

The curriculum of all programme courses are highlighted with Skill-Development – Grey Color, Employability – Pink Color, Skill and Employability – Red Color, Entrepreneurship – Yellow Color, Entrepreneurship and Skill – Sky Blue Color, Employability and Entrepreneurship – Olive Green Color, Employability, Entrepreneurship and Skill – Light Green Color.

**F.K.R ARTS COLLEGE FOR WOMEN**  
 (Accredited with "A" Grade by NAAC)  
 An autonomous institution – Affiliated to Bharathiar University  
 No.21 Pariyar Road, GOBICHETTIPALAYAM – 638476.

**MASTER OF BUSINESS ADMINISTRATION**

**Item B: Course Scheme and Scheme of Examinations**

*(For students admitted from 2019-20 & onwards)*

S. No	Category	Course Code	Title of the Course	Contact Hours/ week	Years/ Semesters/ Weeks	Max. Marks			Credits
						CLA	ESE	Total	
<b>SEMESTER – I</b>									
001	Core I	1903A701	Basics & Principles of Management	2	3	20	70	100	4
002	Core II	1903A702	Behavioral Issues	2	3	20	70	100	4
003	Core III	1903A703	Decision Making for Executives	4	3	20	70	100	4
004	Core IV	1903A704	Accounting For Managers	2	3	20	70	100	4
005	Core V	1903A705	Business Models for Business	2	3	20	70	100	4
006	Core VI	1903A706	Organizational Communication	2	3	20	70	100	4
007	Core VII	1903A707	Computer Applications and Internet Packaging in Business Decision – Practical	2	-	-	-	-	-
008	Core VIII	1903A708	Comprehension in Management-II (Self study - Online Exam)	-	100	-	100	100	1
			<b>TOTAL</b>	<b>30</b>				<b>1000</b>	<b>33</b>
<b>SEMESTER – II</b>									
009	Core IX	1903A709	Operations Management	4	3	20	70	100	4
010	Core X	1903A710	Financial Management	2	3	20	70	100	4
011	Core XI	1903A711	Marketing Management	2	3	20	70	100	4
012	Core XII	1903A712	Human Resource Management	2	3	20	70	100	4
013	Core XIII	1903A713	Information Management	4	3	20	70	100	4
014	Core XIV	1903A714	Business Research Methods	2	3	20	70	100	4
015	Core XV	1903A715	Small Business, Entrepreneurship and Social Enterprise (Group Project)	2	3	100	0	100	2
016	Core XVI	1903A716	Computer Applications and Internet Packaging in Business Decision-Practical	2	3	20	70	100	4
017	Core XVII	1903A717	Comprehension in Management-III (Self study - Online Exam)	-	100	-	100	100	1
018	Elective I	1903A718	Business Law	2	3	20	70	100	4
			<b>TOTAL</b>	<b>30</b>				<b>1000</b>	<b>36</b>

SEMESTER - III									
III	Core 21V11	1921V11	Strategic Management (Open Issues Exam)	3	3	100	-	100	4
III	Core 21V12	1921V12	Elective - 01	4	3	22	72	100	3
III	Core 21V13	1921V13	Elective - 02	4	3	22	72	100	3
III	Core 21V14	1921V14	Elective - 03	4	3	22	72	100	3
III	Core 21V15	1921V15	Elective - 04	4	3	22	72	100	3
III	Core 21V16	1921V16	Kaustubh Immersion Project	3	-	30	30	100	3
III		**	Open Elective	3	3	-	-	100	3
III	Core 21V17	1921V17	Comprehensive Management-III (Self study - Online Exam)	-	100	-	100	100	1
IV	Employability Enhancement-C	1922V11	Corporate Employability Skills	3	-	100	-	100	3
V	Proficiency Enhancement - I	1922V11	Women and Leadership (Self Study)	-	3	-	100	100	3
			TOTAL	30				1600	27
SEMESTER - IV									
III	Core 21V18	1921V18	Business Ethics and Global Business Management	3	3	22	72	100	4
III	<del>Core 21V19</del>	<del>1921V19</del>	<del>Management/Individual Project Skills</del>	<del>3</del>	<del>3</del>	<del>22</del>	<del>72</del>	<del>100</del>	<del>4</del>
III	Core 21V20	1921V20	Elective - 05	4	3	22	72	100	3
III	Core 21V21	1921V21	Elective - 06	4	3	22	72	100	3
III	Core 21V22	1921V22	Elective - 07	4	3	22	72	100	3
III	Core 21V23	1921V23	Elective - 08	4	3	22	72	100	3
III	<del>Core 21V24</del>	<del>1921V24</del>	<del>Comprehensive Immersion Project (Group Project)</del>	<del>3</del>	<del>3</del>	<del>30</del>	<del>30</del>	<del>100</del>	<del>3</del>
III	Core 21V25	1921V25	Comprehensive Management-IV (Self study - Online Exam)	-	100	-	100	100	1
			TOTAL	30				800	23
V	Competency Enhancement		Certificate Course / Learning Object Registry					10 - IV SEMESTER	3
			Certificate Course					10 - IV SEMESTER	3
								Total Marks & Credits - 3200	103

\* The course will be taught during Semester I and II

**Item 9:  
STUDENTS CAN CHOOSE ANY FOUR OF THE FOLLOWING**

**ELECTIVES for Semester: III**

S.No.	Course Code	Specialization	Course*
1.	19BA79H	Human Resource Management	Managerial Behaviour and Effectiveness
	19BA79I		Legal Aspects of Business
	19BA79J		Strategic Human Resource Management
2.	19BA79K	Finance	Security Analysis and Portfolio Management
	19BA79L		Monetary Banking and Financial Services
	19BA79M		Modern Banking
3.	19BA79N	Marketing	Integrated Marketing Communication
	19BA79O		Brand Management
	19BA79P		Retail Marketing
4.	19BA79Q	Systems	System Analysis and Design
	19BA79R		Knowledge Management
	19BA79S		Enterprise Resource Planning and Management
5.	19BA79T	Production	Supply Chain Management
	19BA79U		Integrated Materials Management
	19BA79V		Managing Service Operations
6.	19BA79W	Entrepreneurship	Entrepreneurship Development
	19BA79X		Project Management
	19BA79Y		Startup Launch Pad

\* No. of Hours and Credits for each course: 4 Hours and 1 Credit

STUDENTS CAN CHOOSE ANY FOUR OF THE FOLLOWING

ELECTIVES for Semester: IV

S.No.	Course Code	Specialisation	Courses
1.	19BA774	Human Resource Management	Labour Welfare and Industrial Relations
	19BA775		Employee Training and Development
	19BA776		Global Management
2.	19BA777	Finance	International Financial Management
	19BA778		Risk and Interest Management
	19BA779		Financial Derivatives
3.	19BA780	Marketing	Retail Marketing
	19BA781		Social Marketing
	19BA782		Services Marketing
4.	19BA783	Systems	E-Business Management
	19BA784		Data Risk Management System
	19BA785		Business Intelligence
5.	19BA786	Production	Lean Manufacturing and Six Sigma
	19BA787		Total Quality Management
	19BA788		World Class Manufacturing
6.	19BA789	Entrepreneurship	Innovation Management
	19BA790		Social Entrepreneurship Management
	19BA791		Managing Technical Business



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## Item11: SYLLABUS

### SEMESTER: I

19BAP01	EVOLUTION & PRINCIPLES OF MANAGEMENT	CATEGORY	L	P	CREDIT
		Core – I	60	-	4

#### Preamble

To familiarise the students with the basic concepts and underlying principles of management science in order to aid in understanding an organization functions and about the complexity and wide variety of issues managers face in managing today's business firms.

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Observe and evaluate the influence of historical forces on the current practice of management.	K1,K5
CO2	Recognize and apply the skills necessary for carrying out strategic management planning and effective management decision-making	K1,K3
CO3	Understand organisation structures and ensure that the organization performs its vital tasks and goals	K2
CO4	Describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication and apply them in real time situations as per needs	K2,K6
CO5	Ensure that the overall directions of individuals and groups are consistent with the short and long range plans of an organisation	K4

#### UNIT I: EVOLUTION OF MANAGEMENT

(12 Hours)

Management – Meaning- Functions-Importance-Management :Science or Art-Administration Vs Management- Managerial Roles, Functions and skills- Evolution of management thought– Management and Society – Social responsibility of managers – Ethics in managing- Current Issues and challenges for management-Global Management.

#### UNIT II: PLANNING AND DECISION MAKING

(12 Hours)

Planning- Meaning, Nature, Types, Process and Planning Premises. Objectives-Characteristics-MBO. Policies-Types and Process of formulating policies. Decision Making-Types, Approaches and process of decision making-Global planning and decision making.

#### UNIT III: ORGANIZING AND ENTREPRENEURING

(12 Hours)

Organisation-Meaning-Functions-Importance-Principles-Kinds of Organisation. Organisational Structure – Principles and theories of organization –Line and staff functions. Authority and Responsibility – Centralization and Decentralization –Delegation of authority-Global organizing.

**UNIT IV: CO-ORDINATION AND LEADERSHIP****(12 Hours)**

Co-Ordination-Principles, Types and Approaches. Human Factors and Motivation – Importance- Motivational techniques and Theories. Leadership – Qualities, Styles, Theories of Leadership-Global leading.

**UNIT V: GLOBALCONTROLLING****(12 Hours)**

Controlling – Nature, Importance of Control – Control Techniques and Methods- Characteristics of Effective Control - Global Controlling and Global Challenges – Case studies.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Koontz & Wehrich	Essentials of Management	Tata McGraw Hill	2013
2	Rao VSP,Hari Krishna V	Management: Text and Cases	Excel Books	2012
3	Hellireger	Management	Thomson Learning	2013
4	Robbins.S.P	Fundamentals of Management	Pearson	2013
5	Bhattacharyya, Dipak Kumar	Principles of Management	Pearson Education	2013

19BAP02	BEHAVIOURAL SCIENCE	CATEGORY	L	P	CREDIT
		Core – II	60	-	4

**Preamble**

To understand the individual and group behaviour of employees and mould them for conducive environment which leads to mutual growth and prosperity.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recognize and Understand the dynamics of individual and group behaviour in organizations	K1,k2
CO2	Predict the potential of employees and mold their traits to create a better workplace	K5
CO3	Enhance the organisational culture to be conducive for team work and motivate the employees to achieve the best results	K4
CO4	Predict the need for organizational change and Apply the measures to handle change	K3,K5
CO5	Understand the diversity of culture and its bearing on the employees behaviour in organizations	K1,K3

**UNIT I: INTRODUCTION****(12 Hours)**

Organizational behavior: Nature and scope of OB, Challenges and opportunities, contributing disciplines, management functions and relevance to organization behavior.

**UNIT II: PERSONALITY AND PERCEPTION (12 Hours)**

Personality- Determinants, Structure, Behavior, Assessment, Psycho- analytical social learning, Job- Fit, Trait theories. Perception – Process, selection, organization errors, managerial implications of perceptions. Work attitudes-Importance, Types, Components, values, sources

**UNIT III: LEARNING AND STRESS MANAGEMENT (12 Hours)**

Learning – Classical, Operant, Social cognitive approaches. Implications of learning on managerial performance. Impression management, self monitoring. Stress- nature, sources, effects and managing stress. Conflict –Management, levels, sources, bases, conflict resolution strategies, Negotiation.

**UNIT IV: GROUP BEHAVIOUR AND CHANGE (12 Hours)**

Foundations of group behavior: Linking teams and groups, stages of development, influences on team effectiveness, team decision making. Issues in managing teams. Organizational change-managing planned change. Resistance to change- approaches to managing organizational change- organizational development- values- interventions, change management.

**UNIT V: POLITICS AND CULTURAL DIVERSITY (12 Hours)**

Organizational politics- Political behavior in organization, Organizational culture – Dynamics, role and types of culture and corporate culture, ethical issues in organizational, creating and sustaining culture. Organizational behavior responses to Global and Cultural diversity, Challenges at international level, homogeneity and heterogeneity of culture-case Analysis.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Robbins.S	Organisational Behaviour	Prentice-Hall, India	2014
2	Aswathappa.K	Organizational Behavior	Himalaya Publishing House	2014
3	Umasekaran	Organisational Behaviour	Tata McGraw Hill	2004
4	Udai Pareek	Understanding Organisational Behaviour	Oxford University Press	2012
5	L.M.Prasad	Organisational Behaviour	Sultan Chand & Sons	2014

<b>19BAP03</b>	<b>ECONOMICS FOR EXECUTIVES</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core –III	48	-	4

## Preamble

To facilitate students, learning the application of economic principles and policies in managerial decision making.

## Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recollect the economic concepts and strategies and their contribution to business decisions	K1
CO2	Determine a cost efficient method of production, the relationship between demand and supply and the managerial implications	K2,K3
CO3	Develop an insight into the different kinds of competition at the market place and the techniques adopted thereon	K3,K4
CO4	Design competitive strategies including pricing and product differentiation in accordance with the nature of market	K5, K6
CO5	Determine the implications of government policy on industry and industrial business	K6

### **UNIT I: MANAGERIAL ECONOMICS AND DEMAND ANALYSIS (10 Hours)**

Managerial Economics- nature and scope- managerial economics and business decision making- Role of managerial Economist- Fundamental concepts of Managerial Economics, Managerial Economics in managerial perspectives. Demand analysis-meaning, determinants and types of demand-Elasticity of demand.

### **UNIT II: SUPPLY AND COST CONCEPTS (10 Hours)**

Supply –meaning and determinants –production functions, Production decisions-Iso-quants, and Expansion path- Cobb Douglas function. Cost Function-Cost concepts, Cost- output relationship, Economies and Diseconomies of scale.

### **UNIT III: MARKET STRUCTURE AND PRICING (10 Hours)**

Market structure – characteristics – Pricing and Output decisions –Perfect Competition, Monopoly-Monopolistic Competition, Oligopoly- methods of pricing – differential pricing- government interventions and pricing.

### **UNIT IV: PROFIT AND PROFIT POLICIES (10 Hours)**

Profit- Meaning and nature- Theories of profit : Risk Theory, Uncertainty theory, Dynamic Theory and Innovation Theory- Profit policies- profit planning and forecasting- cost volume profit analysis- Investment analysis.

### **UNIT V: NATIONAL INCOME (8 Hours)**

National Income- Business Cycle- inflation and deflation – balance of payments- Monetary and Fiscal Policies, Indian Government policy and current issues.

### **Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Mehta P.L.	Managerial Economics –	Sultan Chand & Sons	2014



		Analysis & Cases		
2	Varshney R and Maheswari.K.L	Managerial Economics	Sultan Chand & Sons	2014
3	Atmanand	Managerial Economics	Excel Books	2012
4	P.L.Mehta	Managerial Economics- Analysis,Problems and Cases	Sultan Chand & Sons	2010
5	Mankar.V.G	Business Economics	Macmillan	2010

<b>19BAP04</b>	<b>ACCOUNTING FOR MANAGERS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – IV	60	-	4

### Preamble

To understand the concepts of accounting and its application for Managerial decision making.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recognize the fundamental principles of accounting	K1
CO2	Prepare and analyze a financial statement and assist in management decision making	K4,k6
CO3	Apprehend various tools of management and cost accounting necessary for effective decision making	K2,K5
CO4	Develop the skills needed to apply the knowledge on the tools of management and cost accounting in varied situations	K3
CO5	Analyse the relevance of their skill and knowledge for business at turbulence	K4

### UNIT I: FINANCIAL ACCOUNTING

(12 Hours)

Financial Accounting – Meaning-Definition-Importance-Accounting Principles – Types of Accounting – Journal Entries- Ledger Accounts-Trial Balance (Simple Problems) Final Accounts with adjustments (problems). Depreciation –Meaning-Types- Straight line and Diminishing Balance Method (Problems).

### UNIT II: FINANCIAL STATEMENT ANALYSIS

(12 Hours)

Financial Statements Analysis – Meaning and Concept of financial statement analysis,Types,Techniques-Comparative Statement- Common-size statement -Trend Analysis, (Simple Problems).Ratio Analysis-Meaning, Classifications – Construction of Balance sheet using ratios(Problems).

### UNIT III: FUND FLOW AND CASH FLOW STATEMENT

(12 Hours)

Fund Flow Statement – Meaning-Statement of Changes in Working Capital - Computation of Fund from Operations-Preparation of Funds Flow Statement (Problems).Cash Flow Statement Analysis- Computation of Cash from Operations-Preparation of Cash Flow Statement( Problems) - Distinction between Fund Flow and Cash Flow Statements. Advantages of Fund flow statement and Cash flow statement.

**UNIT IV: COST TERMINOLOGY AND BUDGETING****(12 Hours)**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting and Management Accounting– Cost Terminologies - Elements of Cost - Cost Sheet (Problems) Budget and Budgeting Control - Types of Budgets - Preparation of Purchase Budget, Sales Budget, Cash Budget, Flexible and, Cash Budget(Problems).

**UNIT V: MARGINAL COSTING****(12 Hours)**

Marginal Costing - Definition - distinction between marginal costing and absorption costing – CVP Analysis- Break-even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision(Problems).

**Questions: 60% of the questions shall be basic problems**

**40% of the questions shall be theory based.**

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Reddy.T.S.& Murthy.A	Financial Accounting	Margham Publications	2016
2	Sharma K Sasigupta	Cost and Management Accounting	Sultan Chand and Sons	2012
3	Jain, S.P., and K.L. Narang	Cost Accounting	Kalyani Publications	2014
4	S.N.Maheswari	Management Accounting	Sultan Chand and sons	2013
5	Khan, M.Y., and P.K. Jain	Management Accounting: Text, Problems and Cases	Tata McGraw-Hill	2013

<b>19BAP05</b>	<b>DECISION MODELS FOR BUSINESS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core - V	60	-	4

**Preamble**

To familiarize the students with techniques in statistics and operations research and their applications in managerial decision making.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Gain experience in linear functions and on mathematical models	K1,K2
CO2	Equip with elementary concepts and techniques of index numbers and time series analysis	K4
CO3	Understand the nature and rules of objective and subjective probability	K2,K3,K6
CO4	Evaluate the various concepts and methodologies in operations research	K5
CO5	Familiarize with decision making criteria in various business conditions	K3,K4

**UNIT-I: INTRODUCTION****(12Hours)**

Linear, Non-Linear functions: Graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest(No Problems).

Measures of central tendency: Mean, median, mode, Harmonic mean, quartiles, and deciles percentiles. Measures of dispersion- Range, quartile deviation, Mean deviation, standard deviation, and coefficient of variation (No Derivation & proof, Simple problems only).

**UNIT-II: INDEX NUMBERS AND TIME SERIES (12Hours)**

Basic concept of index numbers – Simple and Weighted index numbers – Concept of weights – Types of index numbers – Business index numbers. Time series – Variations in time series for business forecasting – Trend analysis.

**UNIT-III: CORRELATION AND PROBABILITY (12Hours)**

Correlation-Concepts of correlation-Types of correlation-Karl Pearson’s coefficient of correlation. Regression- Types of regression-Regression coefficients-Method of least squares.

Probability – Introduction – Basic concepts in Probability, Bayer’s theorem; - Theory of distributions – Binomial, Poisson, and Normal – Simple problems applied in business.

**UNIT-IV: OPERATIONS RESEARCH (12Hours)**

Operation research –Introduction – Linear programming – Graphical and Simplex Method – simple problems- Transportation and Assignment problems -simple problems.

**UNIT-V: NETWORK MODEL AND DECISION THEORY (12Hours)**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource leveling, Resources planning. Simulation – Types of simulation (No problems).Decision Theory – Pay off tables – decision criteria – decision trees.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Gupta.S.P	Statistical Methods	Sultan Chand & sons,43 <sup>rd</sup> Edition	2014
2	Gupta.S.P &Gupta.M.P	Business Statistics	Sultan Chand& sons,17 <sup>th</sup> Edition	2013
3	Kanti Swarap, P.K.Gupta and Man Mohan	Operations Research	Sultan Chand & sons,16 <sup>th</sup> Edition	2012
4	Kapoor V.K. and Gupta S.C.	Fundamentals of Applied Statistics	Sultan Chand and Sons, 3rd Edition	2008
5	R.Panneer Selvam	Operations Research	PHI Learning,2 <sup>nd</sup> Edition	2006

<b>19BAP06</b>	<b>CORPORATE COMMUNICATION</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – VI	48	-	4

**Preamble**

To enable the students to learn the basic communication skills and the usage of contemporary communication technology in the modern workplace.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
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CO1	Demonstrate competency in verbal and non-verbal forms of communication both one-on-one and in groups	K1, K2
CO2	Understand the rudiments of corporate communication	K2,
CO3	Think strategically, present creative ideas and attempt to become leaders in the digital era	K3, K6
CO4	Endeavor in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe	K3, K4
CO5	Thrive in a dynamic world by equipping with the skills needed to respond ethically and confidently, to any corporate communications challenge on a global perspective	K5, K6

### **UNIT I: COMMUNICATION BASICS**

**(10Hours)**

Business Communication – Principles, Components, Directions, Barriers. Verbal and Non-verbal Communication – Ethics and Communication.

### **UNIT II: BUSINESS CORRESPONDENCE**

**(8 Hours)**

Business Correspondence – Norms for Business Letters-Letters for Different Situations- Personalized standard letters, Enquiries, Customers complaints, Collection letters – Sales promotion letters.

### **UNIT III: CORPORATE COMMUNICATION**

**(10 Hours)**

Understanding Corporate Communication - Work-Team Communication – Business Meetings, Procedure, Preparing agenda, Minutes and resolutions. Business Etiquette- Fundamental Rules, Scope of Business Etiquette.

### **UNIT IV: EMPLOYEE COMMUNICATION**

**(10 Hours)**

Employee Communication – Principles, Elements and Channels of communication. Writing for Media and Media Relations - Managing Government Relations. Financial Communication – Objectives, Tools.

### **UNIT V: CRISES COMMUNICATION**

**(10 Hours)**

Crisis Communication – Characteristics, Causes, Steps and Strategies for managing crisis communication. Employment Communication-Planning your Career, Preparing Resume, Writing job-Application Letters, Preparing for a Job Interview, Communicating after the interview.

#### **Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Scot Ober	Contemporary Business Communication	Biztantra	2009
2	Lesiker & Flat lay	Basic Business Communication	Tata Mc Graw Hill	2008
3.	Jaishri Jethwaney	Corporate Communication: Principles & Practices	Oxford University Press	2013

<b>19BAP07</b>	<b>COMPUTER APPLICATIONS AND STATISTICAL PACKAGE ON BUSINESS DECISION – PRACTICAL</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – VII	-	72	2

## Objectives

1. Imbibe the basic operations in Libre Office( Writer, Calc, Impress)
2. To provide basic knowledge and experience in using statistical packages enabling managerial decisions.
3. To help students solve statistical problems using SPSS and apply the statistical tools for analysing and solving research problems
4. To ensure that the students identify prospective solutions for the hurdles that organizations face in the dynamic environment.

### **Module I** **(12 Hours)**

Libre Office- Basic computer usage Office suite for documents, spreadsheets, database.

**Writer (Word):** Creating a new document, using keyboard shortcut keys, working with tables. **Calc (Excel):** Working with Worksheets and multiple worksheets –Using formulas for quick calculations–Creating and editing charts.

**Impress (Power Point):** Creating new presentations, Designing presentations, Slide show controls, adding sounds on slides, Inserting calc in Impress, Customizing presentations.

### **Module II:** **(12 Hours)**

Introduction to SPSS 12 - Variable view and Data view Screen-Entering and Editing Data- Manipulation of data-Creating Variables-Recording-Merging files. Data processing – Coding – Variables and variables labels – Rules in Creating Variable Names – Variable Format – Value Labels – Recode Command – Handling Missing Data – Creating and Editing a Data File.

### **Module III:** **(12 Hours)**

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – Measures of the strength of association between variables.

### **Module IV:** **(12Hours)**

Hypothesis Testing and Probability Values - Approaches to analyses – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

### **Module V:** **(12 Hours)**

Parametric tests – Mean, Median, Mode, Standard Deviation, T test, F Test and Z test - Non-parametric tests- Mann-Whitney Rank, Sum test, Sign Test, Wilcoxon matched-Pair test, Runs test, Chi-square test-Friedman One way ANOVA. Garrett ranking Method - Kendell's Test - Kruskal wallis H-test.

### **Module VI:** **(12Hours)**

Application of ANOVA – Methods – Variables – Completely randomized design in a oneway ANOVA – Factorial Design with two or more factors – Pair wise test –T-test – Correlation – Regression – Interpretation of Result.

### **Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Stephen L.Nelson	OFFICE 2000 Complete	Tata Mc Graw	2013

			Hill	
2	John R.Levine	Windows 98 Complete	Prentice Hall India	2013
3	CR Kothari	Research Methodology	Himalaya Publishers	2004
4	Vijay Gupta	SPSS for Beginners	VJ Books Inc.,	1999
5	Julie Pallant	SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS	McGraw Hill	2010
6	Vohra, N.D.	Business Statistics	McGraw Hill	2013

<b>19BAP08</b>	<b>Comprehension in Management-I (Self study -Online Exam)</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – VIII	-	-	1

The Comprehension in Management examination will be conducted at the end of each semester I, II, III, IV for a maximum of 100 marks which consists of

**Comprehension (Multiple Choice Questions) (50x2=100) 100 marks**

The students are examined on Core, Core Allied, Core Elective papers studied in I Semester. In the comprehension component, the students are tested on their grasping ability of the subjects of study.

Course	No of Questions	Marks	Total Marks
Part:III Core (Online Exam)*	50	50 X 2= 100	100

\*Online Exams are conducted in the computer laboratory at the end of each semester with one credit each.

**SEMESTER II**

<b>19BAP09</b>	<b>OPERATIONS MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core –IX	48	-	4

**Preamble**

This course is designed to prepare the learners in addressing the key operations issues in service and manufacturing organizations that has strategic as well as tactical implications.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Articulate the fundamental principles of operations management and identify the underlying processes, tools and principles	K1
CO2	Develop an understanding of the operations management functions in a manufacturing or service industry and demonstrate a range of skills to identify and resolve problems	K2,K3

CO3	Establish and measure the performance of different operations related decision problems, such as facility layout, capacity planning, facility location, forecasting, inventory, quality, etc and review their contribution to profit	K4,K5
CO4	Enhance their own competence to apply the tasks, tools and underlying principles of operations management in the manufacturing and service sectors for improving organizational performance	K3,K6
CO5	Identify future challenges and directions that relate to operations management to effectively and efficiently respond to market changes.	K5,K6

**UNIT I: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT (10 Hours)**

Operations Management: nature, importance, functions, historical development, process-Differences between services and goods,-Functions and Challenges of an operations manager - System view of OM - Types of production systems - Continuous Flow and Intermittent systems.

**UNIT II: PRODUCT DESIGN AND PROCESS LAYOUT (10 Hours)**

Product design and process selection-Evaluation and Selection of appropriate Production and Operations technology-Operations layout: factors affecting the choice of layout, types , process, product, fixed Position and combined layout - Assembly line balancing (problems).

**UNIT III: PRODUCTION PLANNING AND CONTROL (10 Hours)**

Production Planning and Control: meaning, functions – Aggregate Planning – Master Production Schedule (MPS) – Material Requirement Planning (MRP) – Capacity Requirement Planning (CRP) (Problems) – Bill of Materials - Overview of MRP II and ERP.

**UNIT IV: PURCHASE AND INVENTORY MANAGEMENT (8 Hours)**

Purchase functions and procedure – Value analysis-Inventory: objectives, cost, types - inventory control , P & Q Inventory system, Inventory control systems :perpetual, periodic – Overview of JIT and KANBAN systems.

**UNIT V: QUALITY CONTROL AND ASSURANCE (10 Hours)**

Total Quality Management: Concept ,statistical quality control for acceptance sampling and process control, control charts (Variables, Attributes), Quality circle-ISO Quality Certifications :meaning, importance and few types – Quality assurance – Six Sigma concept - Practices in Indian organisations - Overview on the use of computers in operations management : Lean, Agile, CIM, CAM, CAD Systems (Basic Concepts)- Cases.

**Questions : 20% of the questions shall be simple problems.**

**80% of the questions shall be theory based.**

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Paneer Selvam. R	Production and Operations Management	Prentice Hall India Learning Private Limited	2012
2.	Krajewski, J. Lee, Ritzman, P. Larry and Malhotra K.	Operations Management: Processes and Value	Pearson Education	2016

	Manoj	Chains		
3.	Mahadevan B.	Operations Management, Theory and Practice	Pearson Education	2015
4.	Chary S.N.	Productions and Operations Management	Tata McGraw- Hill Education Pvt. Ltd	2012
5.	Aswathappa K and Shridhara Bhat K	Production and Operations Management	Himalaya Publishing House	2010

19BAP10	FINANCIAL MANAGEMENT	CATEGORY	L	P	CREDIT
		Core – X	48	-	4

### Preamble

To familiarizing the students with the skills related to basic principles, tools and techniques of financial management

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Have an understanding about the varied functions of financial management and the managerial implications	K1,K2
CO2	Equip themselves with an overview and interpret the impact of capital structure, investment projects, working capital management and capital budgeting	K2
CO3	Organise their knowledge on various aspects of financial management and prepare to handle real-time business situations	K3,K6
CO4	Discover strategies and recommend feasible solutions to handle business at financial crisis	K4,K5
CO5	Elaborate on the strategic need for financial management and the managerial implications of the tools	K6

### UNIT I: FINANCIAL MANAGEMENT-OVERVIEW (10 Hours)

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship-Time value of money concepts - Indian Financial system- Role of SEBI in Capital Issues.

### UNIT II: COST OF CAPITAL AND LEVERAGE (8 Hours)

Cost of Capital : Meaning,importance,computation for each source of finance, equity shares, preference shares, debentures and weighted average cost of capital- Leverage:Meaning,types,operating leverage , financial leverage ,problems.

### UNIT III: CAPITAL STRUCTURE AND DIVIDEND POLICY (10 Hours)

Capital Structure:meaning,factors affecting capital structure, capital structure theory:Net income approach, Net operating income approach ,MM theories – Dividend:meaning,types - Dividend Policy:meaning , types of divided policy ,determinants of dividend policy-CAPM.

### UNIT IV: WORKING CAPITAL MANAGEMENT (10 Hours)



Working Capital Management: definition and objectives ,working capital policies,factors affecting working capital requirements ,sources of working capital,computation for working capital requirements (Basic problems) - Cash Management : meaning,motives for holding cash- objectives-Receivables Management:meaning, importance,steps,implications of various committee reports.

**UNITV: CAPITAL BUDGETING**

**(10hours)**

Capital Budgeting :methods of appraisal ,conflict in criteria for evaluation - Capital Rationing : problems - Risk analysis in Capital Budgeting – Cases.

**Questions : 20% of the questions shall be simple problems.**

**80% of the questions shall be theory based.**

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Dr.S.N.Maheswari	Finacial Management	Sultan Chand	2012
2.	Shashi.K.Gupta & Sharma K.Gupta	Finacial Management	Kalyani Publishers	2015
3.	M.Y.Khan & P.K.Jain	Financial Management	Tata McGraw Hill	2010
4.	James C.Van Horne	Financial Management & Policy	Prentice Hall of India (P) Ltd	2002
5.	Pandey IM	Financial Management	Vikash Publishing	2011

<b>19BAP11</b>	<b>MARKETING MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – XI	48	-	4

**Preamble**

To enable the students to learn the basic functions, principles, strategies and concepts of marketing for effective managerial function

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recall and outline the key marketing concepts, theories and techniques used for analyzing a variety of marketing situations	K1,K2
CO2	Demonstrate an understanding of market segmentation and targeting to build knowledge on consumer behaviour	K2, K3
CO3	Infer marketing strategies based on product, price, place and promotional objectives	K4
CO4	Inspect the marketing environment and distribution channels in order to derive timely decisions on marketing mix	K5, K6
CO5	Elaborate on the emerging trends in marketing in a global perspective and apply newer concepts for business development	K6

**UNIT I: MARKETING AND MARKETING ENVIRONMENT (10 Hours)**

Introduction to marketing: nature and scope, perspectives, marketing Vs selling, - Marketing Process - Roles and responsibilities of a marketing manager - Marketing environment :micro and macro environment.

**UNIT II: MARKET SEGMENTATION AND BUYING BEHAVIOUR (8 Hours)**

Market segmentation: Meaning, benefits, targeting and positioning - Buying Behaviour:definition, buying population, buying motives, buying decision, buying process.

**UNIT III: PRODUCTS, PRICING AND BRANDING (10 Hours)**

Managing Products:classification of products, product levels, product life cycle ,avoiding product failure ,product line and product mix - Pricing Strategy :objectives-methods-factors, Overview of Branding: elements, reasons for branding, types and benefits - New product development

**UNIT IV: MARKETING CHANNELS AND SALES PROMOTION (10 Hours)**

Marketing channels: levels, functions, channel flows, - Distribution Management: objectives, functional areas, Value chain – Overview of Retailing: direct marketing and wholesaling - Sales promotion: purpose, types, effectiveness, limitations - duties types of salesman,

**UNIT V: MARKETING OF NON- BUSINESS ORGANIZATION (10 Hours)**

Marketing of Non- business organization –Issues in Marketing:social, ethical and legal aspects of marketing – Overview on the Developments in Marketing:Meaning,Objectives and Importance of International marketing, Green marketing, Cyber Marketing,Relationship Marketing, Rural Marketing– Cases.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Kotler, Keller, Koshy, Jha	Marketing Management: A South Asian Perspective	Pearson	2013
2.	Ramaswamy, Namakumari	Marketing Management: Global Perspective in India	Macmillan	2013
3.	Willam, Ferell	Marketing	South Western Educational publishing	2016
4.	Philip Kotler	Marketing Management	Pearson Education	2012
5.	Rajan Saxena	Marketing Management	Tata McGraw Hill	2012

<b>19BAP12</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – XII	48	-	4

**Preamble**

To provide the students with analytical skills to utilize human resources metrics and technological applications to enhance the effectiveness of recruitment, training, development and retention of human resources.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM;	K1,K2
CO2	Analyze the role of recruitment, selection and Training in relation to the employees	K4
CO3	Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labor market	K3
CO4	Analyze core issues, policies and practices surrounding employee relations and legal issues	K4
CO5	Develop, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments	K5, K6

**UNIT I: HUMAN RESOURCE MANAGEMENT -OVERVIEW (12 Hours)**

Introduction- Nature, Scope, Functions, Objectives, Evolution of HRM- Importance of Human Factor – Roles and responsibilities of HR Manager - Human Resource Planning – Importance, Factors, Process - Job Analysis - Process and Outcomes - Job description, Job specification.

**UNIT II: ACQUIRING AND DEVELOPING HUMAN RESOURCES (8 Hours)**

Recruitment and Selection: Meaning, Process, Sources and Factors affecting recruitment – Meaning, Process and Methods of Selection - Induction and Placement - Training Need Analysis: Meaning, Levels, Methods and Process - Designing Training Programme - Types of Training - Difference between Training and Development- Assessment of Training effectiveness- Improving the Effectiveness of Training.

**UNIT III: MANAGING PERFORMANCE AND COMPENSATION (10 Hours)**

Performance appraisal: Meaning, Objectives, Steps and Methods of Performance appraisal- Job evaluation: Meaning, Objectives, Process and Methods- Promotion: Purpose, Types Basis and benefits- Transfers: Meaning, Purpose, Types and benefits – Difference between Promotion and Transfer - Wage and Salary Administration: Components of Compensation, Objectives, Methods, Essentials and factors affecting Compensation

**UNIT IV: MAINTAINING HUMAN RESOURCES AND INDUSTRIAL DISPUTES (10 Hours)**

Employee Health, Safety and Welfare: Objectives, Issues and Statutory Provisions related to Health, Safety and Welfare – Industrial Disputes: Meaning, Causes, Prevention and Settlement of Disputes- Collective Bargaining: Meaning and Conditions for Successful Collective Bargaining.

**UNIT V: RECENT TRENDS IN HR (8 Hours)**

HR Audit: Meaning, Characteristics, Scope, Types and Process- Role of HR in Internationalization of Business - Staffing Global Organizations - Training and Maintaining Expatriates - Implementing Global HR System.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Dessler, Gary and Biju Varkkey	Human Resource Management	Pearson Education	2016
2.	Bernardin, John H	Human Resource Management: An	McGraw-Hill	2013

		Experiential Approach		
3.	Aswathappa, K	Human Resource Management: Text and Cases	McGraw-Hill	2013
4.	Rao VSP	Human Resource Management: Text and cases	Excel Books	2010
5.	David A.De Cenzo& Stephen P. Robbins	Personnel/Human Resource Management	PHI/Pearson	2010

<b>19BAP13</b>	<b>INFORMATION MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – XIII	48	-	4

### Preamble

To familiarize the students with the technologies and methods used for effective decision making in an organization.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	To create an awareness amongst the learners about Information Technology and Information systems	K1,K2
CO2	To facilitate the students to understand the functional information systems and their managerial implications	K2,K3
CO3	To familiarize the concepts of DBMS, Disaster Management, Data Mining and Cloud Computing.	K4
CO4	To understand the importance of security and control process	K1,K5
CO5	To gain the knowledge on effective IT applications in business and to implement it	K6

### UNITI: INTRODUCTION

(8 Hours)

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

### UNITII: SYSTEM ANALYSIS AND DESIGN

(8 Hours)

Systems development methodologies, Systems Analysis and Design Tools – System flow chart, Decision table, DFD, ER, Object oriented Analysis and Design, UML diagram.

### UNITIII: DATABASE MANAGEMENT SYSTEMS

(10 Hours)

Database Management Systems – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

**UNITIV: SECURITY, CONTROL AND REPORTING (12 Hours)**

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

**UNITV: NEW IT INITIATIVES (10 Hours)**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Robert Schultheis and Mary Summer	Management Information Systems	Tata McGraw Hill	2014
2.	Kenneth C. Laudon and Jane Price Laudon	Management Information Systems – Managing the digital firm	PHI Learning / Pearson Education	2012
3.	James O Brien	Management Information System	Tata Mc Graw hill	2013
4.	Haag,Cummings &Mc.Cubbrey	Management Information Systems	Tata Mc Graw hill	2013
5.	Raphl Stair & George Reynolds	Information Systems	Cengage Learning	2012

19BAP14	BUSINESS RESEARCH METHODS	CATEGORY	L	P	CREDIT
		Core – XIV	48	-	4

**Preamble**

To familiarize the students with methodology of research and its application in managerial decision making

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the scope and significance of research in business decisions	K1,K2
CO2	Translate their understanding about hypotheses, scaling, and the research tools in order to experiment in different business situations	K2,K3
CO3	Discover the pitfalls in business research and the methodology adopted and inspect the rudiments for improvement	K4
CO4	Determine the relative importance of variables in a business research and measure their impact on the core issue investigated	K5
CO5	Design reports that propose alternative solutions and test their feasibility	K6

**UNITI: INTRODUCTION TO RESEARCH****(8 Hours)**

Research – meaning, scope and significance, Characteristics, Types, Research Process, - research objectives –Identification of Research- Problem research hypotheses - research in an evolutionary perspective - role of theory in research.

**UNIT II: RESEARCH DESIGN AND SCALING TECHNIQUES ( 8 Hours)**

Research design – Features and Types – Validity of findings – internal and external validity  
Variables in research – measurement and scaling - scaling techniques - meaning - Types of scales - construction of instrument – validity and reliability of instrument.

**UNIT III: SAMPLING DESIGN, DATA COLLECTION AND PROCESSING (10 Hours)**

Sampling design – meaning, steps, criteria for a good sample design, Sampling Types - Probability and non-probability samples. Data collection - Types of data - Sources of data - Tools for data collection - Pilot study - Data processing – coding, editing and tabulation of data - Data validation.

**UNIT IV: TESTING AND HYPOTHESIS (12 Hours)**

Test of Significance - Assumptions about parametric and non-parametric tests. Parametric Test – chi-square, T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test (Simple Problems). Overview of Multivariate analysis - factor, cluster, Multi - dimensional scaling, Discriminant analysis. (No Problems). Overview about the application of statistical softwares for data analysis.

**UNIT V: INTERPRETATION AND REPORT WRITING (10 Hours)**

Interpretation – meaning and techniques - Report writing – Significance, Steps, Types, Layout of report, Precautions - Norms for using Tables, charts and diagrams – Appendix- Ethics in Research – Subjectivity and objectivity in research - Cases.

**Questions : 20% of the questions shall be problems  
80% of the questions shall be theory based.**

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Donald R.Cooper and Pamela S.Schindler	Business Research Methods	Tata McGraw Hill	2010
2.	Naresh K Malhotra	Marketing Research: An Applied Orientation	Pearson Education	2010
3.	Uma Sekaran	Research Methods for Business	Wiley Publications	2011
4.	Kothari C.R	Research methodology	Wishwa Prakashan	2013
5.	T.N.Srivastava & Shailaja Rego	Business Research Methodology	Tata McGraw Hill	2013

19BAP15	SOCIAL IMMERSION PROJECT	CATEGORY	L	P	CREDIT
		Core-XV Group Project	24	-	1

Course Code 19BAP15	Social Immersion Project*	
Course Objectives	On completion of this course, a student will be able : 1. To empathise with a common man's problem in the locality on certain civic and community issues 2. To attempt capacity building as a remedy for the issue identified 3. To consolidate on the problem at hand and learn to work in teams	
Guidelines	<b>Duration and nature of study :</b> Engage in sensitizing themselves about some civic problems and issues in the local community for a minimum of 40 hours to learn the problem at hand. <b>Activity :</b> Attempt to generate strategies to handle the problem at hand with an idea to empower the people concerned, on aspects like health, environment, education and economy. <b>Report :</b> Preparation of report to be done in compliance with the rubrics for assessment	
Criteria for assessment and weightage	Significance of the Attempt	10
	Sensitisation of the issue	20
	Plan of Action	10
	Sustainability of outcome and future plans	10
	Team work (Peer assessment)	10
	Report Preparation and presentation of Visuals	20
	Viva-Voce	20
	<b>Total</b>	<b>100</b>

\* To be done at the beginning of the second semester for a period of one week (40 hours). It is group assessment which is to be done at the CIA by the internal examiner.

19BAP16	Comprehension in Management-II (Self study-Online Exam)	CATEGORY	L	P	CREDIT
		Core – XVI	-	-	1

The Comprehension in Management examination will be conducted at the end of each semester I, II, III, IV for a maximum of 100 marks which consists of

#### Comprehension (Multiple Choice Questions) (50x2=100) 100 marks

The students are examined on Core, Core Allied, Core Elective papers studied in II Semester. In the comprehension component, the students are tested on their grasping ability of the subjects of study.

Course	No of Questions	Marks	Total Marks
Part:III Core (Online Exam)*	50	50 X 2= 100	100

\*Online Exams are conducted in the computer laboratory at the end of each semester with one credit each.

19SEP01	CYBER SECURITY	CATEGORY	L	P	CREDIT
		Skill Enhancement	24	-	2

#### Preamble

To understand the basics of cyber security and the security threats in day-to-day activities.

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the basic concepts of information security and its types	K1
CO2	Outline their knowledge on the need for cyber security and the underlying principles	K2
CO3	Make use of the knowledge acquired to handle cyber security risks and threats even during situations of higher uncertainty	K3
CO4	Dissect the security issues in handling information and social media	K4
CO5	Estimate the risk involved in the cyber world and ensure preventive and control measures at times of security breaches or threats	K5,K6

### **UNIT I: INFORMATION SECURITY**

**(5 Hours)**

History of Information Security - Need for Security-Types of Security: Physical Security – Network Security –Personal Security –Operation Security –Communication Security - Information Security Threats.

### **UNIT II: INTRODUCTION TO CYBER SECURITY**

**(5 Hours)**

Cyber Security: Objectives- Roles- Differences between Information Security and Cyber Security. Cyber Security Principles: Confidentiality- Integrity – Availability.

### **UNIT III: RISKS & VULNERABILITIES**

**(5 Hours)**

Risk Meaning: Risk Management –Problems of Measuring Risk -Risk Levels-Risk Analyzes- Risk Assessment –Response to Risk Terminology- Threats: Components of Threats-Types of Threats- Vulnerabilities: Computing System Vulnerabilities –Hardware Vulnerabilities- Software Vulnerabilities-Data Vulnerabilities-Human Vulnerabilities.

### **UNIT IV: SOCIAL MEDIA**

**(5 Hours)**

Introduction to social media: What, Why –Pros and cons- Security issues in social media: Mail-Facebook-Whatsapp-Twitter-Preventive and control measures.

### **UNIT V: CASE STUDY**

**(4 Hours)**

Impact of social media: Education -Business- Banking-Mobile –Human Life- Present generation-Indian scenario.

### **WEB REFERENCES**

1. <https://m.youtube.com/watch?v=o6pgd8gLFHg>
2. <https://m.youtube.com/watch?v=3rl4ZjZpcHU>
3. <https://blog.barkly.com/10-fundamental-cybersecurity-lessons-for-beginners>
4. <https://5social media security risk and how to avoid them.html>
5. <https://10 cyber security twitter profiles to watch.html>
6. <https://cyber security in banking 4 trends to watch in 2017.html>
7. <https://gmail hacking security tips-indian cyber security solutions.html>
8. <https://why social media sites are the new cyber weapons of.html>



Course Code	Course	Evaluation
19SEP01	Semester II : Cyber Security	100% CIA

### SEMESTER III

19BAP17	STRATEGIC MANAGEMENT (Open Source Exam)	CATEGORY	L	P	CREDIT
		Core : XVII	60	-	4

#### Preamble

To integrate the knowledge gained in various functional areas for making business decisions, from the executive's point of view in the global and Indian context.

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	To impart the basics of strategy and its implications in an organization and community	K1,K3
CO2	Discuss importance of business scenario in the competitive arena by doing environment analysis	K3,K4
CO3	Understand the stability and durability of different strategic alternatives under various levels	K2
CO4	Demonstrate implementation strategies and matching the strategy with organizational structure and control systems	K5
CO5	Construct the strategies to adopt the current trends and face new challenges in the environment	K6

#### UNIT I: INTRODUCTION (12 Hours)

Concept of Strategy -Levels of strategy- Strategic Management- Characteristics – Process – Stakeholders in business and their roles in Strategic Management - Meaning of Strategic Intent, Vision, Mission , Objectives, Goals and its characteristics - Hierarchical levels of planning - Strategic planning process.

#### UNITII:ENVIRONMENTALYSIS (12Hours)

Analyzing Company's Internal Environment: Evaluating company's Resources, Capabilities, Core Competencies, Distinctive Competencies, Competitive advantage and its sources, Building Blocks of Competitive advantage.

Analyzing Company's External Environment: Analyzing Macro environment – Porters Five Force Model-ETOP.Value Chain:- Primary and Secondary activities - Portfolio analysis :- Business Portfolio analysis – BCG Matrix – GE 9 Cell Model.

#### UNIT III: STRATEGY FORMULATION (12 Hours)

Functional Strategies:- Efficiency, Quality, Innovation and Customer Responsiveness - Business Strategies: - Low cost, Differentiation, Focus. Corporate Strategies:- Stability, Growth Strategies – Diversification – Joint Venture – Merger- Acquisition – Takeover – Vertical and Horizontal Integration - Strategic alliances- Exit Strategies – Retrenchment Strategy - Turnaround Strategy

**UNIT-IV: STRATEGY IMPLEMENTATION****(12 Hours)**

Strategy Implementation: – Process – Barriers, 7S Framework – Organizational Structure and Control System:- Functional, Divisional, SBU, Matrix, Network – Levels of control system - Matching Structure and Control to Strategy:- Functional level, Business level, Global level and Corporate level - Strategy Evaluation:- Use of Balance Scorecard approach for evaluation.

**UNIT V: STRATEGIC BUSINESS MODELS****(12 Hours)**

Business Models:-Meaning and Components of business models, New business model and Strategies for Internet economy - Non-Profit-Organization:- Various forms of Non- profit-organization- Popular Strategies.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Charles W.L.Hill & Gareth R.Jones	Strategic Management Theory An Integrated approach	Biztantra	2015
2.	John A Pearce II and Richard B Robinson	Strategic Management: Formulation, Implementation and Control	Tata MC Graw Hill	2010
3.	John A.Parnell	Strategic Management, Theory and practice	Biztantra	2012
4.	Azar Kazmi	Strategic Management & Business policy	Tata Mcgraw Hill	2009
5.	John Pearce & Richard Robinson	Strategic Management	Tata Mc Graw Hill	2012

**I.ELECTIVE COURSES -HUMAN RESOURCE MANAGEMENT**

19BAPH1	MANAGERIAL BEHAVIOR AND EFFECTIVENESS	CATEGORY	L	P	CREDIT
		Core-Elective-H	48	-	3

**Preamble**

To examine managerial styles of students in assessing different systems of management and relate systems to organizational characteristics.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Dissimilitude different attitudes and assumptions of managers about human nature and behaviour at work	K1
CO2	Appraise different systems of management and relate systems to organisational characteristics	K3,K4
CO3	Review the basic and underlying philosophies for successful management of people	K2,K3
CO4	Advocate criteria's for evaluating the effectiveness of managers	K4,K5
CO5	Acclaim the importance of organisational and managerial efforts in fostering innovation and creativity	K5,K6

**UNIT I: INDEFINING THE MANAGERIAL JOB (10Hours)**

Managerial job: Definition-Descriptive Dimensions of Managerial Jobs. Methods: Heuristic methods, Androgynous methods. Model: Henry Mintzberg model, Role dimensions. Time Dimensions in Managerial Jobs: principles of time management, time wasters, process.

**UNIT II: DESIGNING THE MANAGERIAL JOB (10 Hours)**

Effective and Ineffective Job behaviour: Characteristics, difference between effective and ineffective job behaviour. Functional and level differences in Managerial Job behaviour: top, middle and first levels, skills required by managers at each level.

**UNIT III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS (10 Hours)**

Managerial effectiveness: Definition, methods- the person, process, product approaches, bridging the gap – Global measures for managerial effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS (10Hours)**

Organisational Processes: Organisational Development, OD values, OD intervention techniques, results. Job Challenge: meaning, experiencing a job transition, creating change, dealing with diversity. Competition: meaning, strategies adopted by organisations to overcome competition– Managerial Styles.

**UNIT V: DEVELOPING THE MANAGERIAL SKILLS (8 Hours)**

Self-Development: meaning, stages, SWOT analysis, Activities focussing on teamwork, leadership, relationship building– Negotiation Skills. Development of the Competitive Spirit: models .Knowledge Management: definition, five stages of KM .Fostering Creativity and innovation: steps to improve creativity and innovation.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Peter Drucker	Management	Harper Row	2005
2	Milkovich and Newman	Compensation	McGraw-Hill	2005
3	Blanchard and Thacker	Effective Training Systems, Strategies and Practices	Pearson	2006
4	Dubrin	Leadership, Research Findings, Practices & Skills	Biztantra	2008
5	Joe Tidd , John Bessant, Keith Pavitt	Managing Innovation	Wiley	2006
6	R.M.Omkar	Personality Development and Career Management	S.Chand	2008

<b>19BAPH2</b>	<b>LEGAL ASPECTS OF BUSINESS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core- Elective-H	48	-	3

### Preamble

To contrive the knowledge of various legal aspects relevant to business and to future its practices for the improvement of business.

### Course Outcomes

On the successful completion of the course, students will be able to

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
CO1	Understand the key concepts of business law relating to contract formation, the selection of business assignment, etc	K1,K2
CO2	Ability to analyse legal issues faced by company with the knowledge gained	K3, K4
CO3	Become proficient in the ways to minimize legal risk in business and safeguard their rights	K3
CO4	Familiarize in the concepts of income tax, GST and its impact on business in global scenario	K5,K6

### UNIT I: THE INDIAN CONTRACT ACT 1972

(10Hours)

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts .

### UNITII:THE SALE OF GOODS ACT 1930

(10 Hours)

Meaning of goods, sale and agreement to sale, difference between sales and agreement to sale-Rights of an unpaid seller - Negotiable Instruments: Nature and requisites of negotiable instruments, Types of negotiable instruments: Promissory notes, Cheques, Bill of exchange.

### UNIT III: COMPANY LAW

(10 Hours)

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

### UNIT IV: INDUSTRIAL LAW

(10 Hours)

Factories Act-Payment of wags Act-Payment of Bonus Act-Industrial Disputes Act

### UNIT V: INCOME TAX AND GST

( 8 Hours)

Income tax: Computation of individual's income and tax liability.

GST: Introduction-GST rate cards, GST slabs, Benefits of GST, Impact of GST on business.

### Books for Reference:

<b>S.No</b>	<b>Authors</b>	<b>Title</b>	<b>Publishers</b>	<b>Year of Publication</b>
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1	N. D. Kapoor	Elements of mercantile Law	Sultan Chand	2006
2	P. K. Goel	Business Law for Managers	Biztantatara	2008
3	Akhileshwar Pathack	Legal Aspects of Business	Tata McGraw Hill	2009
4	Dr. K.Vinod	Direct Taxes Planning and Management	Singhania	2008
5	V.S.Datey	GST Ready Reckoner	Taxmann	2017
6	Richard Stim	Intellectual Property-Copy Rights, Trade Marks, and Patents, Learning	Cengage	2008

<b>19BAPH3</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-H	48	-	3

### Preamble

To understand the transformation of HR functions from being a support function to strategic function.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge level
CO1	Accustom the basic concepts and models in SHRM	K1,K2
CO2	Understand the key areas of human behaviour in sustained organisation performance	K2
CO3	Evaluate HR Programs and its implications in current business world	K3,K4
CO4	Demonstrate the ability to explain the importance of strategic options in the achievement of strategic change	K4,K5
CO5	Ascertain the impact of Strategic International HRM in promoting the development of an organisation in global scenario	K6

### UNIT I: STRATEGIC HUMAN RESOURCE MANAGEMENT (10 Hours)

SHRM: Definition of HRM and SHRM, importance of SHRM, shift from traditional HRM to SHRM, steps, models-strategic role of HR during business cycle.

### UNIT II: FUNCTIONAL HUMAN RESOURCE STRATEGIES (10 Hours)

Recruitment strategies: meaning, online recruitments, outsourcing, headhunting, assessment centres, work life balance, autonomous work teams. Training & Development strategies:

competencies, cross cultural training, multi-skilling, succession planning, creating a learning organization.

**UNIT III : ENVIRONMENTAL INFLUENCES AND EVALUATION OF HR PROGRAMS (10 Hours)**

Environmental influences: meaning, environmental scanning sources and methods, techniques of scanning, challenges, environmental factors.

Evaluation of HR programs: Introduction, importance, scorecard, 5C model of HRM impact, approaches for measuring HR practices, challenges in measuring the impact of HRM.

**UNIT IV: STRATEGIC OPTIONS AND HR DECISIONS (10 Hours)**

Downsizing and Restructuring: meaning, need for downsizing, workforce reduction and restructuring methods, financial performance and downsizing, consequences, effective downsizing strategies.

**UNIT V: STRATEGIC INTERNATIONAL HR (8 Hours)**

Strategic International HRM: Definition-Corporate International business strategies- Linking HR strategy with business - SHRM issues in business -Strategic IHRM fits with corporate international business strategies-Comparative analysis between role of HR manager in Indian and International Companies -Strategic IHRM flexibility- Recent trends in SHRM-Case studies.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Paul Boselie	Strategic Human Resource Management	Tata McGraw Hill	2011
2	Monica Belcourt, & Kenneth J. Mcbay	Strategic Human Resource Planning	Pearson	2009
3	Monir Tayeb	International Human Resource Management	Oxford	2007
4	Robert L. Mathis and John H. Jackson	Human Resource Management	Cengage Learning	2007
5	Jeffrey A Mello	Strategic Human Resource Management	Cengage Learning	2007

**II. ELECTIVE COURSES-FINANCE**

	SECURITY ANALYSIS AND	CATEGORY	L	P	CREDIT
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19BAPF1	PORTFOLIO MANAGEMENT	Core-Elective-F	48	-	3
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## Preamble

To familiarize the students on the modes of selecting investment opportunities, and analyzing the securities for investment.

## Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recognise the Investment, Investment products and Risk Return Concepts	K1
CO2	Know the working of Securities Market Exchange and Regulators	K2
CO3	Get acquainted with the fundamental analysis and valuations of Securities	K3,K5
CO4	Analyze the share prices using technical charts	K4
CO5	Make use of tools to evaluate portfolio performance	K6

### UNIT I: INVESTMENT (8 Hours)

Investments: Concept and objectives – Nature – Scope-Process – Stages-Types of Investment and Investors-Sources of investment information –Investment Alternatives- Risks of investment.

### UNIT II: SECURITIES MARKET

(12Hours)

Securities Market: Types - Participants – Regulatory Environment, Stock exchanges in India - Regulations of stock exchanges – Trading system in stock exchanges. Debt instruments valuation model: Constant, Two stage and three stage growth model- Asset pricing theories: APT, Option pricing theory

### UNIT III: FUNDAMENTAL ANALYSIS (10 Hours)

Economic Analysis: Economic forecasting and stock Investment Decisions – Forecasting Techniques. Industry Analysis: Industry classification, Industry life cycle. Company Analysis:

Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd's investor ratios

### UNIT IV: TECHNICAL ANALYSIS (10 Hours)

Technical Analysis: Fundamental Analysis Vs Technical Analysis - Charting methods - Market

Indicators - Trend - Trend reversals - Patterns - Moving Average - Oscillators – Testing of Efficient Market theory.

### UNIT-V: PORTFOLIO MANAGEMENT (8 Hours)

Portfolio – Objectives – Construction- Selection – Revision- Portfolio Evaluation: Sharpe's, Treynor's and Jensen's Performance Index- Practical applications in selection of securities. Capital Asset Pricing Model: SML,CML - Case Analysis

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	Preeti Singh	Security Analysis and Portfolio Management	Himalaya Publishers	2012
2.	V.K.Bhalla	Investment Management	S.Chand & Company Ltd.	2012
3.	Prasanna Chandra	Investment Analysis and Portfolio Management	Tata McGraw Hill	2010
4.	S. Kevin	Security Analysis and Portfolio Management	PHI Learning	2012
5.	Donald E.Fischer & Ronald J.Jordan	Security Analysis & Portfolio Management	PHI Learning	2011

19BAPF2	MERCHANT BANKING AND FINANCIAL SERVICES	CATEGORY	L	P	CREDIT
		Core- Elective-F	48	-	3

### Preamble

To make the students understand the various financial services and its usage and applications in business and industry

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recollect and understand the functions of merchant banking and SEBI activities	K1,K2
CO2	Understand the leasing, hire purchase activities and apply its uses in various activities of business	K2,K3
CO3	Analyse the concept of mutual funds and various types of MF's and credit ratings	K4
CO4	Construct broad picture of mergers and acquisitions related activities	K6
CO5	Evaluate Venture capital, Credit Rating and depositories	K5

### UNIT I: MERCHANT BANKING

(8 Hours)

Merchant Banking - Functions – Categories of merchant bankers-Modes of raising capital from

Domestic and foreign markets -Raising short term funds - SEBI guidelines on Obligations & responsibilities of Merchant bankers-Issue management: Pre & Post issue activities, E-IPO, Private Placement – Bought out Deals – Off - Shore Issues

### UNIT II: HIRE PURCHASING AND LEASING

(12Hours)



Hire Purchase - Concept - evaluation of Hire Purchase Proposals. Leasing -overview - tax aspects - Lease Accounting - Types of leases – Benefits of leasing- Rights & Obligations of Lessor & Lessee-Evaluation of leasing proposals.

**UNIT III: MUTUAL FUNDS**

**(10 Hours)**

Mutual Funds: Types - Operations-Mutual fund Calculations -Regulations – SEBI Guidelines for mutual funds.

**UNIT-IV: MERGERS AND ACQUISITIONS**

**(8 Hours)**

Mergers and Acquisitions: Types, Process- SEBI code on Take-over's - Business Failures and reorganizations: Causes, Types, and Symptoms.

**UNIT V: OTHER SERVICES**

**(10 Hours)**

Venture Capital:Objectives,Forms,Process,Methods - Bill Discounting:Types,Working of bill discounting - Credit rating:Objectives,Types,Process, - Asset securitization – Securitisation in India.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	M.Y.Khan	Financial Services	Tata McGraw-Hill	2015
2.	Shanmugam, R.	Financial Services	Wiley India	2014
3.	Punivathy Pandian	Management of Financial Services	Vikas Publishing House	2010
4.	Gurusamy	Financial Services	Tata McGraw-Hill	2010
5.	Tripathy	Financial Services	PHI Learning	2010

<b>19BAPF3</b>	<b>MODERN BANKING</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-F	48	-	3

**Preamble**

To familiarize the students in advanced banking concepts and enable them to work with modern banking system.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the basic functions of banking operation and its regulation	K1,K2
CO2	Discuss various products offered by the bank for its customers	K3
CO3	Analyze the impact of technology in banking industry	K4
CO4	Evaluate the bank payment and settlement system from the customer view.	K2,K5
CO5	To study the financial inclusion and issues in banking system.	K6

**UNIT I: INTRODUCTION**

**(8 Hours)**

Introduction-Scheduled and Non-scheduled banks, Evolution of banks in India - Pre & Post Nationalization of banks - Functions of Banks –Types of Banking– RBI Functions – Banking Regulation act – Negotiable Instruments Act.

**UNIT II: BANKING TRANSACTIONS (12Hours)**

Types of customers-KYC guidelines – Different Deposit products – Principles of Lending – Various Credit products – Fund Based loans :- Cash Credit, Overdraft, Demand loan , Term Loan – Non Fund Based Loans:- Letter of Credit

**UNIT III: BANKING TECHNOLOGY (10 Hours)**

Indian banking transformation – Electronic Banking – Core banking – Back office processing – Branch computerization – Online banking – Internet and mobile banking - Electronic Distribution channels – Onsite ATMs , Offsite ATMs, Stand alone ATMs, Networked ATMs - Core banking solutions – POS terminals – Home Banking

**UNIT-IV: BANK PAYMENT & SETTLEMENT SYSTEM (8 Hours)**

Evolution of Payment system in India – IFSC code - Payment Methods -Cheque – MICR – Cheque Truncation – ECS Debit & Credit – RECS – EFT – NEFT – SWIFT – CFMS – RTGS – Electro Magnetic Cards.

**UNIT IV: RECENT TRENDS (10 Hours)**

Financial Inclusion – Cross Selling – Private Banking – Personal Finance– CRM in Banking - Contemporary issues in bank management.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Indian Institute of Banking & Finance	Principles of Practices of Banking	Macmillan Publishers India Limited	2012
2.	Vijayaragavan Iyengar	Introduction to Banking	Excel Books	2011
3.	Clifford Gomez	Banking & Finance Theory, Law and Practice	PHI Learning	2011
4.	K.P.M. Sundharam & Varshney	Banking Theory Law & Practice	Sultan Chand & sons	2014
5.	Kanhaiya Singh, Vinay Dutta	Commercial Bank Management	Tata McGraw Hill Education	2010

**III.ELECTIVE COURSES-MARKETING**

19BAPM1	INTEGRATED MARKETING COMMUNICATION	CATEGORY	L	P	CREDIT
		Core-Elective-M	48	-	3

**Preamble**

This course introduces students to the basic concepts of advertising and sales promotion which helps firm to promote products in the market.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Understanding the marketing communication and environment.	K1,K2
CO 2	Applying communicational methods for marketing.	K3
CO3	Analysing advertisement media and tactics at corporate and marketing level.	K4
CO4	Understanding the sales promotion, public relations tools and techniques.	K2,K5
CO5	Creating publicity for marketing communication.	K6

### UNIT I: INTRODUCTION

(9 Hours)

Introduction to Integrated Marketing Communication : Definition– Characteristics - Elements of Integrated Marketing Communication – Developmental view – Approaches to planning Integrated Marketing Communication.

### UNIT II: ADVERTISEMENT

(10 Hours)

Concept – Definition – Scope and objectives – Functions – Principles of Advertisement – Social, Economic and legal Implications of Advertisements – Setting Advertisement Objectives – Advertisement Agencies – Selection and Remuneration – Advertisement Campaign

### UNIT III: ADVERTISEMENT MEDIA

(10 Hours)

Introduction – Media Planning and scheduling – Types of Advertisement – Layout – Design appeal – Print media – Broadcast media – out-of-home media – Radio, T.V and Web advertisements – Media Research – Testing validity and Reliability of ads - Measuring impact of advertisements.

### UNIT IV: SALES PROMOTION AND PUBLIC RELATIONS

(10 Hours)

Sales Promotion: Definition – Objectives of Sales promotion – Sales Promotion Techniques – Involvement of Salesmen and Dealers – Online sales promotion. Public Relations: Meaning – Objectives – Scope and Functions – Public Relations in Promotional Mix- Public relations tool and techniques – Pros and Cons of Public Relations.

### UNIT V: PUBLICITY

(9 Hours)

Publicity - Introduction – Meaning , Objectives , Tools , Goals of Publicity , Scope and importance of Publicity . Difference between Marketing, Public Relations and Publicity - Social publicity - Web Publicity and Social media - Publicity Campaigns.

### Books for References:

S.No	Authors	Title	Publishers	Year of Publication
1.	Sirgy, Rahitz	Integrated Marketing Communications, A Strategic Approach.	Cengage Learning	2008
2.	Kenneth Clow, Donald Baack	Integrated Advertisements, Promotion and Marketing Communication	Prentice Hall Of India	2003
3.	George E Belch, Michel A belch	Advertising and Promotion	Tata McGraw Hill	2010
4.	S.H.H Kazmi and Satish K Batra	Advertising and Sales Promotion	Excel Books	2001

19BAPM2	BRAND MANAGEMENT	CATEGORY	L	P	CREDIT
		Core-Elective-M	48	-	3

### Preamble

To familiarize the students to the methods of managing brands and framing new strategies for successful business

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand brand management concepts and careers in the areas of brand management.	K1,K2
CO2	Identify different Brand strategies adopted by different companies.	K3,K4
CO3	Develop successful interfaces with sales, advertising & channel functions.	K6,K2
CO4	Understanding different brand extension and identify the factors deciding it.	K2,K3
CO5	Evaluate performance of well known brands	K5

### UNIT I: INTRODUCTION

(8 Hours)

Concept of a brand – Evolution, types of brand names, Brands Vs Products, Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

### UNIT II: BRAND STRATEGIES

(10 Hours)

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & Implications.

### UNIT III: BRAND COMMUNICATIONS

(8 Hours)

Brand Image, image dimensions, brand associations & image, Managing Brand image. Brand identity – perspectives, levels, and prisms. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

### UNIT IV: BRAND EXTENSION

(9 Hours)

Brand Extension, Line extensions, Line Trap-Co branding & Licensing Brands. Reinforcing and Revitalisation of Brands –need, methods. Brand Architecture-Brand portfolio management.

### UNIT V: BRAND PERFORMANCE

(10 Hours)

Brand valuation – Methods of valuation, Branding industrial products, services and Retailers – Building Brands online, creation of blog, online brand promotion, process for appraisal.

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	Kevin Lane Keller	Strategic Brand	PHI/Pearson	2014

		Management		
2.	Harsh Varma	Brand Management	Excell Books.	2012
3.	Majumdar	Product Management in India	PHIsaz	2010
4.	Sengupta	Brand Positioning	Tata McGraw Hill	2012
5.	Rameshkumar	Managing Indian Brands	Vikas	2011

<b>19BAPM3</b>	<b>RURAL MARKETING</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core- Elective-M	<b>48</b>	-	<b>3</b>

### Preamble

The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for production of Rural Products.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understanding the nature and scope of rural marketing.	K2
CO2	Recognise product and Applying pricing strategy	K1,K3
CO3	Analysing promotional and distribution strategy.	K4
CO4	Evaluating the consumer behaviour in the rural marketing.	K5
CO5	Creating trends in rural marketing.	K6

### UNIT I: OVERVIEW OF RURAL MARKETING (9 Hours)

Introduction of Rural marketing - Evolution of Rural Marketing in Indian and Global Context – Definition - Nature, Scope and Characteristics of Rural Marketing - Importance of Rural Marketing, - Rural Vs Urban marketing - Attractiveness of Rural marketing.

### UNIT II: PRODUCT & PRICING STRATEGY (10 Hours)

Rural product Strategy: Concepts and Classifications - Product mix decisions - Product Item decisions and Competitive product strategies. Pricing for rural marketing- Concepts - Pricing polices--pricing strategies.

### UNIT III: CONSUMER BEHAVIOUR (10Hours)

Consumer Buyer Behaviour Model in Rural Marketing – Buyer Characteristics – Factors influencing rural consumers during purchase of a product- Life style of Rural Consumer. Rural Marketing Research: Process – Data Collection approaches in rural areas – Limitations and Challenges in Rural marketing.

### UNIT IV: PROMOTION AND DISTRIBUTION STRATEGY (10 Hours)

Consumer Education and Consumer Methods in Promotion of Rural Marketing: Exploring media, Target audience, Designing right promotion strategy. Distribution in Rural Markets: Evolution of Rural Distribution Channels - Channel Dynamics – Rural Channel Members.

### UNIT V: ROLE OF TECHNOLOGY IN RURAL MARKETING (9 Hours)

E -Rural Marketing - CRM and e -CRM in Rural Marketing – Advanced Practices in Rural Marketing, Social Marketing, Network Marketing, Green Marketing in Indian and Global Context – Co-operative Marketing.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1.	C.G Krishnamacharyulu & Lalitha Ramakrishnan	Rural Marketing, Text and Cases	Pearson Education	2003
2.	Pradeep Kashyap	Rural Marketing	Pearson	2012
3.	Balram Dogra and Karminder Ghuman	Rural Marketing, Concepts and Practices	Tata McGraw-hill	2008
4.	Ramkishen Y	New Perspectives in Rural and Agricultural Marketing	Jaico Publishing House	2008

**IV.ELECTIVE COURSES - SYSTEMS**

19BAPS1	SYSTEM ANALYSIS AND DESIGN	CATEGORY	L	P	CREDIT
		Core- Elective-S	48	-	3

**Preamble**

To make the students understand and analyze about the system. Its function and the components of the system to be implemented .

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Gather data to analyse and to specify the requirements of a system.	K1
CO2	Build general and detailed models that assist programmers in implementing a system.	K3,K4
CO3	Design a database for storing data and a user interface for data input ,output & its controls to protect the system and its data.	K2,K6
CO4	Demonstrate the issues in implementation process and the ethics to be followed in system development process.	K5
CO5	Develop the basic skills required to design system components and environments in an organisation.	K4,K6

**UNIT I:-SYSTEM CONCEPTS & INFORMATION SYSTEM ENVIRONMENT (9 Hours)**

System Concepts & Information System Environment : System concepts - definition, characteristics of a system, Elements of a system, Types of a System, introduction to System Analysis and Design - System Analysis, System Design, System Development Life Cycle.

**UNIT II: SYSTEM ANALYSIS (9 Hours)**

System Analysis : System Development Life Cycle approach, Need for a Structured approach, Information Gathering. A problem solving approach - Data Flow Diagrams, Data

modeling with logical entity relationship. Process modeling with logical data flow diagram, Data dictionary, Decision Tree, Decision tables and Structured English.

**UNIT III: SYSTEM DESIGN (10 Hours)**

System Design : Introduction, The Process of Logical & Physical design – Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls- Case analysis.

**UNIT IV: SYSTEM IMPLEMENTATION (12 Hours)**

System Implementation: Need of Testing, Test Plan, Quality Assurance, Trends in Testing, Audit Trail, Post Implementation Review, , Selection of Hardware and Software Security and Recovery in System Development: System Security: Definition, Threats to system security, Control measures, Disaster/ Recovery Planning, Ethics in System Development.

**UNIT V: INFORMATION SYSTEM ANALYST (8 Hours)**

The Information System Analysis : Introduction - - Preparing for Career as a System Analyst - General Business- Knowledge - Technical Skills - Communication skills - Role of System Analyst – Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, Place of the System analyst position in the MIS organization

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Elias M.Awad	System Analysis and Design	Galgotia Publications	2007
2.	Jerry L.Whitten, Lonnie D.Bently & Victor M.Bar	System Analysis and Design	Galgotia Publications	1998
3.	Robert J.Thierauf	System Analysis and Design - A case study approach	CBS Publishers	2000
4.	Henry F.Korth,Abraham Silberchatz& sudharshan	Database system concepts	Mc.Graw Hill	1991
5.	Kendall	System Analysis and Design	Pearson	2002

<b>19BAPS2</b>	<b>KNOWLEDGE MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-S	48	-	3

**Preamble**

To focus on knowledge creation, capture, representation, storage and reuse to fully leverage the intellectual assets of a firm.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Define the nature and topology of knowledge and	K1,K2

	knowledge management within a business context	
CO2	Identify technologies that are most useful for capturing/acquiring, organizing, distributing, and sharing knowledge within an enterprise	K2
CO3	Analyze & apply the knowledge of management solutions, which refer to the variety of ways in which information and knowledge management can be facilitated	K2,K3
CO4	Demonstrate a thorough understanding of different types of knowledge assets in an organisation and to be able to design and implement successful strategies for leveraging them	K2,K4
CO5	Explain and evaluate major KM issues such as ethics, knowledge ownership vs. authorship, copyright, intellectual property and knowledge sharing incentives	K5,K6

### **UNIT I: INTRODUCTION**

**(8 Hours)**

Knowledge: Definition, Nature of knowledge, types of knowledge, - Alternative views of knowledge - Differences between data, Information and knowledge.

Knowledge management : Definition, Forces driving knowledge management, -Issues in knowledge management -The five Ps of strategic knowledge management.

### **UNIT II: KNOWLEDGE MANAGEMENT PROCESSES**

**(10Hours)**

10 step knowledge management roadmap -Knowledge discovery systems -Knowledge capture systems -Knowledge sharing systems -Knowledge application systems -Knowledge management Infrastructure

### **UNIT III: TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT**

**(10Hours)**

Knowledge based system : Introduction, Definition - Advantages and disadvantages - Artificial Intelligence : Definition, Other artificial intelligence technologies - Automated reasoning process - Case based reasoning system

### **UNIT IV: KNOWLEDGE CODIFICATION AND IMPLEMENTATION**

**(10Hours)**

Knowledge codification – Definition -Reasons for codifying knowledge - Modes of knowledge conversion - Codification tools and procedures -Data management -Knowledge portals

### **UNIT V: IMPACT OF KNOWLEDGE MANAGEMENT IN ORGANIZATION**

**(10 Hours)**

Attributes of a Knowledge leader -Enablers of knowledge culture -Ownership of knowledge: Ethical and legal issues. - Managing knowledge workers -Future of knowledge management

#### **Books for Reference:**

<b>S.No</b>	<b>Authors</b>	<b>Title</b>	<b>Publishers</b>	<b>Year of Publication</b>
1.	Becerra, Fernandez	Knowledge management: Challenges, solutions and technologies	Pearson	2010
2.	Debowski	Knowledge Management	Wiley India	2012
3.	Jawadekar	Knowledge Management	Tata McGraw Hill	2010
4.	Warier	Knowledge Management	Vikas Publishing House	2010
5.	Awad, Ghaziri	Knowledge Management	PHI Learning	2011



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<b>19BAPS3</b>	<b>ENTERPRISE RESOURCE PLANNING AND MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core- Elective- S	48	-	3

### Preamble

To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Identify the factors that lead to the development and implementation of ERP systems	K1
CO2	Describe an integrated information system to support for an effective and efficient business processes	K2,K3
CO3	Analyse and evaluate the critical stage of implementation in the development of enterprise wide systems	K4,K5
CO4	Evaluate and debate the need for linking enterprise mission & goals with the implementation of ERP systems	K5
CO5	Figure out the various emerging trends which will support business process.	K6

### UNIT I: INTRODUCTION

(8 Hours)

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

### UNIT II: ERP SOLUTIONS AND FUNCTIONAL MODULES

(10 Hours)

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management.

### UNIT III :ERP IMPLEMENTATION

(10 Hours)

Planning, Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Framework -Training. People Organization in implementation-Consultants, Vendors and Employees.

### UNIT IV: POST IMPLEMENTATION

(10 Hours)

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

### UNIT V: EMERGING TRENDS ON ERP

(10Hours)

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

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	Alexis Leon	ERP demystified	Tata McGraw-Hill	2007
2.	Jagan Nathan Vaman	ERP in Practice	Tata McGraw-Hill	2008
3.	Alexis Leon	Enterprise Resource Planning	Tata McGraw-Hill	2008
4.	Sinha P. Magal and Jeffery Word	Essentials of Business Process and Information System	Wiley India	2012
5.	Jagan Nathan Vaman,	ERP in Practice	Tata McGraw-Hill	2008
6.	Vinod Kumar Grag and N.K. Venkitakrishnan	ERP-Concepts and Practice	Prentice Hall of India	2006

## V.ELECTIVE COURSES-PRODUCTION

19BAPP1	SUPPLY CHAIN MANAGEMENT	CATEGORY	L	P	CREDIT
		Core-Elective-P	48	-	3

### Preamble

This course is designed to recognize the elements of supply chain and its impact on overall performance of the organization and also to impart the metrics for assessing the supply chain performance.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the fundamentals of supply chain and network design	K2
CO2	Evaluate the demand through forecasting. Recognise and review the aggregate plan	K5,K1
CO3	Create design and plan transportation networks	K6
CO4	Analyse the model for strategic benchmarking and setting priorities.	K4
CO5	Apply IT for SCM with various techniques involved in supply chain.	K3

**UNIT I : Building a Strategic Framework to Analyse Supply Chain (10 Hours)**  
 Understanding the Supply Chain – Supply Chain Performance – Supply Chain Drivers and Metrics – Designing the Supply Chain Network – Network Design in Supply Chain.

**UNIT II: Planning Demand and Supply in a Supply Chain (10 Hours)**

Demand Forecasting in a Supply Chain – Aggregate Planning - Sales and Operations Planning – Planning and Managing Inventories – Managing Uncertainty in a Supply Chain.

**UNIT III: Designing and Planning Transportation Networks (10 Hours)**

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain- Pricing and Revenue Management in Supply Chain.

**Unit IV: Bench Marking in SCM (8 Hours)**

Benchmarking the SCM-forms of bench marketing–significance of benchmarking -Setting Benchmarking Priorities in SCM.

**UNIT V: Information Technology in a Supply Chain (10 Hours)**

The role of IT in a supply chain – Supply chain IT framework – Future of IT in the supply chain – Risk management in IT – Supply chain IT in practice – coordination in a supply chain.

**Books For Reference**

S.No	Authors	Title	Publishers	Year of Publication
1.	Chopra, Sunil, Meindl, Peter, Kalra, D.V	Supply chain Management: Strategy, planning and operation	Pearson Education	2015
2.	G.Raghuram and N. Rangaraj	Logistics and Supply Chain Management (Cases and Concepts)	Macmillan publishers	2010
3.	Shah, Janat	Supply Chain Management - Text and cases	Pearson Education	2009
4.	Sahay, B.S.	Supply Chain Management for Global Competiveness	Macmillan Publishers	2012
5.	Martin Chirstopher	Logistics and Supply Chain Management	Pitman Publishing, Financial times public	2001

<b>19BAPP2</b>	<b>INTEGRATED MATERIALS MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-P	48	-	3

**Preamble**

Integrated Materials Management will enable the students to know the complete cycle of material flow, work in process, warehousing, shipping and distribution of finished product.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
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CO1	Understand various functional areas of Materials Management planning, budgeting with relevant applications.	K2
CO2	Recognise and analyse EOQ model and ABC analysis in inventory	K1, K4
CO3	Apply the knowledge of warehouse management.	K3
CO4	Evaluate the purchase planning process including the transportation management.	K5
CO5	To assimilate the requirement of materials management in industrial perspective.	K6

### UNIT I: INTRODUCTION

(10 Hours)

Concept -3 basic segments- Aims and Advantages of integrated materials Management– Material planning – Budgeting and Applications.

### UNIT II: INVENTORY MANAGEMENT

(10 Hours)

Inventory control – Functions, Need, Importance.-Deterministic model –Probablistic Models– EOQ –EBQ models – Inventory systems – Inventory control methods – ABC analysis- XYZ classification.-Problems and techniques.

### UNIT III: STORES MANAGEMENT

(10 Hours)

Storekeeping- Materials handling Equipments -Materials receipt –Stores Accounting –Stores records – Standardization and Codification – Warehouse management- Functions- Types.

### UNIT IV: PURCHASING

(10 Hours)

Purchasing – Importance- Purchasing principles – Procedure – Ethics in Buying and selling– Purchasing Research and value analysis- Import Purchasing.

### UNIT V: MATERIALS MANAGEMENT INFORMATION SYSTEM

(8 Hours)

Information systems and computer in material management- Evaluation of materials management– Operation Research techniques in Materials management.

### Distribution of Marks:

Theory 80% and Problems 20%

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1	Gopalakrishnan	Integrated Materials Management	Tata McGraw Hill.	2015
2	Aquitano ,Jacobs	Production and operations management: Manufacturing and services Chase	Tata McGraw Hill.	2013
3	A.K.Chitale and R.C.Gupta,	Materials Management	PHI Learning, 2nd Edition	2016
4	Dr.O.P.Khanna	Industrial Engineering and Management	Dhanpat Rai Publication (p) Ltd.	2000
5	P.Saravanavel and S.Sumathi	Production and Materials Management	Margham Publication	2014

19BAPP3	MANAGING SERVICES OPERATIONS	CATEGORY	L	P	CREDIT
		Core –Elective-P	48	-	3

## Preamble

It helps to understand role of service operations and method of managing the operation.

## Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the importance of services under different competitive environment.	K2
CO2	Design a service with its key dimension on retail design strategy.	K5
CO3	Recognise into SERQUAL methods with service guarantee and Research service recovery.	K1,K4
CO4	Analyse the managing of service operations	K4
CO5	Applying various insights into parameters for assessing quality.	K3

### UNIT I: UNDERSTANDING SERVICES

(10 Hours)

Services – Importance, role in economy, service sector – growth - Nature of services, Service Classification, Service Package, Distinctive characteristics, Open-systems view. Service Strategy –Strategic service vision, competitive environment, Generic strategies, winning customers.

### UNIT II: DESIGNING THE SERVICE ENTERPRISE

(10 Hours)

New Service Development – Design elements – Service Blue-printing - process structure – –Value to customer - Retail design strategies – store size – Network configuration - Managing Service Experience – Experience economy, Key dimensions - Vehicle Routing and Scheduling - Front-office Back-office Interface – Service decoupling.

### UNIT III: SERVICE QUALITY

(10 Hours)

Service Quality- Dimensions, Service Quality Gap Model - Measuring Service Quality – SERVQUAL - Walk-through Audit - Quality service by design - Service Recovery - Service Guarantees - Service Encounter – creating service orientation, Service profit chain. Six sigma for service process improvement.

### UNIT IV: MANAGING SERVICE OPERATIONS

(10 Hours)

Forecasting demand for service- Method of forecasting – Managing capacity and demand- Strategies for managing demand.

### UNIT V: GLOBALIZATION OF SERVICES

(8 Hours)

Generic International Strategies - Global service strategies - Role of information technology - Inventory Management in Services.

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	James A. Fitzsimmons	Service Management – Operations, Strategy, Information Technology	Tata McGraw-Hill	2006

2.	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton	Successful Service Operations Management	Cengage Learning	2010
3.	Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick,	Service Management and Operations	Pearson Education	2007
4.	Bill Hollins and Sadie Shinkins	Managing Service Operations	Sage	2006
5.	J.Nevan Wright and Peter Race	The management of service operations	Thomson	2004

## VI. ELECTIVE COURSES-ENTREPRENEURSHIP

19BAPE1	ENTREPRENEURSHIP DEVELOPMENT	CATEGORY	L	P	CREDIT
		Core-Elective-E	48	-	3

### Preamble

To make students understand the different dimensions of entrepreneurship and to inculcate the spirit of entrepreneurship in students.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understanding the concept of Entrepreneur, Entrepreneurship and Intrapreneur	K2
CO2	Identify the developmental Opportunities and the Institutional Support to Entrepreneurs	K5
CO3	To inculcate Entrepreneurial attitude in the young minds	K3
CO4	Analyse the different Entrepreneurial Sectors in India	K4
CO5	Understand and analyse the success and failure of Entrepreneurs	K2, K4

### UNIT I: THE ENTREPRENEURIAL DEVELOPMENT PERSPECTIVE (10 Hours)

Entrepreneur: Meaning, Definition, Characteristics, Classification of Entrepreneurs, factors affecting Entrepreneurial growth- Entrepreneurship: Meaning, Definition, Functions, Factors influencing Entrepreneurship, Types, Role of Entrepreneurship in the economic development- Intrapreneur: Meaning, Definition, Characteristics, Classification, Role of Intrapreneurs, Entrepreneurs Vs Intrapreneurs.

### UNIT II: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT (10 Hours)

EDP: Concept, Need for EDP, Role of EDP, Course Content and Curriculum, Phases, Evaluation of EDPs. Institutional Support to Entrepreneurs: Central and State Level Institutions- Entrepreneurial Motivation: Introduction, Factors, model for Entrepreneurial

Motivation, Motivation Theories: Maslow's Need Theory and McClelland's Needs Theory of Motivation.

**UNIT III: WOMEN ENTREPRENEURSHIP**

**(10 Hours)**

Women Entrepreneurs: Reasons for Low / No Women Entrepreneurs, Role, Problems and Prospects of Entrepreneurship in Informal Sector, Schemes for the Promotion of Women Entrepreneurship in India, Organisations Promoting Women Entrepreneurs in India, Women Entrepreneurs around the World, Future of Women Entrepreneurs.

**UNIT IV: ENTREPRENEURSHIP**

**(10 Hours)**

Rural Entrepreneurship: Meaning, Need, Problems, Development of Rural Entrepreneurship, NGOs and Rural Entrepreneurship - Tourism Entrepreneurship: Meaning, Perspective, Policy Measures for Tourism in India, Eco-Tourism/Nature Tourism/Rural Tourism, Tourism in Indian Economy - Agri-Preneurship:Introduction, Need for developing Agri-preneurship in India, Opportunities for Developing Agri-preneurship, Challenges, Suggestions for Developing Agri-preneurship.

**UNIT V: CASE STUDIES**

**(8 Hours)**

Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Kuratko., Donald F &Hodgetts, Richard M	Entrepreneurship	Thomson	2007
2.	Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean	Entrepreneurship	McGraw Hill Education	2017
3.	Kuratko, F. Donald, Rao, T. V	Entrepreneurship	Cengage Learning	2015
4.	Holt, H. David	Entrepreneurship	Pearson Education	2016

<b>19BAPE2</b>	<b>PROJECT MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-E	48	-	3

**Preamble**

Graduates are prepared to serve as project leaders and team members who add value through innovation, customer focus, prudence, and professional responsibility, consistent with the objectives of the projects in which they are involved and the organizations they support.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO	CO Statement	Knowledge Level
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Number		
CO1	To understand the concept of project and steps in project management.	K2
CO2	Recollect and apply techniques of project planning and project control	K1,K5
CO3	Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.	K4
CO4	Understand and apply techniques of project risk management	K1,K3
CO5	To evaluate the task (pre & post analysis) and Forecast and set procedures for subsequent years	K5,K6

### **UNIT I: BASICS OF PROJECT MANAGEMENT**

**(10 Hours)**

Project: Meaning, Concepts, Categories, Project Lifecycle Phases, Characteristics of a Project- Project Manager: Qualities, Role and responsibilities- Project Management: Meaning, Definition, Functions, Process of Project Management- Challenges of Managing a Project, the relationship between project Management and line management, system approach to project management.

### **UNIT II: PROJECT IDENTIFICATION AND SELECTION**

**(10 Hours)**

Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point - Project Planning: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS).

### **UNIT III: PERT AND CPM**

**(10 Hours)**

Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System - Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS

### **UNIT IV: RESOURCES CONSIDERATIONS IN PROJECTS**

**(10 Hours)**

Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts- Project Risk Management: Introduction, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks- Project Quality Management and Value Engineering: Introduction, Quality Concepts, Value Engineering .

### **UNIT V: PROJECT PERFORMANCE MEASUREMENT AND EVALUATION (10 Hours)**

Introduction, Project Performance Evaluation Techniques, Benefits and Challenges of Performance Measurement and Evaluation - Project Execution and Control: Introduction, Project Control Process, Purpose of Project Execution and Control - Introduction to Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up.

#### **Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Clements, James	Effective project	Cengage	2006



	P & Gido Jack	Management	Learning, NewDelhi	
2.	Newton, Richard	The practice and theory of project management creating value through change	Hampshire, Palgrave Pub	2009
3.	Meredith, Jack.R& Mantel Samuel.J,	Project Management: A managerial approach	New Delhi, John Wiley & Sons	2006
4.	Nicholas, John.M & Steynl	Project Management for business, engineering & technology: principles & practice	Hermann	2009

<b>19BAPE3</b>	<b>START UP LAUNCH PAD</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core- Elective-E	48	-	3

### Preamble

To provide a experiential learning opportunity for establishment of a new venture

### Course Outcomes

On the successful completion of the course, students will be able to

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
CO1	Develop and test ideas by gathering massive amounts of customer opinion and marketplace feedback	K1,K4
CO2	Validate ideas with real-life customers	K3
CO3	Evaluate the distribution channels for effective distribution	K2,K3
CO4	Design revenue models and resources for establishing a suitable business model	K5
CO5	Identify key resources for successful establishment of a new venture	K6

### UNIT I: CUSTOMER DEVELOPMENT

(10 Hours)

Customer Development: Meaning-Process of customer development-Value proposition-Key metrics for customer development-Revenue streams-Customer processes minimum viable product, Market opportunity analysis

### UNIT II: CUSTOMER SEGMENTS

(10 Hours)

Customer segments: Product market fit, Rank and Day in the life, multiple customer segments-Market types introduction: Existing, Re-segmented, New, Clone-Consequences of not understanding a market

### UNIT III: DISTRIBUTION CHANNELS

(9 Hours)

Overview of channels of distribution-web distribution-physical distribution-Direct channel fit- Indirect channel economies-Original Equipment Manufacturers - Channel economies

### UNIT IV: REVENUE MODELS AND RESOURCES FOR START –UPS

(10 Hours)

Revenue streams and price- Direct and ancillary models- Common start up mistakes-market types and pricing- Single and multiple side markets-Revenue first companies-market size and market share of companies. Four critical resources: An overview of financial resources, Human resources, qualified employees and culture, Intellectual property

**UNIT V: ENTREPRENEUR INTERFACE**

**(9 Hours)**

Real time investigation for starting new venture-Case Studies

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Steve blank	Four steps to the Ehipany	K&S Ranch	2013
2	Alexander Osterwalder & Yves Pigner	Business model Generation	Wiley	2011
3	Jessical Livingston	Founders at work	Apress	2008
4	Eic Ries	The Lean Start-up	PengiuN Uk	2011
5	Steve Blank and Bob Dorf	The startup owner’s manual:The step by step guide for building a great company	K&S Ranch	2012

19BAP22	RESEARCH IMMERSION PROJECT	CATEGORY	L	P	CREDIT
		Core : XXII Project	36	-	3

Course Code 19BAP22	Research Immersion Project*	
<b>Course Objectives</b>	On completion of this course, a student will be able : 1. To approach real time business problems with research perspective 2. Familiar with various approaches and forms of research 3. To apply analytical tools and draw inferences for decision making 4. To present the results of the investigation for further implication	
<b>Guidelines</b>	<i>Nature of study and duration</i> : A student shall undertake a research project to address a problem in a sector/ industry / corporate with an aim to find a solution to the problem identified.  <i>Report</i> : Preparation of report to be done in compliance with the criteria for assessment	
<b>Criteria for assessment and weightage</b>	Identification of the problem and Review of literature	5
	Design of the instrument and research methodology	5
	Data Analysis and Inferences	5
	Regularity	5
	Viva-Voce	80
	<b>Total</b>	<b>100</b>

\*To be carried out during the summer vacation of II semester. The project report shall be prepared with due assistance and guidance from the department and a report shall be submitted at the end of the third semester with an attempt to adopt the guidelines laid for

M.Phil., and Ph.D., thesis preparations, to inculcate research acumen. Assessment will be jointly done by the internal and external examiners during the ESE.

<b>19BAP23</b>	<b>Comprehension in Management-III (Self Study-Online Exam)</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – XXIV	-	-	1

The Comprehension in Management examination will be conducted at the end of each semester I, II, III, IV for a maximum of 100 marks which consists of

**Comprehension (Multiple Choice Questions) (50x2=100) 100 marks**

The students are examined on Core, Core Allied, Core Elective papers studied in III Semester. In the comprehension component, the students are tested on their grasping ability of the subjects of study.

Course	No of Questions	Marks	Total Marks
Part:III Core (Online Exam)*	50	50 X 2= 100	100

\*Online Exams are conducted in the computer laboratory at the end of each semester with one credit each.

<b>19EEPBA1</b>	<b>CORPORATE EMPLOYABILITY SKILLS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Employability Enhancement	36	-	2

**Preamble**

It bridges the gap between the academic and industry, lay down emphasis on programs that enable the students to excel in the interviews.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understanding effective communication	K2,K1
CO2	Analysis the presentation skills of individuals	K4
CO3	Self evaluation	K5
CO4	To apply the theoretical concepts practically	K3
CO5	To create successful events	K6

**UNIT I: (8 Hours)**  
Business Communication –Different styles of communication, Self Introduction, Body Language, Eye contact, Listening Skills.

**UNIT II: (7 Hours)**  
Group Discussion, Debate, and Public speaking, Cross questioning.

**UNIT III:** (7 Hours)  
Personality Development- SWOT Analysis, Goal setting, CV preparation, Mock interviews.

**UNIT IV:** (8 Hours)  
Seminars –Event Management –Presenting an IV report with ppt , effective presentation using visual aids.

**UNIT V:** (6 Hours)  
Case study analysis

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Herta A Murphy Herbert W Hildebrandt Jane P Thomas	Effective Business communications	Tata Mc Graw hill	2008
2	Krishna Mohan Meera Bannerji	Developing communication skills	Trinity	2009
3	P.D.Chaturvedi Mukesh Chaturvedi	Business Communication skills concepts and applications	Pearson	2013
4	Bovee,Thill, Schatzman	Business Communication Today	Pearson	2005
5	Priyadarshini Patnaik	Group Discussion and Interview Skills	Cambridge University Press Pvt.Ltd	2011

**Mode of Evaluation for Corporate Employability Skills:**

Report should be prepared individually based on the Practical Assignments listed in the syllabus .This Paper will be introduced as a Practical Paper in THIRD semester and Viva voce examination will be conducted by Internal Examiner. No Theory Examination will be conducted for this Paper.

**List of Practical Assignments for Record and Viva voce**

- ❖ Public Speaking -Different styles of Communication (Role Play)
- ❖ Presentation Using Visual aids (Power Point Presentation)
- ❖ Goal Setting (Preparing individual action Plans including Short term and Long term)
- ❖ Article Writing
- ❖ SWOT Analysis (Individual SWOT)
- ❖ Event Management (Present an IV report )
- ❖ Case Study analysis (Individual & Group Discussion about Case )
- ❖ Emotional Intelligence (Analyzing individual Students EQ)
- ❖ Etiquette for Managers (Practicing different etiquettes in classroom)
- ❖ Interview preparation
- ❖ Mock Interviews(Activity)
- ❖ Self Introduction
- ❖ CV Preparation
- ❖ Seminars
- ❖ Debate and cross questioning
- ❖ Non verbal communication (body language, eye contact)

Course Code	Course	Evaluation
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<b>19EEPBA1</b>	Semester III :Corporate Employability Skills	<b>By Internal Examiner No ESE</b>
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<b>19PEPBA1</b>	<b>WOMEN AND LEADERSHIP (Self Study)</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Proficiency Enhancement	-	-	2

### Preamble

To equip the students with necessary concepts and techniques to develop effective leadership qualities and empowerment skills.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Have a better grounding in concepts of women and leadership	K1,K2
CO2	Inculcate leadership skills in women to sustain in the competitive world	K3
CO3	Evaluate the leadership quality in women	K5
CO4	Analyze the personality of women and to develop the leadership quality	K3,K4
CO5	Create awareness about gender leadership to make women as a global leader	K2,K6

### UNIT I: INTRODUCTION

Changing role of Indian Women, Social status of Indian women, country ranking of the status of women.

### UNIT II: LEADERSHIP QUALITIES IN WOMEN

Self confidence, Optimistic, attitude, persistence, strong and powerful voice. Authenticity, Passion and purpose, seeking and receiving support, embrace change.

### UNIT III: WOMEN EMPOWERMENT AND WORK LIFE BALANCE

Women empowerment in India-milestones and challenges role of self help groups, problems of working women, corporate linkages to women empowerment. Reduce gender inequality in employment.

### UNIT IV: GOVERNMENT SCHEMES TO SUPPORT WOMEN

IEDC, WEAT, DST, EDI Ministry of child and women development.

### UNIT V: FINANCIAL ASSISTANCE PROVIDED BY THE FOR WOMEN

DIC, TNCDW, TIIC, MYRADA, NEEDS.

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1	Nageshwar Singh/Shweta	Women Empowerment and	RBSA	2013

	Singh	Globalization		
2	Bedabratsaikia, Devojit Phukan	Empowerment of Women in India	S.K. Book Agency	2014
3	P.S. Rama Raju	Women Empowerment- Strategies and Intrventions	Swastik	2013
4	Dr.M.Jeyaseelan	Women in Society	A.P.H.	2014
5	Laxmi Rani	Women Empowerment and family welfare	New Generation Press	2014

#### SEMESTER -IV

19BAP24	BUSINESS ETHICS AND GLOBAL BUSINESS MANAGEMENT	CATEGORY	L	P	CREDIT
		Core – XXV	60	-	4

#### Preamble

To understand ethical issues in workplace and acquire knowledge about international operations and business environment.

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Critically appraise the different understanding of ethics in business	K5
CO2	Identify the ethical issues in the light of changing systems of business	K3
CO3	Analyze the political,social,economic configurations that support cross broader support	K4
CO4	Have a better knowledge in socio cultural impact on global business and its help to create international trade policy also	K1,K6
CO5	Manage the preparation of documents and the application of procedures to support the movement of products and services in global level	K2,K3

#### UNIT I: INTRODUCTION

(12Hours)

Definition & Nature of Business ethics, Characteristics, Ethical theories, Causes of unethical behavior, Ethical abuses, Work ethics, Code of conduct, Ethics across cultures, Factors influencing business ethics-Ethical decision making, Ethical values.

#### UNIT II: MANAGING ETHICS

(12 Hours)

Management of Ethics -ethics for managers; Role and function of ethical managers-Comparative ethical behaviour of managers; Code of ethics. Business and ecological / environmental issues in the Indian context.

#### UNIT III: INTERNATIONAL BUSINESS

(12 Hours)

Introduction, Nature and characteristics, Forms, International Trade – Internationalization process-Globalization of business- Economic, Political, Technological, Cultural and ecological environment of International business.

**UNIT IV: GLOBALISATION AND PAYMENTS (12 Hours)**

Meaning, Definition and Features, Drivers, Globalisation in India-GATT and WTO.Methods of payment in International Business-Financing techniques, ECGC, EXIM bank and their role.

**UNIT V:EXPORT AND IMPORT DOCUMENTATION (12 Hours)**

Introduction: CIF, F.O.B, F.O.B contract with additional services, FAS, EX SHIP & Arrival contracts, C&F, EX WORKS & EX STORE CONTRACTS, FOR CONTRACTS, SALE OF A CARGO & EX-QUAY Contracts. Export and import procedure, document required their relevance.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	S.A. Sherlekar	Ethics in Management	Himalaya Publishing House	2009
2.	Biswanath Ghosh	Ethics in Management and Indian Ethos	TBH Publishing House Pvt. Ltd	2014
3.	Cherunilam	International Business Text and Cases	PHI Learning	2010
4.	Charles Hill	International Business –Text and cases	Tata Mc.Graw Hill	2011
5.	Sumati Varma	International Business	Pearson	2013

19BAP25	MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS	CATEGORY	L	P	CREDIT
		Core – XXV	60	-	4

**Preamble**

To give an idea about intellectual property rights and its valuation to enhance firm value. .

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the basic concepts of Intellectual property	K2
CO2	Observe and learn the latest developments in IPR and its implementation in India	K1
CO3	Analyzing and understanding the different treaties and Acts in IP	K4
CO4	Creating and Implementing strategies for investing in Research and Development	K6

CO5	To evaluate the usage of technology in IP models and applications of option model in SDM transfer	K5,K3
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**UNIT I: INTRODUCTION (12Hours)**

Introduction to IPRs, Basic concepts of Intellectual Property- Patents Copyrights, Geographic Indicators, History of IPRs- the way from WTO to WIPO- TRIPS, Nature of Intellectual Property, Industrial Property, Technological Research, Inventions and Innovations.

**UNIT II: DEVELOPMENTS IN IPR (12Hours)**

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

**UNIT III: TREATIES AND ACTS IN IPR (12 Hours)**

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

**UNIT IV: STRATEGIES (12 Hours)**

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

**UNIT V: RECENT TRENDS IN IPR (12 Hours)**

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

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	V. Sople Vinod	Managing Intellectual Property	Prentice hall of India Pvt.Ltd	2006
2.	S.P.Satarkar	Intellectual Property rights and copyrights	Ess Ess Publications	2003
3.	R. Anita Rao and Bhanoji Rao	Intellectual Property Rights-A primer	Eastern Book company	2008
4.	Tejaswini Apte	A single guide to Intellectual property rights, Biodiversity and Traditional Knowledge	Kalpavriksh	2006
5.	Derek Bosworth and Elizabeth Webster	The Management of Intellectual Property	Edward Elgar Publishing Ltd	2006

**IELECTIVE COURSES-HUMAN RESOURCE MANAGEMENT**

19BAPH4	LABOUR WELFARE AND INDUSTRIAL RELATIONS	CATEGORY	L	P	CREDIT
		Core- Elective-H	48	--	3

**Preamble**



This course is designed to familiarize the students with the knowledge of industrial relations and their impact on managing human resource.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Understand the basic objectives and functions of HRM and the organized structure of trade union	K1
CO 2	Recognise the causes of Industrial disputes and to apply the techniques for handling and settling the disputes.	K2,K3
CO 3	Evaluate the basic concept of collective bargaining and its importance to employee empowerment.	K5
CO 4	Analyze the Various Welfare Act under different legislation related to employees.	K4
CO 5	Understand the provision related to the payment of compensation to the employee under different legal provisions.	K1

#### UNIT I: INDUSTRIAL RELATIONS (10 Hours)

Industrial relations - Concepts and systems - Infrastructure that guide and direct Industrial relations - IR at National and International levels-- Trends in India.

#### UNIT II: TRADE UNION (10 Hours)

Trade unionism - Theory, Policy - their influence on HRM - objectives and functions – structure - Types - Indian Trade Union movement - Their strength and weaknesses- The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations..

#### UNIT III: INDUSTRIAL DISPUTES AND GRIEVANCE (8 Hours)

Industrial disputes - Causes - Handling and settling disputes - The Industrial Disputes Act 1947 -Employee grievances - Steps in grievance handling - Remedies.

#### UNIT IV: COLLECTIVE BARGAINING (10 Hours)

Collective bargaining - Concept - Function and importance - Principles and forms - Procedure - Conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

#### UNIT V: WELFARE AND WAGES ACT (10 Hours)

Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952- Maternity Benefit Act 2016- The Payment of Wages Act,1936 - The Minimum wages Act, 1948

#### Books for References:

S.No	Authors	Title	Publishers	Year of Publication
1	P.C.Tripathi	Personnel Management & Industrial Relation	Sultan Chand And Sons	2014
2	C.B.Mamoria	Dynamics of	Himalaya	2016

		Industrial Relations	Publisher	
3	N.G.Nair & Latha Nair	Human Resource Management	Sultan Chand And Sons	2013
4	P.Subbarao	Essentials of Human Resource Management and Industrial Relations	Himalaya Publisher	2014
5	N.D. Kapoor	Mercantile Law	Sultanchand & Sons	1983

<b>19BAPH5</b>	<b>EMPLOYEE TRAINING &amp; DEVELOPMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core- Elective- H	48	--	3

### Preamble

This course is designed to enable the students to apply theoretical perspectives in training and development and know the basics requirement to conduct the job effectively and smoothly.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Remember the evaluation of training and development need in different strategies.	K1
CO 2	Understand the needs and process of training evaluation and its outcomes.	K2
CO 3	Apply modern, traditional training after learning the training methods.	K3
CO 4	Analyse the need for employee development and issues related to that.	K4
CO 5	Develop critical thinking skills that help to recognize potential ethical dilemmas.	K5

### UNIT I: INTRODUCTION

(8 Hours)

Introduction to Employee Training and Development- Need- Scope - Designing Effective Training-- Needs Assessment -Training Process – Conceptual Models.

### UNIT II: TRAINING METHODS

(10 Hours)

Training Methods- Traditional, Modern, Choosing a training method-E-learning and use of technology in training- -Technology and multimedia-Computer-based training--Developing effective online learning- Mobile technologies -Technologies for training support.

### UNIT III: TRAINING EVALUATION

(10 Hours)

Training Evaluation- reasons for evaluating training- overview of the evaluation process – Evaluation Practices- Valuation Designs- Outcomes used evaluation of training Programme.

### UNIT IV: EMPLOYEE DEVELOPMENT

(10 Hours)

Approaches to employee development- Development planning process- Company strategies for providing development- Special issues in training and employee development - Training issues resulting from external environment, internal needs of the company.

**UNIT V: ETHICS IN TRAINING AND DEVELOPMENT (10 Hours)**

Workplace Ethics in Training and development activities -Approaches to Management Development - Management Development implications - Training for Executive Level Management – Impact of Training and development. Case Studies.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1	Noe. N.R	Employee Training and Development	McGraw Hill	2007
2	Janakiram B	Training And Development	Indian text Edition - Biztantra Publication	2009
3.	Donald L.Kirkpatrick and James D.Krikpatrick	Evaluating Training Programs	Berrett-Koehler Publishers	2006
4.	Pandu G.Naik	Training and Development: Text, Research and Cases	Excel Books	2008
5	P.L.Rao	Training and Development	Excel Books	2008

<b>19BAPH6</b>	<b>CAREER MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-H	48	-	3

**Preamble**

The objective of career management will enable the students to learn process that starts from an understanding of oneself and encompasses occupational awarenesses.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Demonstrate and apply the managerial knowledge in enhancing career options within the organisation for sustaining employees	K2, K3
CO 2	Apply various approaches for career development.	K6
CO 3	Create and apply various models in the organisational context	K3
CO 4	Analyse the factor related to quality of work life , family support and its management.	K4
CO 5	Evaluate and create a human resource support system.	K5, K6

**UNIT I: INTRODUCTION (10 Hours)**

Definitions of Career Concepts – Changing landscape of work – Scope of Career management. Role of Employees, Managers, Human resource Managers, and company in Career Management.

**UNIT II: CAREER DEVELOPMENT (10 Hours)**

Career Development An overview – Approaches, Stages, occupational choice, preparation for work, Theories of organizational choice for career development.

**UNIT III: MODELS OF CAREER MANAGEMENT (10 Hours)**

Theory and research on the Career management process – Application of career management Models – Goals, Appraisal and strategies.

**Unit IV: CONTEMPORARY ISSUES IN CAREER DEVELOPMENT (10 Hours)**

Job Stress, Quality of Work life – Managing Diversity- Two career family- Quality of life in two career families- Organisational responses to work family issues.

**UNIT V: CAREER DEVELOPMENT IN WORK ORGANISATIONS (8 Hours)**

Human resource support system – Organisational Career management system – Succession Planning – Closing thoughts on Career Development.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1	Jeffrey.H Greenhaus, Gerard a.Callnan, Veronica M. Godshalh	Career Management	Thomson South Western	2010
2	R.M.Onkar	Personality Development and Career Management	S.Chand & Sons	2008
3.	Gideon Arulmani, Anuradha J.Bakshi	Handbook of Career Development	Springer	2014
4.	Stepheon D.Brown,Robert W.Lent	Career Development and Counselling	Wiley Sons	2004

**IELECTIVE COURSES-FINANCE**

19BAPF4	INTERNATIONAL FINANCIAL MANGEMENT	CATEGORY	L	P	CREDIT
		Core-Elective-F	48	-	3

**Preamble**

To sensitize the students to apply critical thinking skills in identifying and evaluating international financial issues and information

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Have a deeper knowledge in international financial systems to help in policy making	K1,K6
CO2	Understand the operations of foreign exchange risk management	K2
CO3	Identify the processes used in the financing of MNCs	K3
CO4	Analyze the risk involved in overseas investment	K4

CO5	Evaluate the working capital requirement of MNCs	K5
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### UNIT I: IFM ENVIRONMENT

(8 Hours)

MNC and Multinational Financial Management – The Foreign Exchange Market: Structure and Operations - The determination of Exchange rates- International monetary system- parity conditions in international finance and BOP.

### UNIT II: FOREIGN EXCHANGE RISK MANAGEMENT

(12Hours)

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction. Exposure Management – Translation Exposure – methods – Transaction Exposure Vs.Translation Exposure – Exchange Risk Management –Operating Exposure – measuring and managing Operating Exposure.

### UNIT III: FINANCING MNCs

(10 Hours)

International Money Market: Euro Currency Market, Euro credits, Euro notes, Euro Commercial paper, Euro currency creation-International Bond market: Types of instruments .

### UNIT IV: FOREIGN DIRECT INVESTMENT

(8 Hours)

Foreign Direct Investment (FDI) – Forms of FDIs – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk- FDI in India

### UNIT V: MULTINATIONAL WORKING CAPITAL MANAGEMENT (10 Hours)

Multinational Working Capital Management. Financing foreign trade - Current Asset management and short term financing – managing multinational financial system-Foreign Exchange Management Act.

#### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	Eun / Resnick	International Financial Management	Tata Mc Graw hill	2012
2.	Alan C. Shapiro	Multinational Financial Management	Wiley India	2016
3.	Levi .D Maurice	International Finance	Mc Graw Hill	2001
4.	P.K. Jain	International Financial Management	Mc Graw Hill	2010
5.	Apte, P.G.	International Financial Management	Tata McGraw-Hill	2015

19BAPF5	RISK AND INSURANCE MANAGEMENT	CATEGORY	L	P	CREDIT
		Core-Elective-F	48	-	3

#### Preamble

To make the students know the various risk and its management process through insurance and other methods.

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the concepts of risk management techniques in insurance	K2
CO2	Know the basic principles, theories related to insurance to evaluate the loss compensation	K1,K5
CO3	Create awareness about life and health insurance policies, procedures and benefits	K3,K6
CO4	Enable the students to face business uncertainty by understanding the policies of fire insurance	K1,K3
CO5	To analyze the needs of automobile and group insurance in recent business scenario	K4

### UNIT I: INTRODUCTION

(8 Hours)

Risk –Concept of risk-Risk Vs Uncertainty-Perils, Hazards-Types of Risk. Risk management Information System-Risk Management Process-Guidelines, Responsibilities, Strategies-Selecting and Implementing Risk management techniques.

### UNIT II: PRINCIPLES OF INSURANCE

(12Hours)

Insurance-Elements, Kinds of Insurance: Life, Non-Life- Pooling in Insurance – Theories - Laws concerning insurance –Insurance Contracts.

### UNIT III: LIFE AND HEALTH INSURANCE

(10 Hours)

Life Insurance: Nature, benefits – Life insurance Players-Basic Procedure-Contractual Provisions – Types of policies-IRDA. Health Insurance: Loss of Health- Schemes-health insurance policy provisions - – health care reforms, health and retirement benefits.

### UNIT-IV: MARINE AND FIRE INSURANCE

(8 Hours)

Marine Insurance: Types-Policies-policy conditions-settlement of claims. Fire Insurance: Proposals-coverage – claims – reinsurance- miscellaneous insurance.

### UNIT V: AUTOMOBILE AND GROUP INSURANCE

(10 Hours)

Automobile Insurance: Need-types-motor Insurance-policy-claims. Group Insurance: Need – Importance-Eligibility- Types- Coverage- Claims-Recent trends.

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	Misra M.N. and Misra S.R	Insurance Principles and Practice	S .Chand and Co.	2012
2.	Gupta P.K.	Insurance and Risk Management	Himalaya Publishing House	2012
3.	Scott E Herrington	Risk Management and Insurance	TataMc Graw Hill	2014
4.	Dorfman Mark S	Introduction to Risk Management and Insurance	Prentice Hill India	2011
5.	Harold D Stephen and W Jean Kwon	Risk Management and Insurance	Black Well Publicing & Co	2012

19BAPF6	FINANCIAL DERIVATIVES	CATEGORY	L	P	CREDIT
		Core – Elective-F	48	-	4

## Preamble

To develop basic understanding of derivative practices and use in financial markets.

## Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Have a deeper knowledge and understanding in derivative products	K1,K2
CO2	Acquaint the basic concepts of future contract to gain optimum returns	K2,K3
CO3	Analyse the concept of options, types and valuation	K4
CO4	Evaluate the benefits of swaps in derivatives market	K5
CO5	Create a broad picture of online trading requirements	K6

### UNIT I: INTRODUCTION

(8 Hours)

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

### UNIT II: FUTURES CONTRACT

(12Hours)

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

### UNIT III: OPTIONS

(10 Hours)

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts

### UNIT-IV: SWAPS

(8 Hours)

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary –Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

### UNIT IV:ONLINE TRADING PRACTICES

(10 Hours)

Pre requirements and documentation, Online trading and mobile applications, verifying trades, contract notes, bills, demands, Verifying margin requirements and balance in trading account.

### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	John.C.Hull	Options, Futures and other Derivative	PHI Learning	2012

		Securities		
2.	S.L.Gupta	Financial Derivatives-Theory, Concepts and Practice	Prentice Hall Of India	2011
3.	Keith Redhead	‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs	PHI Learning	2011
4.	Verma	Derivatives and Risk Management	Tata McGraw Hill	2010
5.	Gupta	Financial Derivatives-Theory, Concepts and Practice	PHI Learning	2010

### III.ELECTIVE COURSES –MARKETING

<b>19BAPM4</b>	<b>RETAIL MARKETING</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-M	48	-	3

#### Preamble

The course is designed to inculcate the retail ability skills among the students

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the nature, scope and importance of retail marketing	K1,K2
CO2	Analyse the retail environment and segmentation for targeting the customers	K3,K4
CO3	Analyse the activities in retail merchandising	K3
CO4	Create the private labeling for brand in international level	K6
CO5	Evaluate the concepts of e-tailing in current scenario	K5

#### UNIT I: INTRODUCTION TO RETAILING (8 Hours)

Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

#### UNIT II: RETAIL MARKETING ENVIRONMENT (10 Hours)

Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues, Segmentation in Retail, Targeted Marketing Efforts, Positioning Decisions , Limitations of Market Segmentation.



**UNIT III: RETAIL MERCHANDISING****(8 Hours)**

Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process.

**UNIT IV: PRIVATE BRANDING IN RETAIL****(9 Hours)**

-Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label

**UNIT V: E-TAILING****(10hours)**

Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Jesko perrey, Sir Hubert Douglas Henderson	Retail marketing and Branding	John wiley and sons	2013
2.	Gilbert	Retail marketing management	Pearson Education, ltd.	1999
3.	Peter Mc Goldrick	Retail marketing	Mc Graw-Hill	1990
4.	Peter Mc Goldrick, Helon Goworek	Retail marketing management: Principles and Practices	Pearson Education, ltd.	2015
5.	Malcolm Sullivan, Dennis Adcock	Retail marketing	Thomson	2002

19BAPM5	SOCIAL MARKETING	CATEGORY	L	P	CREDIT
		Core-Elective-M	48	-	3

**Preamble**

To make the students know the various aspects of Competiveness in Social Marketing by ethical values and social media in Marketing

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	To familiarize the basic concepts and tools of social marketing	K1,K2
CO2	To assimilate the process and planning in social marketing	K2
CO3	To evaluate the implications of social marketing mix in real time scenario	K2,K5
CO4	Analyze the recent social market condition and apply the ethical codes to conduct fair business practices	K4,K3
CO5	Enable the students to construct new strategies to sustain in the recent competitive market	K6

**UNIT I: INTRODUCTION****(8 Hours)**

Social marketing - Definition - Scope and concept - Evolution- Need - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

**UNITII: SOCIAL MARKETING PROCESS AND PLANNING****(10Hours)**

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital – Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages – Ethical considerations. Planning - Formative Research, analysis in Social marketing.

**UNIT III: SOCIAL MARKETING MIX****(12 Hours)**

Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing – Role of media in social marketing campaigns - planning and developing Social media campaigning.

**UNIT IV: ETHICAL ISSUES****(8 Hours)**

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing.

**UNIT V: TRENDS IN SOCIAL MARKETING****(10 Hours)**

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing - Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Rob Donovan & Nadine Henley	Principles and Practice of Social Marketing-An international perspective	Cambridge University Press	2011
2.	Kotler, P., Roberto, N., & Lee, N.	Social Marketing – Influencing Behaviors for Good.	Thousand Oaks, CA: Sage Publications	2016
3.	French J, Blair-Stevens C. McVey D & Merritt. R	Social Marketing and Public Health.	Oxford, UK: University Press 2010	2010
4.	Hastings. G	Social Marketing: Why should the Devil Have All the Best Tunes	Oxford University Press	2007
5.	Alan R. Andreasen	Social marketing in the 21st Century	Sage Publication	2012

<b>19BAPM6</b>	<b>SERVICES MARKETING</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective`-M	48	-	3

**Preamble**

To develop an understanding of services marketing and its growing importance in the competitive environment

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the characteristics of services and challenges in services marketing	K1,K2
CO2	Have a deeper knowledge in service marketing strategies to grasp the opportunities in marketing	K2,K3
CO3	Create and evaluate service design solutions to real world problems	K5,K6
CO4	Analyze possible consequences of positioning of services	K4
CO5	Develop service blue print for different service strategies	K6

#### UNIT I:INTRODUCTION (8 Hours)

Services Marketing - meaning - nature of services - Types and importance - Growth of service sector-Unique characteristics of services -challenges and issues in services marketing.

#### UNIT II: SERVICE MARKETING OPPORTUNITIES (12Hours)

Assessing service market potential - Classification of services – Expanded marketing mix – Environment and trends – Service market segmentation, targeting, positioning, quality of service industries - customer support service.

#### UNITIII: SERVICE DESIGN AND DEVELOPMENT (10 Hours)

Service Life Cycle – New service development – Service Blue Printing – GAP’s model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

#### UNIT-IV: SERVICE DELIVERY, PRICING AND PROMOT (8 Hours)

Positioning of services – Designing service delivery System, Service Channel – Pricing of Services, methods – Service marketing triangle - Integrated Service marketing communication.

#### UNIT V: SERVICE STRATEGIES (10 Hours)

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services- Leisure services-Service Sector Cases.

#### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1.	Christropher H.Lovelock and Jochen Wirtz,	Services Marketing	Pearson Education	2010
2.	Hoffman	Marketing of Services	South Western Educational publishing	2011
3.	Zeithaml, Bitner, Pandit. Gremler,	Services Marketing	Tata McGraw Hill	2010
4.	Jha.S.M	Services	Himalaya Publishing	2011

		Marketing,	House 2	
5.	Kenneth E Clow, et al	Services Marketing Operation Management and Strategy	Biztantra	2010

#### IV.ELECTIVE COURSES -SYSTEMS

19BAPS4	E BUSINESS MANAGEMENT	Category	L	P	Credit
		Core-Elective-S	48	-	3

#### Preamble

This course helps the students to understand the practices and technology to start an online business.

#### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recognise the fundamentals of e-business management.	K1
CO2	Analysing the e-business technologies and applying e-business concepts.	K4,K3
CO3	evaluate the business applicable areas in e-business management.	K5
CO4	Creating awareness about the e-payment system in e-business.	K6
CO5	Understanding the current state and future market of e-business.	K2

#### UNIT I: INTRODUCTION TO e-BUSINESS

(10Hours)

e-Business: Meaning – Features and Functions – Benefits - e-Business models - Design, Develop and Manage e-business - e-Business Vs e-Commerce Mobile Commerce.

#### UNIT II: TECHNOLOGY INFRASTRUCTURE

(9Hours)

Internet and World Wide Web - Internet protocols - FTP, intranet and extranet – cryptography - Information publishing technology - Basics of web server hardware and software.

#### UNIT III: BUSINESS APPLICATIONS

(10Hours)

Consumer oriented e-Commerce – e-Tailing and models - Marketing on web – Advertising - e-mail Marketing, e-CRM; Business oriented e-Commerce – E-Government, EDI on the internet - Web Auctions - Virtual communities and Web portals.

#### UNIT IV: E PAYMENTS

(10Hours)

Transactions through Internet – Requirements of payment Systems – Post paid System: Cyber Cash – Internet Cheques. Prepaid Payment System: Electronic Cash – Digi Cash – Net Cash – Cyber Cash and Smart Cards.

#### UNIT V: e-BUSINESS IN INDIA

(9Hours)

State of e-Business in India – Problems and Opportunities – Future of e-Business – Legal issues in e-Business - cyber laws - Contracts and Warranties - Taxation and encryption policies.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1.	C.S.V Murthy	Electronic Commerce	Himalaya Publishing House	2008
2.	Bharat Bhasker	Electronic Commerce – Frame work technologies and Applications	Tata McGrawHill Publications, 3rd Edition	2008
3.	Kamlesh K.Bajaj and Debjani Nag	Ecommerce- the cutting edge of Business	Tata McGrawHill Publications	2008
4.	Efraim Turban et al	Electronic Commerce – A managerial perspective	Pearson Education Asia	2006
5.	Kalakota	Frontiers of Electronic Commerce Addison	Wesley	2004

19BAPS5	DATABASE MANAGEMENT SYSTEM	Category	L	P	Credit
		Core-Elective- S	48	-	3

**Preamble**

This course is intended to provide you with an understanding of the current theory and practice of database management systems.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Understand the role of a database management system in an organization and E-R Diagrams.	K2
CO 2	Remembering basic database concepts, including the structure and Operation of the relational data model.	K1
CO3	Apply the logical database design including various normalization	K3
CO4	Analyse the database transaction and related database facilities, including concurrency control, journaling, backup and recovery, and data object locking and protocols.	K4
CO5	Evaluate and create the various implementation techniques.	K5,K6

**UNIT I: INTRODUCTION****(9 Hours)**

Database: Meaning and Definition - Purpose of Database System — Views of data – Data Models – Database Languages - Database System Architecture – Database users and Administrator – Entity–Relationship model (E-R model ) – E-R Diagrams.

**UNIT II: RELATIONAL MODEL****(10 Hours)**

Introduction to relational databases -The relational Model – The catalog- Types– Keys - Relational Algebra – Domain Relational Calculus – Tuple Relational Calculus – Fundamental operations – AdditionalOperations- SQL fundamentals - Integrity – Triggers - Security –

**UNIT III: DATABASE DESIGN**

**(9Hours)**

Functional Dependencies – Non-loss Decomposition – Functional Dependencies – First – Second - Third Normal Forms - Dependency Preservation – Boyce/Codd Normal Form- Multi-valued Dependencies and Fourth Normal Form – Join Dependencies and Fifth Normal Form

**UNIT IV: TRANSACTIONS**

**(10 Hours)**

Transaction Concepts - Transaction Recovery – ACID Properties – System Recovery – Media Recovery – Two Phase Commit - Save Points – SQL Facilities for recovery – Concurrency – Need for Concurrency – Locking Protocols – Two Phase Locking – Intent Locking – Deadlock- Serializability – Recovery Isolation Levels – SQL Facilities for Concurrency.

**UNIT V: IMPLEMENTATION TECHNIQUES**

**(10 Hours)**

Overview of Physical Storage Media – Magnetic Disks – RAID – Tertiary storage – File Organization – Organization of Records in Files – Indexing and Hashing – Ordered Indices – B+ tree Index Files – B tree Index Files – Static Hashing – Dynamic Hashing – Query Processing Overview – Catalogue Information for Cost Estimation – Selection Operation – Sorting – Join Operation – Database Tuning.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Abraham Silberschatz, Henry F. Korth, S. Sudharshan.	Database System Concepts.	Tata McGraw Hill	2006
2.	C.J.Date, A.Kannan, S.Swamynathan.	An Introduction to Database Systems.	Pearson Education,	2006
3.	Ramez Elmasri, Shamkant B. Navathe.	Fundamentals of Database Systems, Fourth Edition , Pearson .	Wesley Publications.	2007
4.	Raghu Ramakrishnan.	Database Management Systems.	McGraw Hill, Third Edition.	2003

<b>19BAPS6</b>	<b>BUSINESS INTELLIGENCE</b>	<b>Category</b>	<b>L</b>	<b>P</b>	<b>Credit</b>
		Core- Elective-S	48	-	3

**Preamble**

This course helps the students to be exposed with the basic rudiments of business intelligence system

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the fundamentals and business intelligence life cycle and its techniques.	K2
CO2	Recognise the technological aspects behind business intelligence	K1
CO3	Analyse and evaluate the different measures to evaluate the business intelligence.	K4,K5
CO4	Applying various modeling techniques in Business Intelligence.	K3
CO5	Creating the future of Business Intelligence	K6

### UNIT I: BUSINESS INTELLIGENCE

(10

#### Hours)

Business Intelligence: Meaning and Definition - Effective and timely decisions – Data, information and knowledge – Role of mathematical Models – Business intelligence architectures: Cycle of a business intelligence analysis – Enabling factors in business intelligence projects – Development of a business intelligence system – Ethics and business intelligence.

### UNIT II: KNOWLEDGE DELIVERY

(10 Hours)

Business Intelligence User types - Standard reports - Interactive Analysis and Ad Hoc Querying - Parameterized Reports and Self-Service Reporting dimensional analysis - Alerts/Notifications. Visualization: Charts – Graphs – Widgets - Scorecards and Dashboards Geographic Visualization - Integrated Analytics. Considerations: Optimizing the Presentation for the Right Message.

### UNIT III: EFFICIENCY

(10 Hours)

Efficiency measures – The CCR model: Definition of target objectives - Peer groups – Identification of good operating practices - Cross efficiency analysis – Virtual inputs and outputs – Other models. Pattern matching – cluster analysis - Outlier analysis.

### UNIT IV: BUSINESS INTELLIGENCE APPLICATIONS

(9 Hours)

ERP-Corporate Performance Management (CPM)-Business Performance Management (BPM)Marketing models – Logistic and Production models.

### UNIT V : FUTURE OF BUSINESS INTELLIGENCE

(9 Hours)

Future of business intelligence – Emerging Technologies - Machine Learning - Predicting the Future - BI Search & Text Analytics – Advanced Visualization – Rich Report - Future beyond Technology.

#### Books for References:

S.No	Authors	Title	Publishers	Year of Publication
1.	Efraim Turban, Ramesh Sharda, Dursun Delen	“Decision Support and Business Intelligence Systems	Pearson 9th Edition	2013
2.	Larissa T. Moss, S. Atre	“Business Intelligence Roadmap: The Complete Project Lifecycle of Decision Making”, Addison	Wesley Publications	2003
3.	Carlo Vercellis	“Business Intelligence: Data Mining and Optimization for	Wiley Publications	2009

		Decision Making”		
4.	David Loshin Morgan, Kaufman	“Business Intelligence: The Savvy Manager’s Guide”	Second Edition,	2012

## V.ELECTIVE COURSES -PRODUCTION

<b>19BAPP4</b>	<b>LEAN MANUFACTURING AND SIX SIGMA</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-P	48	-	3

### Preamble

It will help to learn about increasing the productivity without affecting quality and the method of minimizing wastage through lean and six sigma.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Remember the concepts of lean manufacturing.	K1
CO 2	Understand the tools of Lean manufacturing.	K2
CO3	Understand the tools and techniques to apply for measurement, analysis, improvement and control	K2,K3
CO4	Analyse various methodology in six sigma process and develop communication plan.	K4
CO5	Create and apply the lean manufacturing and six sigma concept in service sectors.	K5, K6

### UNIT I: INTRODUCTION

(10 Hours)

Lean Manufacturing- Definition- Concepts- Basic elements of Lean manufacturing- Principles of Lean Manufacturing- Emergence of Lean Manufacturing .

### UNIT II: LEAN TOOLS

(10 Hours)

Lean Manufacturing through waste elimination- 7 Wastes- Characteristics of JIT- Pull Production – Concept of Cellular layout – Visual Management – One piece Flow. Lean Manufacturing through TPM- Principles of TPM- 8 Pillars – 6 major losses.

### UNIT III: SIX SIGMA

(10 Hours)

Definition of quality –six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes –six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing

### UNIT IV: SIX SIGMA TOOLS AND TECHNIQUES

(10 Hours)

Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder- Tools for definition- measurement- analysis- improvement- control- implementation

### UNIT V: LEAN APPLICATION

(8 Hours)



Project management and team –challenges – structure the deployment of six sigma – cultural challenges – Lean in service sector- Lean concept for Banks and Hospitals.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Michael L.George, David Rowndals	What is Lean Six Sigma	McGraw – Hil	2003
2.	Thomas Pyzdek	The Six Sigma Handbook	McGraw – Hil	2000
3.	Fred Soleimannejed	Six Sigma, Basic Steps and Implementation	Author House	2004
4.	Forrest W.Breyfogle, III, James M. Cupello, Becki Meadows	Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom Line Success,	John Wiley & Sons	2000
5.	James P. Womack, Daniel T.Jones	Lean Thinking	Free Press Business	2003

<b>19BAPP5</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-P	48	-	3

**Preamble**

It will help the students to learn about best TQM Practices with HR perspectives.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Understand the need for the quality and basic concepts of TQM with customer perspective.	K2
CO 2	Understand the Principles and philosophies of TQM	K2
CO3	Apply Business Process Reengineering concept in TQM perspective.	K3
CO4	Prepare the control charts with Total Productive Maintenance.	K5
CO5	Apply the certification process in manufacturing and service sector.	K3

**UNIT I: INTRODUCTION TO QUALITY MANAGEMENT (8 Hours)**

Introduction to Quality–Definitions – Importance- Dimensions TQM- Basic Concepts, Principles, TQM Wheel- Scope of TQM- Benefits of TQM- Elements of TQM.

**UNIT II: PRINCIPLES AND PHILOSOPHY ( 10 Hours)**

Deming Philosophy, Deming 14 points for management- Jurans Philosophy- Crosby Philosophy- Concept of Quality circles- Characteristics- Impact, Gain, and potential benefits- Japanese 5 S.

**UNIT III: TOOLS AND TECHNIQUES****(10 Hours)**

Business Process Reengineering- Definition- Principles –Process. BPR in service Industry.- Tool for design Process- Tools for Process Improvement- Tools for Implementation.

**UNIT IV: STATISCAL PROCESS CONTROL & MAINTAINANCE (10 Hours)**

Control Charts - Process Capability – Reliability and Maintanance- Total Productive Maintanance – Total Preventive Maintance- Tero Technology- Simple Problems.

**UNIT V: QUALITY MANAGEMENT CERTIFICATIONS (10 Hours)**

Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits – TQM Implementation in manufacturing and service sectors.

**Distribution of Marks:** Theory 90% and Problems 10%

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Dale H.Besterfield et al	Total Quality Management	Pearson Education	2004
2.	ShridharaBhat K	Total Quality Management – Text and Cases	Himalaya Publishing House	2002
3.	D.R.Kiran	Total Quality Management	PHI Publishers	2016
4.	B.Janaki Raman, R.K.Gopal	Total Quality Management:Text &Cases	PHI Publishers	2006

19BAPP6	WORLD CLASS MANUFACTURING	CATEGORY	L	P	CREDIT
		Core-Elective-P	48	-	3

**Preamble**

To enable the students to understand the principles, practices and applications in World-Class Manufacturing.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understand the influence of information age and international perspective.	K2
CO2	Familiarize the managing concepts of World Class Manufacturing in industries under a competitive situation.	K1
CO3	Evaluate the material processing and tools used in World Class Manufacturing.	K5
CO4	Assess and create strategies in the manufacturing sector.	K3, K4
CO5	Analyse and assess the competitiveness in Indian manufacturing	K4, K6

**UNIT I: INFORMATION AGE AND BUSINESS****(8 Hours)**

Information age –Emergence- Business Challenges –Operating Environment – Globalization and international business – India’s global competitiveness.

**UNIT II: INFORMATION AGE AND MANUFACTURING SECTOR (10 Hours)**

Manufacturing Excellence– World class manufacturing and Information age competition– Manufacturing Challenges of the Information age – Time based knowledge – Managing Knowledge – Problems in the manufacturing Industry- Manufacturing excellence and competitiveness.

**UNIT III: MACRO CONCEPTS IN WORLD CLASS MANUFACTURING (10 Hours)**

World class manufacturing- Philosophy , Practices , Quality - Overview of systems and tools – Information management tools – Material processing and handling tools – An assessment manufacturing systems and tools.

**UNIT IV: STRATEGIC WORLD CLASS MANUFACTURING (10 Hours)**

Generic manufacturing strategies for the information age – Developing strategic thinking in manufacturing – Issues in strategic planning for world class manufacturing –Implementing the world class manufacturing plan – Need for performance measurement– Human resource dimensions in world class manufacturing – Manufacturing Applications- Manufacturing strategy -Futile search for an elusive link.

**UNIT V: MANUFACTURING SCENARIO IN INDIA (10 Hours)**

Competitiveness of Indian Manufacturing – Manufacturing performance and planned strategies of Indian manufacturing firms —Manufacturing objectives and strategy– IT infrastructure and practices – Overview of India’s status- Business Strategy and global competitiveness.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	B.C.Sahay,KBC Saxena and Ashish Kumar	World Class Manufacturing – A Strategic Perspective	McMillan India ltd.	2007
2.	Porter M.E	The competitive Advantage of Nations	Free Press, New York	2000
3.	Hammer, Michael and James Champy	Reengineering the corporation-A Manifesto for Business revolution	Nicholas Brealey Publishing	2001
4.	K.ShridharaBhat	World Class Manufacturing	Himalaya Publishing house	2010
5.	Champ ,Robert C	Finding and Implementing Best Practices- Business Process Benchmarking,	Vision Books, New Delhi –	2008

**VI.ELECTIVE COURSES -ENTREPRENEURSHIP**

<b>19BAPE4</b>	<b>INNOVATION MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core- Elective- E	48	-	3

## **Preamble**

To acquaint the concepts of innovation networks, idea brokering and open innovation that enables the students to develop innovation processes and structures which aids them to face challenges in large and small firms.

## **Course Outcomes**

On the successful completion of the course, students will be able to

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
CO1	Understand the need for innovation in business and develop the model of innovation for entrepreneurs	K1,K2
CO2	Enroot critical and analytical reasoning about firms innovation management	K3
CO3	Assimilate the strategies most effective for exploiting innovations	K3,K5
CO4	Apply the concepts of innovation directly to real world situations	K4
CO5	Identify, evaluate and resolve a variety of issues relating to poor innovative performances in large firms as well as in entrepreneurial firms	K6

### **UNIT I -RECONNOITRE INNOVATIONS (10 Hours)**

Innovation: Definition- Need for innovation-Innovation as a core business process-Steps in innovation process-Building the innovation organisation-Developing an innovation strategy-Sources of innovation-New models of innovation for entrepreneurs-Life span of an innovation: breakthrough, disruptive, game changer and incremental innovations

### **UNIT II- BRINGING INNOVATIONS TO FRUITION (9 Hours)**

Drucker's seven sources of innovation opportunity-Role of innovation at market place-Innovation in the value chain-Recognizing a wining innovation idea-Three framed view of innovation process-Creative roles in innovation.

### **UNIT III- ADMINISTERING INNOVATIONS (10 Hours)**

Strategic alliances with various organisations-Open innovation-Blue ocean strategy-Benchmarking-Lead user research-Elements of an innovation portfolio-Frugal innovation-Innovation for the bottom of the pyramid

### **UNIT IV- RENEWING INNOVATIONS (9 Hours)**

Developing products and services to fit the market-Key metrics to develop winning business models- Organizing innovation-Management of Research and Development

### **UNIT V -CASE STUDIES (10 Hours)**

Case Discussion and Presentation: How to make innovations business relevant-Current trends and challenges relevant to innovation-Obstacles faced by entrepreneurs to implement innovation in their business

## **Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Tim Jones	Innovation at the Edge: How organisations evolve and embed innovation capability	Butterworth – Heinemann	2002
2	M.S.Krishnan& C.K..Pralhad	The new age of innovation: Driving co-created value through global networks	MC-Graw hill	2008
3	Vinay dabholkar & Rishiksha T.Krishnan	8 steps to innovation	Collins India	2013

19BAPE5	SOCIAL ENTREPRENEURSHIP MANAGEMENT	CATEGORY	L	P	CREDIT
		Core- Elective-E	48	-	3

### Preamble

To headway managerial and leadership skills necessary for building organisations and ecosystems that addresses social problems.

### Course Outcomes

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Familiarize in social entrepreneurial concepts and the ways to develop successful entrepreneurship	K1,K2
CO2	Develop and scale high performing social enterprises they may be non -profit, for-profit or hybrid organizations	K3
CO3	Apply skills to navigate conflicting goals, fragmented capital markets and complex performance measures	K4,K5
CO4	Build business models that creates impact in the society	K6
CO5	Initiate formidable social returns for society	K5, K6

### UNIT I: INTRODUCTION

(10 Hours)

Social Entrepreneurship: Definition-Kinds of business relevant to social entrepreneurship-view of social entrepreneurship differ from NGO's –Issues in social Entrepreneurship-Reasons of social entrepreneurial failure –Essentials to avoid unsuccessful social entrepreneurship

### UNIT II : CONCEPTUAL FRAME WORK

(10 Hours)

Introduction about NGO's and sustainable social ventures-methods to identify potential social venture opportunities-Identifying social problems-Need study-Social entrepreneurship within larger organisations-Legal structures for social entrepreneurship

### UNIT III: APPRAISAL AND EVALUATION

(10 Hours)

Capacity building: Meaning-Need-5 C's of social change-Methods to assess and evaluate social entrepreneurship- Impact of financing in social entrepreneurship

**UNIT IV: TOOLS FOR SOCIAL ENTREPRENEURSHIP****(10 Hours)**

Seven models of social entrepreneurship-Key components of planning, financing, leading, managing, accounting and evaluating a social venture.

**UNIT V: RETURNS FOR SOCIETY****(8 Hours)**

Students are directed to submit a mini project regarding Community Engagement Programs at selective areas.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	David Bronstein	How to change the world: Social Entrepreneurs and power of new ideas	Oxford University press	2007
2	Barringer	Entrepreneurship	Pearson	2008
3	Janson Haber	The Business of good: Social entrepreneurship and the new bottom line	Entrepreneur press	2016
4	Social Entrepriase Alliance	Succeeding at Social Entrepriase: Hard-won lessons for non- profits and social Entrepreneurs	Jossey- bass	2010

19BAPE6	MANAGING FRANCHISING BUSINESSES	CATEGORY	L	P	CREDIT
		Core -Elective-E	48	-	3

**Preamble**

To develop and strengthen the principles and activities involved in starting and managing a new franchise from the perspective of the franchiser and franchisee.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Understanding the concept of Franchising and compare the different types of franchises	K1,K4
CO2	Identify the Franchising Opportunities and Franchisor Business Plan	K5
CO3	Analyse the Franching Market Process	K4
CO4	Develop the responsibility of a franchisor and legal system to manage franchising concerns	K3,K6
CO5	Understand the Social responsibility of a Franchisor	K2

**UNIT I: INTRODUCTION TO FRANCHISING****(10 Hours)**

Meaning, History and Overviews, Types, Franchising as an Entrepreneurial activity, Advantages and Disadvantages, International Franchising, Models in Franchising, Theories of Franchising

**UNIT II: RECOGNISING FRANCHISING OPPORTUNITIES****(10 Hours)**

Searching for an Opportunity, Investigating the Franchise Opportunity, Selection of Sector/ Industry, Criteria for Overall Evaluation, Assessing Franchise Feasibility, Franchisor Business Plan, and procedure for securing franchising license, Revenue models in Franchising Business

**UNIT III: FRANCHISING MARKET PROCESS (10 Hours)**

Trademarks & Marketing Materials, Franchisor Marketing, Franchisee Marketing, Researching the Competition and Identifying the Target Customer, Selling & Marketing Research, Franchise Feasibility, Co-branding

**UNIT IV: FRANCHISORS OPERATION PROCESS (10 Hours)**

Location and site selection, Accounting & Financial Management – Financing the franchised business, Information systems and Legal Aspects of Franchising, Franchise Law across the Globe, Laws Applicable to Franchising in India, Termination of Franchises

**UNIT V: MANAGING THE FRANCHISE RELATIONSHIPS (10 Hours)**

Dynamics of Relationship, Trust as Relationship Builder, Cultural Aspects of Relationship, Building a Long-term Relationship, Franchisor support services, Franchisor – Franchising conflicts, Social responsibility and business ethics.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Ferrell O, et al	Business A Changing World ( 5 <sup>th</sup> ed) New York	Mc Graw Hill/ Irwin.	2006
2.	Sidhpuria, Manish V	Retail Franchising, Asia	Mc Graw Hill Education	2010
3.	The Association of Small Business Development Centers (Authors), Ann Dugan (Editor)	Franchising 101: The Complete Guide to Evaluating, Buying and Growing Your Franchise Business Paperback	-	1998
4.	Richard J. Judd and Robert T. Justis	Franchising	-	2007

19BAP30	ENTREPRENEURSHIP IMMERSION PROJECT	CATEGORY	L	P	CREDIT
		Core : XXXI-Group Project	48	-	1

Course Code 19BAP30	Entrepreneurship Immersion Project*
<b>Course Objectives</b>	On completion of this course, a student will be able : 1. To understand the role and impact of an entrepreneur 2. To acquaint the journey of the entrepreneur and his functional strategies in place 3. To conduct a SWOT audit and initialise strategic management efforts for the business 4. To attempt for the translation of a business idea at infancy and promote it as a start up
<b>Guidelines</b>	<i>Duration and nature of study</i> : Engage in a studying a venture that is entrepreneurial in nature for a minimum of 40 hours

	<p><b>Primary Data :</b> A scheduled interview with the entrepreneur and observation of activities to be recorded in a work diary</p> <p><b>Secondary Data :</b> Company Profile, Industry Profile, Literature review on the business</p> <p><b>Report :</b> Preparation of report to be done in compliance with the criteria for assessment</p>	
<b>Criteria for assessment and weightage</b>	Study of the Entrepreneur and identification of the problem	25
	SWOT Audit	25
	Presentation of the report	10
	Viva-Voce	40
	<b>Total</b>	<b>100</b>

\*To be done during the vacation of III semester for a period of one week (40 hours) in a group. Assessment to be done in the IV Semester at the CIA by the internal examiner.

<b>19BAP31</b>	<b>Comprehension in Management-IV (Self Study- Online Exam)</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – XXXII	-	-	1

The Comprehension in Management examination will be conducted at the end of each semester I, II, III, IV for a maximum of 100 marks which consists of

**Comprehension (Multiple Choice Questions) (50x2=100) 100 marks**

The students are examined on Core, Core Allied, Core Elective papers studied in IV Semester. In the comprehension component, the students are tested on their grasping ability of the subjects of study.

Course	No of Questions	Marks	Total Marks
Part:III Core (Online Exam)*	50	50 X 2= 100	100

\*Online Exams are conducted in the computer laboratory at the end of each semester with one credit each.

**\*OPEN ELECTIVE COURSE FOR OTHER MAJOR**

<b>19BAPC01</b>	<b>AGRI-ENTREPRENEURSHIP</b>	<b>Category</b>	<b>L</b>	<b>P</b>	<b>Credit</b>
		Core - Optional	36	-	3

**Preamble**

This course is designed to commercialize agriculture to revitalize Indian agriculture and to make more attractive and profitable venture.

**Course Outcomes**

On the successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Remember the concepts of Entrepreneurship.	K1
CO 2	Familiarize in agri-preneurship concepts and the ways to develop successful agri-entrepreneurs.	K2



CO3	Understanding the agricultural inputs and pricing strategies in agri-preneurship.	K2
CO4	Apply skills in value addition products in millets and pulses.	K3, K4
CO5	Analyse and apply skills in value addition product development in fruits and milk.	K5, K6

**UNIT I: INTRODUCTION**

**(6 Hours)**

Entrepreneurship: Meaning - Concept of Entrepreneur- Characteristics of successful Entrepreneurs – Charms of becoming an Entrepreneur- Functions of Entrepreneurs- Types of Entrepreneurs – Entrepreneurship—Women Entrepreneurship- Concept- Functions.

**UNIT II: AGRI – PRENEURSHIP**

**(6 Hours)**

Agri-Preneurship- Need for developing Agri-Preneurship in India- Opportunities for developing Agri-Preneurship- Suggestions for developing Agri-Preneurship.

**UNIT III: PRICING STRATEGIES AND AGRICULTURAL INPUTS**

**(8 Hours)**

Agricultural price terminology – Factors influencing pricing decisions – Pricing strategies - Role of agriculture in price commission. Agricultural inputs: Meaning - Agricultural inputs with special reference to fertilizers – seeds – pesticides and other agricultural inputs (farm machinery, irrigation system equipment)

**UNIT IV: MILLETS AND PULSES**

**(8 Hours)**

Practical session – Value addition - Scope – Value addition in cereals and pulses – Value addition in millets.

**UNIT V: FRUITS AND MILK**

**(8 Hours)**

Practical session – Value added products in fruits – Value added products in vegetables – Value added products in milk.

**Books for References:**

S NO	AUTHORS	TITLE	PUBLISHERS	YEAR OF PUBLICATION
1.	S.S.Khanka	Entrepreneurial Development	S.Chand Publishing	1999