Visualization Cookbook by Igor Milovanovic , PACKT publishing in 2013.

Reference Books:

1. R For Dummies®, 2nd Edition, 2015, Published by John Wiley & Sons, Inc
2. Data Analysis Using Excel, Printed by Tutorialpoint.
3. Matplotlib tutorial by Tutorialpoint.

BANKING Elective Courses 22MB61B0: Overview of Banking

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the Indian financial Services	1,6	2
2	Understand the role of central Bank and commercial banks	1	2
3	Analyse credit appraisal mechanism and regulatory system of Indian banking Industry	5	4
4	Analyse the functioning of various banks	5	4

Syllabus

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks, - Commercial Banking in India, – Functions of Banks, primary and Ancillary functions of commercial banks, Deposit products –Fee based and fund based activities, Principles of lending, loan products, bank assurance, Types of charges, Types of securities ,letters of Credit – Bank guarantees, off balance Sheet Activities. Basic accounting for Banking, Statement of Sources and uses of Funds, bank’s Profit and loss Account, Books of Accounts in Banks. Credit Scoring- Credit appraisal techniques, Credit management and credit monitoring, Priority sector lending, Credit Information bureau (India) limited(CIBIL), Banking Codes and Standards Board of India(BCSBI), Banking Ombudsman Service, Loan Syndication, The Syndication process, Non Performing Assets , Prudential Norms, securitization-.Retail Banking, Corporate Banking, Developments in Corporate banking, Issues/problems. Consortium finance, multiple banking Arrangements, Rural Banking – Sources of Rural Finance, Credit delivery Mechanism in Rural finance, Multi Agency Approach, Regional rural banks (RRBS), National Bank for Agriculture and rural Development (NABARD). Banking Regulation - Monetary policy, Money laundering and prevention of Money laundering Act, Negotiable Instruments Act, Banking Regulation ActRecent developments and future challenges in banking sector Small Banks, Payment Banks.

Textbook

1. Indian Financial System, M. Vohra, Anmol Publications.

Reference Books

1. Banking Law and Practice in India, P.N. Varshney, Sultan Chand & Sons-24th Edition 2010.
2. Financial Institutions and Markets- Structure, Growth and Innovations, L.M. Bhole & Jitendra Mahakud, Tata McGraw Hill- 5th Edition.
3. Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, Tata McGraw Hill- 7th Edition

22MB62B1: Banking Service Operations

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand nature of Banking service operations and role of technology in banking	2	2
2	Analyse e-banking mechanism	2	4
3	Ascertain Service Quality Metrics and CRM Practices	5	3
4	Evaluate risk management strategies	5	5

Syllabus

Introduction to Banking Operations: Changing Nature of Banking Operations – Computerisation in Banks, Communication Net work and security considerations. Role and Impact of Technology on Banks. E–banking, E-Products and Services offered to Customers, Plastic money – Parties to the transaction , Salient Features concepts of a Credit Card , Distinction between Credit card , Charge Card , Debit card and Operational aspects, Credit card business in India. Payment and settlement systems: Electronic Funds Transfers (EFTs)– Automatic Teller Machines (ATMs)–Electronic Clearing Service (ECS)–Electronic Data Interchange

(EDI)– Real Time Gross Settlement System(RTGS), -Customer Relationship Management – Types of Customers, Financial situation Vs Banking needs, Banker and Customer Relationship, Role and impact of Customer Relationship Management – Stages in Customer Relationship Management, Regulations relating to Know Your Customer. Service Quality - Technical Quality and Functional Quality, Gap analysis, ISO 9000 Certification in Banking Services – Marketing of Services – importance of marketing for Indian banks, characteristics of service product, marketing of financial services and banking services, , Implications of service characteristics for marketing, services marketing mix, Product Life Cycle -New Product development — banking product mix, Bank pricing, Channels for Banking Services, Delivery Strategies in a Bank, — Promotion mix, Role of direct selling agent/ direct marketing agent in a bank - Designing of Service Quality –Implications of Service Intangibility. Marketing Issues, Risk Management in Banks, loan review mechanism, Capital Adequacy, Basel norms., Mergers and Acquisitions in the Indian banking scenario.

Textbook:

1. Managing Indian Banks: Challenges ahead Vasant C Joshi and Vinay V Joshi, sage publications

Reference Books

1. Banking theory law and practice b R.Rajesh and sivagnanasithi, Tata Mc graw hill
2. Risk Management in e- Banking Jayaram Kondabagil John Wiley & sons
3. Indian Banking in Electronic Era- S.S.kaptan& N.S. Choubey sarup& sons publications
4. Office organization & management M.E. Thukaram Atlantic publishers
5. Elements of banking and Insurance Jyotsna Sethi and nishwan Bhatia PHI learning Private limited
6. Customer Relationship management Modern trends ShanmugaSundharam, Prentice Hall of India Limited.

Retail Management Elective Courses

22MB61R0: Overview of Retailing

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail formats.	1	2
2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. And understand role of consumer shopping and accordingly designing strategies to give a robust experience to consumers	1	3
3	Apply HR programs and identify initiatives to improve operations and Employee retentions	6	3
4	Understand measures of financial performance including strategic profit model	6	2

Syllabus

Retailing – Meaning, Nature, and Classification- Emergence of Organized Retailing - Indian vs. Global Scenario- Factors Influencing Retailing- Functions of Retailing- Retail as a career -Types of Retailing- Store & Non-Store -Retail Formats- Multichannel Retailing-Issues & Challenges in Multichannel Retailing Servicing the Retail -Customers, Customer service- customer complaints.Retail marketing – and branding mix - Retail consumer and factors influencing buying behavior – Segmentation - Targeting- Positioning. Retail Strategies- Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail - Concept of Life cycle Retail. Retail pricing strategies.CRM in retailing – process – planning and implementing loyalty programs- Social Marketing in retailing-Impact of Technology E-tailing – Issues and Challenges.Human Resource Management in Retailing - Human Resource Planning - Role of Human Resources in Retail Organizations; Recruitment - Selection - Training needs for Employees - Motivation and Performance Appraisal, Compensation and rewarding store Employees. Importance of Financial Management in Retailing - Financial Performances and Financial Strategy - Accounting Methods - Strategic Cost Management - Strategic Profit Model-Managing Diversity-Legal and Regulatory issues

Textbook:

1. Barry Berman Joel &R Evans, Retailing Management - A Strategic Approach, Pearson Education, 2009.

REFERENCE BOOKS

1. SwapnaPradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The McGraw -Hill Companies, 2008.
3. itz, Ajay Pundit- Retailing Mngement,6/e, The McGraw -Hill Companies, 2008.
4. Levy &Weitz, Retailing Management, TMH, 2009.
5. A. J. Lamba, The art of Retailing, TMH, 2009.
6. Andrew J Newman &Petes Cullen, Cengage Learning, 2009.
7. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
8. Chetan Bajaj, RajnishTuli, Srivastava, N.V, Retail Management, Oxford University Press, 2005

22MB62R1: Management of Retail Operations

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO/PSO	BTL
1	Understand the factors influencing store location and location strategies including store layout and space planning.	1,2	2
2	Understand store environment, the roles and responsibilities of a store manager and build strategies to enhance the store loyalty.	1	2
3	Source, plan and procure merchandise for a retail	2	4

	organization and also able to analyze		
4	Implement trends and practices of supply chain management in retail.	1	3

Syllabus

Setting up Retail Store - Size and space allocation- location strategy, factors affecting the Retail –Research techniques and store layout and space planning. Store Management- Responsibilities of Store Manager -Retail Image -Store Façade. Store environment- Exteriors, Interiors -Store ambience-Store Atmospherics- Visual Merchandising - Store Security. Inventory Management - EOQ - Rational of Discounts of Bulk Purchase. Sales Promotion – Importance& Types - Impact of Sales Promotions - Forecasting– Different Forecasting Techniques in Estimating Demand - Retail Merchandising. Role and responsibilities of merchandiser-The process of Merchandise Planning- Merchandise Procurement- Sourcing, Vender selection - Category management – process – manufacturer’s brands Vs private label brands. Supply chain management – Definition, Scope, Need & Challenges; Role of Logistics in SCM– Retail & Manufacturing; Differences in SCM and Logistics - Integrated supply chain planning Uncertainty and supply chain management. Supply chain Drivers and Obstacles- Supply chain Network-Different types of Supply Chain Networks. Cross Docking and Collaborative Planning- Bull Whip Effect. Innovations in Supply chain management.

Textbook:

1. Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.

Reference Books:

1. Retail Logistics and Supply Chain Management, Rajesh Ray, The Mc Graw Hill Companies
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mnagement,6/e, The Mc Graw -HillCompanies, 2008.
3. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach, Pearson Education, 2009.
4. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
5. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson Education, New Delhi 2009.
6. Narayan Rangaraj, G Raghuram and Srinivasan, Supply Chain Management for Competitive Advantage Concepts and cases, TMH, 2009.
7. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, PHI , 2008.

Health Care and Hospital Management Elective Courses

22MB61D0: Overview of Healthcare Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand basics of Healthcare Sector	1	2
2	Analyze the role of clinical and diagnostic services	1	4
3	Evaluate the impact of hospital operations management	6	5

4	Evaluate the components and process of maintaining medical record	6	5
---	---	---	---

Syllabus

A Conceptual Approach to Understanding the Healthcare Systems – Evolution – Institutional Settings. Overview of Healthcare Sector in India – Understanding the Hospital Management – Health Policy – levels of healthcare; primary, secondary and tertiary – systems of medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, etc. – Preventive and Curative medical care – General and specialty Hospitals-Pharmacopia. specialties: Overview of the functions and sphere of each specialty: oncology, general medicine, cardiothoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services. Hospital code of ethics, medical ethics, standards for hospitals accreditation, accreditation standards for extended care facilities. Clinical & Diagnostic Services: Outpatient Services – Accident and Emergency Services – Inpatient Services – Operation Theatre Services – Intensive Care Unit Services – Nursing Services. Diagnostic and Therapeutic Services: Laboratory Services – Radio Diagnosis and Imaging Services – Radiation Hazards – Blood Transfusion Services – infection control, mortuary services, Pharmacy Services: Role of pharmacy manager, analyzer for pharmacy, drugs management. Hospital operations management: productive systems in a hospital, Facility Location and Layout, importance of location, factors, Productivity measures, value addition, capacity utilization, productivity – capital operations, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services. Medical Records – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Operation Theatres Records – Maintenance of Intensive Care Units Records; Clinical Records – Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records, Healthcare Information System.

Textbook:

1. B M Sakharkar, Principles of Hospital Administration & Planning, 2nd Edition, Jaypee Brothers Medical Publishers, New Delhi, 2009

Reference Books:

1. A G Chandorkar, Hospital Administration & Planning, 2n edition, Paras Medical Publishers, Hyderabad, 2009
2. Srinivasan, A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi, 2000
3. Hospital Planning, WHO, Geneva, 1984.
4. Madhuri Sharma, “Essentials for hospital support services and physical infrastructure”, Jaypee publications, New Delhi.
5. S.L. GOEL, Healthcare Management and Administration, Deep & Deep publications pvt. Ltd., New Delhi
6. KeiranWalshe& Judith Smith, Healthcare Management, TMH, New Delhi, 2010
7. K Park, Preventive & Social Medicine, 15th Edition, BanarasidasBhanot Publishers, New Delhi, 1997

22MB62D1: Management of Healthcare Operations

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Implement the best practices of the health care Services	6	3
2	Apply knowledge of financial management techniques in the corporate hospitals	6	3
3	Analyze, interpret and solve HR related issues in the hospitals	6	4
4	Perform lifelong learning and professional development to enrich the professionalism by learning production functions and store	6	4

Syllabus

Marketing of Health care Services: Over view of services sector, healthcare services marketing; socio-economic factors, choices and preferences of the customers of health services and the factors influencing them in the selection of hospitals. Healthcare Products and Services, seven Ps of Health care services; service quality in selected hospitals with a quantitative approach. Customer Relations management, Marketing practices of the selected corporate hospitals Escorts, Apollo, Bhatia;. Financial Management in Hospitals: Over view of managing finance in Hospitals. Techniques of Financial analysis – Funds flow analysis, break-even analysis and ratio analysis. Investment Decision: Criteria for investment evaluation – Payback period – Discounted cash flow techniques, NPV, P I and I R R Working Capital Management: Concept of working capital and operating cycle – Determinants of working, capital in Hospitals – Estimating working capital requirements financing of working capital – Management of inventories – Inventory control systems – Receivables Management, Cash Management in Hospitals. Human Resources Management: Role of HRM in hospitals – Human Resource Planning: process –Recruitment Selection: Recruitment policy – Sources, methods – Selection Process: Training of Employees in hospitals; Wage and Salary Administration; developing wage and salary structure –Working conditions – Safety – Welfare – Employees’ health services. Labor Laws Applicable to Hospitals: Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954 – Employment’s State Insurance Act, 1948 – Employees’ Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961-: Minimum Wages Act, 1948 – Payment of Wages Act ,1936 – Payment of Bonus Act, 1965. Consumer Protection Act 1986. Production and Costs functions: Introduction to Productivity and Work Measurement:, Hospital layout, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment, Ancillary services. Store management, Bio-medical waste management, Critical care services, Media management during crisis, Ethics in Health care Business, Medical Insurance, Healthcare Marketing in the Twenty-First Century

Reference Books:

1. A V Srinivasan, Managing Modern Hospitals, 2008, Sage India
2. P G Ramanujam, Marketing of Healthcare Services, Excell Books, New Delhi
3. Don H. Hockenbury, Marketing of Healthcare Services, Excell Books, New Delhi
4. Richard K. Thomas "Marketing Health Services, Health Administration Press
5. Beaufort B. Longest, Jr., Jonathon S. Rakich, and Kurt Darr. Managing Health Services Organizations and Systems, *Fourth Edition*, Health Profession Press.

Information Technology Elective Courses
22MB61I0: IT Enabled Services

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the basic concepts of IT enabled services in India	1	2
2	Understand the networking communication systems	2	2
3	Understand the other Emerging verticals in outsourcing	6	2
4	Understand Disaster Recovery Strategies and HR and Quality Issues in IT Enabled Services	6	2

Syllabus

Global Outsourcing Market on a Growth Path; The Indian IT Enabled Services Market; The Indian Contract Services Market. Project Work; Networking, Data Communication & Computer Networks Infrastructure; Software Technologies & Frameworks The Medical Transcription Market; Back Office Operations, GIS, Animation, Engineering and Design Services, **Other Emerging verticals in outsourcing**, On-line Training. Disaster Recovery Strategies; Business Models Driving IT Enabled Service; India's Challenge in the IT Enabled Services Space. HR and Quality Issues in IT Enabled Services; Challenges Facing the Indian IT Enabled Outsourcing Market.

Textbook:

1. The Offshore Advantage, 2e Hillary Kobhayashi Mark, Springer (India) Pvt. Ltd

Reference Book:

1. The Services Shift: Seizing the Ultimate Offshore Opportunity, Robert E Kennedy, Ajay Sharma, Pearson Education.

22MB62I1: Marketing Of Software Solutions

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand Product and Services based Software Solutions.	1	2
2	Understand Key Concepts of IT solutions.	2	2
3	Understand Strategies for planning and management of software related issues	6	2
4	Understand Management of investment, budget, quality and performance issues	6	2

Syllabus

Solutions Marketing - Software Solution, Product based Software Solutions, Services based Software Solutions. IT solutions marketing vis-à-vis marketing other products/services – the key differentiators, Key Concepts of IT solutions. Planning and Research before initiating a sales cycle, Understanding of buyer business, Diagnosis before selling, Developing Strategic alignment with buyers, Understanding the Customer and the Pain Points, Determining product requirements, Defining solution roadmap and strategy. Strategies for handling Request for Proposals, Account Planning and Management, Customer Relationship Management vis-à-vis Partner Relationship Management – Key to successful long term relationship

building. Management of Software Solutions - Investment and Budgeting for IT solutions, Resource Management, Project and Quality Management, Performance Management and Benchmarking, Implementation and Maintenance of IT solutions.

Textbook:

1. Royce, Software Project Management, Pearson Education
2. Huges Bob, Software Project Management, Tata McGraw Hill

Reference Books:

1. Kelkar, S.A., Software Project Management, PHI
2. Kishor Swapna, Software Requirements & Destinations, Tata McGraw Hill

Rural & Agricultural Marketing Elective Courses

22MB61G0: Overview of Agriculture and Rural Sectors in India

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand and explain the concepts of agriculture and rural sectors	1	2
2	Evaluate the contribution of Agriculture and Rural sectors for the development of Indian economy	1	5
3	Apply the knowledge of developmental theories to discuss the degree of development	6	3
4	Identify the determinants of rural development in India	6	2

Syllabus

Introduction to Rural Sector in India: Concepts and Connotations of Rural Development; Basic Elements of Rural Development; Growth versus Development; Why Rural Development; Rising Expectations and Development; Development and Change; Human beings as the Cause and Consequence of Development; Some Dilemmas in Development. Introduction to Agricultural Sector in India: Pre Independence Agrarian System; Agriculture in the Constitution of India; land Resources in India; Small sized holdings – reasons and disadvantages; Cropping patterns of Agricultural Crops; Low Productivity of Indian Agriculture – Causes for Low Productivity. Rural Economy of India: Size and Structure of the Rural Economy; The Characteristics of the Rural Sector; The Role of the Agricultural Subsector; The Role of the Non-Agricultural Subsector; Challenges and Opportunities. Measures and Paradigms of Rural Development: Measures of Level of Rural Development; Measures of Income Distribution; Measures of Development Simplified; Concepts and Measures of Rural Poverty; The Modernisation Theory; Rosenstein-Rodan’s Theory of the Big Push; Leibenstein’s Critical Minimum Effort Thesis; Gunnar Myrdal’s Thesis of Spread and Backwash Effects; The Gandhian Model of Rural Development. Determinants of Rural Development: Changes in Output; Natural Resources; Human Resources Capital; Technology; Organizational and Institutional Framework; Relation between Rural Development and Its Determinants

Textbook:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Texts, 3rd edition 2008
2. Agriculture and Rural Development in India since 1947, Chnadra Sekhar Prasad, New Century Publication, 2009

Reference Books:

1. Rural Management (Edited Book) S B Verma, Deep & Deep Publications Pvt. Ltd. 2010
2. Rural Development - Indian Context, Manie Ahuja, Gully Baba Publishing House (P) Ltd., 1st Edition 2013
3. Gandhian Vision of Rural Development, Asha Patel, D K Print World Ltd. 1st Edition 2005

22MB62G1: Management of Agricultural and Rural Development in India

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand and explain the important areas of management for the development of Agricultural sector in India	2	2
2	Understand and explain the important areas of management for the development of Rural sector in India	2	2
3	Apply the knowledge of managerial function like planning, organizing, controlling to discuss the management model for the development of agriculture and rural sector	3	3
4	Evaluate the role of Government in Agriculture and Rural development	3	5

Syllabus

Management of Agricultural Development in India: Agricultural Inputs and Services; Agricultural Workers; Agricultural/Rural Credit; New Agricultural Strategy/Green Revolution; Agricultural Marketing and Trade; Agricultural Price Policy, Food Subsidy and Public Distribution System; Plantation, Horticulture, Animal Husbandry, Dairy Farming and Fisheries; Agriculture/Rural Insurance; Taxation of Agricultural Income; Indian Agriculture and Information Technology; Indian Agriculture and WTO; Government role in policy making and implementation; Mechanism for Agricultural Development. Management of Rural Development in India: Rural Employment; Rural Industries; Education and Training in Rural Areas; Rural Health; Rural Electrification; Rural Transport and Communications; Empowerment of Women, Scheduled Castes (SCs), Scheduled Tribes (STs), Disabled and Older Persons in Rural Areas; E-governance in Rural Areas; Government role in policy making and implementation; Mechanism for Rural Development. Planning and organizing for Rural Development: Levels and Functions of Planning; Decentralization of Planning; Methodology of Micro-level Planning; Methodology for Block and District-level Planning; Organising for Rural Development: Criteria for Designing an Appropriate Organisation; Government Organisations; Panchayati Raj Institutions; Cooperatives; Voluntary Agencies/Non-governmental Organisations; Corporations and Rural Development; Financing Rural Development: Domestic Institutional Sources; The Role of Non-institutional Agencies; Deficit Financing or Controlled Inflation; Foreign Sources of Funds. Implementation, Monitoring and Evaluation: Project Implementation; Project Control; Integration and Coordination; People's Participation in Implementation; Project Monitoring; Project Evaluation.

Textbook:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Texts, 3rd edition 2008

2. Agriculture and Rural Development in India since 1947, Chandra Sekhar Prasad, New Century Publication, 2009

Reference Books:

1. Rural Management (Edited Book) S B Verma, Deep & Deep Publications Pvt. Ltd. 2010
2. Rural Development - Indian Context, Manie Ahuja, Gully Baba Publishing House (P) Ltd., 1st Edition 2013
3. Gandhian Vision of Rural Development, Asha Patel, D K Print World Ltd. 1st Edition 2005

Pharmaceutical Marketing Elective Courses

22MB61P0: Pharmaceutical Marketing Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Apply key marketing concepts, theories and techniques for analysing a variety of marketing situations in pharmaceutical Industry.	2	3
2	Implement marketing planning for STP, product related strategies for Pharmaceutical products	2	3
3	Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.	6	3
4	Impart the implications for marketing strategy determination and implementation of promotion strategies	6	3

Syllabus

Marketing: Meaning, concepts, importance and emerging trends; Marketing environment; Industry and competitive analysis, Indian Pharmaceutical Industry; Analysing consumer buying behaviour; industrial buying behaviour, Pharmaceutical market segmentation & targeting. Product Decision- Meaning, Classification, product line and product mix decisions, product life cycle, product portfolio analysis; product positioning; New product decisions; Product branding, packaging and labeling decisions, Product management in pharmaceutical industry. Pricing- Meaning, importance, objectives, determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority). Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management. Promotion- meaning and methods, determinants of promotional mix, promotional budget; an overview - personal selling, Strategic marketing planning; Marketing implementation and evaluation

Textbook:

1. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications. Principles of Pharmaceutical Marketing – Mickey C. Smith

Reference Books:

1. Walker, Boyd and Larreche : Marketing Strategy- Planning and Implementation, Tata MC Graw Hill, New Delhi.
2. Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill

3. Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India
- 4) RajanSaxena: Marketing Management; Tata MC Graw-Hill (India Edition)
4. Ramaswamy, U.S & Nanakamari, S: Marketing Management: Global Perspective, Indian Context, Macmilan India, New Delhi.

22MB62P1: Advanced Pharmaceutical Marketing Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Apply advanced marketing practices to physicians in pharmaceutical industry.	2	3
2	Apply advanced marketing practices to Patients in pharmaceutical industry.	2	3
3	Identify the demand for pharmaceutical products based on marketing research	6	2
4	Understand Ethical considerations in the marketing of pharmaceutical Products.	6	2

Syllabus

Marketing to physicians: Sales force, including call plan development - Journal ads
 Medical education Speaking and consulting fees Marketing to patients Historical development - Positioning and messaging - Legal and regulatory considerations and principals - Acquisition - Retention - Public relations Marketing to physicians - Sales force, including call plan development - Journal ads - Medical education - Speaking and consulting fees. Marketing to patients Historical development Positioning and messaging o Legal and regulatory considerations and principals Acquisition Retention Public relations The patient/physician dialogue Why it's important Tactics to drive to desired outcome • Market research Quick review of traditional market research The difficulties in market research in the pharmaceutical industry Non-traditional market research. The changing media landscape and its effect on pharmaceutical marketing. Ethical considerations in the marketing of pharmaceutical products, Time permitting: very brief overview of other topics, Competition from generics, other influencers! Payors, including HMOs, PBMs, government! Advocacy groups.

Textbook:

1. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications. Principles of Pharmaceutical Marketing – Mickey C. Smith

Reference Books:

1. Walker, Boyd and Larreche : Marketing Strategy- Planning and Implementation, Tata MC Graw Hill, New Delhi.
2. Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill
3. Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India
- 4) Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition)
4. Ramaswamy, U.S & Nanakamari, S: Marketing Management: Global Perspective, Indian Context, Macmilan India, New Delhi.
