

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.

**P.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 8: Course Scheme and Scheme of Examinations**

(For students admitted from 2020-21 & onwards)

Part	Category	Course Code	Title of the Course	Contact Hours / week	Exam Duration Hours	Max. Marks			Credits
						CLA	ESE	Total	
<b>SEMESTER - I</b>									
III	Core: I	202BA701	Evolution and Principles of Management	4	2	25	75	100	4
III	Core: II	202BA702	Behavioural Science	4	2	25	75	100	4
III	Core: III	202BA703	Economics for Business	4	2	25	75	100	4
III	Core: IV	202BA704	Accounting For Managers	5	2	25	75	100	4
III	Core: V	202BA705	Decision Models for Business	5	2	25	75	100	4
III	Core: VI	202BA706	Corporate Governance - I	1	1	25	25	50	1
III	Core: VII Community Engagement	202BA707	Social Innovation Project & Viva-voce. (Group Project)	2	1	100	1	100	1
III	Core: VIII	202BA708	Comprehension in Management - I (Self study - Online Exam)	-	1 hr	-	100	100	1
IV	Skill Enhancement Course - I	202SE700	Management In Practice - I	2	1	100	1	100	1
<b>TOTAL</b>				<b>30</b>				<b>900</b>	<b>27</b>
<b>SEMESTER - II</b>									
III	Core: IX	202BA709	Operations Management	4	2	25	75	100	4
III	Core: X	202BA710	Financial Management	1	1	25	25	50	1
III	Core: XI	202BA711	Marketing Management	1	1	25	25	50	1
III	Core: XII	202BA712	Human Resource Management	1	1	25	25	50	1
III	Core: XIII	202BA713	Business Research Methods	1	1	25	25	50	1
III	Core: XIV	202BA714	Business Research Methods - II	1	1	25	25	50	1
III	Core: XV Entrepreneurship Development	202BA715	Entrepreneurship: Innovation Project & Viva-voce (Group Project)	2	1	100	1	100	1
III	Core: XVI	202BA716	Comprehension in Management-II (Self study - Online Exam)	-	1 hr	-	100	100	1
IV	Skill Enhancement Course - II	202SE700	Management In Practice - II	2	1	100	1	100	1
IV	Skill Enhancement Course - III	202SE701	Business Strategy	1	1	50	1	50	1
<b>TOTAL</b>				<b>28</b>				<b>100</b>	<b>10</b>

SEMESTER - III									
III	Core: 30/III	20BA717	Strategic Management (Open Source Exam)	5	-	100	-	100	4
III	Core: 30/III	**	Elective - 01	4	2	25	75	100	2
III	Core: 30X	**	Elective - 02	4	2	25	75	100	2
III	Core: 30X	**	Elective - 03	4	2	25	75	100	2
III	Core: 30I	**	Elective - 04	4	2	25	75	100	2
III	Core: 30III	**	Open Elective	2	-	25	75	100	2
III	Core: 30IV	20BA724	Comprehension in Management-III	-	1 10	-	100	100	1
IV	Self Enhancement Course - III	20CE7BA03	Management in Practice - III	1	1	100	1	100	1
V	Proficiency Enhancement	20CE7BA01	Women and Leadership (Self Study)	1	1	1	100	100	1
<b>TOTAL</b>				<b>30</b>				<b>1000</b>	<b>26</b>

SEMESTER - IV									
III	Core: 30IV	20BA725	Business Ethics and Global Business Management	5	2	25	75	100	4
III	Core: 30IV	20BA726	Management of Intellectual Property Rights	1	1	25	75	100	1
III	Core: 30V/III	**	Elective - 05	4	2	25	75	100	2
III	Core: 30V/III	**	Elective - 06	4	2	25	75	100	2
III	Core: 30IX	**	Elective - 07	4	2	25	75	100	2
III	Core: 30X	**	Elective - 08	4	2	25	75	100	2
III	Core: 30III	20BA721	Comprehension in Management- IV (Self study - Online Exam)	-	1 10	-	10 0	100	1
IV	Self Enhancement Course - IV	20CE7BA04	Management in Practice-IV	1	1	100	1	100	1
IV	Self Enhancement Course - IV	20CE7BA05	Management in Practice-IV	1	1	100	1	100	1
<b>TOTAL</b>				<b>30</b>				<b>90</b>	<b>24</b>
V	Competency Enhancement	A	20CE7BA01	On-line Course / Learning Object	I - IV SEMESTER				2
			20CE7BA02	Certificate Course	I - IV SEMESTER				2
		B	20CE7BA03	Student Start-up Venture	III - IV SEMESTER				6*
		C	20CE7BA04	Women and Leadership (Self Study)	I - IV SEMESTER				1
				<b>Total Marks &amp; Credits - 2600</b>				<b>110</b>	

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## Item 11: SYLLABUS

### SEMESTER: I

<b>20BAP01</b>	<b>EVOLUTION AND PRINCIPLES OF MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – I	48	-	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

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
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 organization	K4

#### **UNIT I: EVOLUTION OF MANAGEMENT**

**(9 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**

**(10 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**

**(9 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****(10 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****(10 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	Publisher	Year of Publication
1	Koontz & Weihrich	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

<b>20BAP02</b>	<b>BEHAVIOURAL SCIENCE</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – II	48	-	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****(8 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****(10 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 (10 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 (10 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 (10 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	Publisher	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

20BAP03	ECONOMICS FOR EXECUTIVES	CATEGORY	L	P	CREDIT
		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	K2,K3

	between demand and supply and the managerial implications	
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	Publisher	Year of Publication
1	Mehta P.L.	Managerial Economics – Analysis & Cases	Sultan Chand & Sons	2014
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>20BAP04</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	Appreciate decision facilitating roles of accounting information	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, 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	Publisher	Year of Publication
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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>20BAP05</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

(12 Hours)

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

(12 Hours)

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

(12 Hours)

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

(12 Hours)

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



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

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	Publisher	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

20BAP06	CORPORATE COMMUNICATION	CATEGORY	L	P	CREDIT
		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
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 word 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)**

Crises 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	Publisher	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	Coporate Communication: Principles & Practices	Oxford University Press	2013

20BAP07	SOCIAL IMMERSION PROJECT & VIVA-VOCE	CATEGORY	Contact Hours	CREDIT
		Core-VII (Group Project)	40	1

<b>Course Objectives</b>	<p>On completion of this course, a student will be able :</p> <ol style="list-style-type: none"> <li>1. To empathise with a common man’s problem in the locality on certain civic and community issues.</li> <li>2. To attempt capacity building as a remedy for the issue identified.</li> <li>3. To consolidate on the problem at hand and learn to work in teams.</li> </ol>		
<b>Guidelines</b>	<p><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.</p> <p><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.</p> <p><b>Report :</b> Preparation of report to be done in compliance with the rubrics for assessment</p>		
<b>Criteria for assessment and weightage</b>	CIA	Significance of the Attempt (Problem identification, Need for the study)	10
		Sensitisation of the issue (Creating awareness about the problem)	20
		Plan of Action (Schedule)	10
		Sustainability of outcome and future plans (Suggestions for improvement)	10
		Team work (Peer assessment)	10
		Report Preparation and presentation of Visuals	20

	Presentation & Viva-Voce	20
	<b>Total</b>	<b>100</b>

**NOTE:** To be done as a GROUP PROJECT at the beginning of the FIRST semester for a period of one week (40 hours) and the assessment is to be done by the INTERNAL EXAMINER.

<b>20BAP08</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

In the comprehension component, students are tested on their grasping ability of the courses of study. Comprehension in Management - I is a SELF-STUDY course and ONLINE EXAMINATION (END-SEMESTER) consisting of 50 Multiple Choice Questions (on Core and Core Elective courses studied in the semester I) will be conducted at the end of semester I for 100 marks.

No. of Questions	Marks	Total Marks
50	2 marks each	50 X 2 = 100

**NOTE:** Online Exams will be conducted in the computer laboratory at the end of the semester with one credit.

<b>20SEPBA01</b>	<b>MANAGEMENT IN PRACTICE-I</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Skill Enhancement Course: III	-	24	1

**Unit – I: Communication skills**

NDTV News listening and speaking – Reading news papers – e-communication

**Unit – II: Soft-skills**

Business plan presentation – mark-ad – attitude building activity

**Unit – III: Analytical skills**

Case study analysis- product launch – brain storming – time management quiz.

**Unit – IV: Problem solving skills**

Stress management – activity based on brain blast.

**Unit – V: Management skills**

Best manager – team building activity

## SEMESTER II

20BAP09	OPERATIONS MANAGEMENT	CATEGORY	L	P	CREDIT
		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 and tools.	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 - 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 of: 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	Publisher	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. Manoj	Operations Management: Processes and Value Chains	Pearson Education	2016
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

<b>20BAP10</b>	<b>FINANCIAL MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		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	Publisher	Year of Publication	
1.	Dr.S.N.Maheswari	Finacial Management	Sultan Chand	2012	
2.	Shashi.K.Gupta & Sharma K.Gupta	Finacial Management	Kalyani Publisher	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 I.M	Financial Management	Vikash Publishing	2011	
20BAP11	MARKETING MANAGEMENT	<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
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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, - 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 – 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	Publisher	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

20BAP12	HUMAN RESOURCE MANAGEMENT	CATEGORY	L	P	CREDIT
		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



**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- Cases.

**Books for Reference:**

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

20BAP13	BUSINESS RESEARCH METHODS	CATEGORY	L	P	CREDIT
		Core – XIII	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	K4

	improvement	
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

**UNIT I: 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	Publisher	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
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20BAP14	BUSINESS RESEARCH METHODS- PRACTICAL	CATEGORY	L	P	CREDIT
		Core – XIV	-	48	4

### Preamble

The goal of the course is to increase knowledge and requisite skills of participants on the use of SPSS and to enable them make the most of this powerful software package while allowing them to work independently with SPSS on their own data and provide a solid foundation for advanced data analysis work.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Understand the basic practice of statistics by using SPSS	K1
CO2	Use advanced SPSS for analyzing project data for reporting purposes focusing on database management tasks and diagrammatic representation.	K2
CO3	Perform descriptive analyses with SPSS	K3
CO4	Formulate hypothesis and applying test of hypothesis in various Test of level of significance	K4,K5
CO5	Understand the concept of Non-Parametric tests and its application to test the level of significance in different form of Non-parametric tests.	K5,K6

### UNIT I: INTRODUCTION TO SPSS

**Getting to Know SPSS:** Starting SPSS, Working with data file, Menus, Dialogue boxes.

**Preparing the Data file:** Creating data file and entering data, Defining the variables, Entering data, modifying data file, import file, Screening and cleaning data, Manipulation of data.

### UNIT II: DIAGRAMMATIC REPRESENTATION

Simple Bar diagram – Multiple bar diagram – Sub-divided Bar diagram - Percentage diagram - Pie Diagram – Frequency Table – Histogram – Scatter diagram – Box plot.

### UNIT III: DESCRIPTIVE ANALYSIS OF DATA

Descriptive Statistics – Mean Median, Mode, and Standard Deviation Skewness- Kurtosis.

Correlation – Karl Pearson’s and Spearman’s Rank Correlation. Regression analysis: Simple and Multiple Regression Analysis

### UNIT IV: TESTING OF HYPOTHESIS I

Parametric: t-test- One sample, Two sample Independent & Paired t-test – Z test- ANOVA-

Chi-square test

### UNIT V: TESTING OF HYPOTHESIS II

Non – parametric: Mann-Whitney U test – Wilcoxon Signed Rank test - Kruskal Wallis test – Fried-Man test.

#### Books for Reference:

S.No	Authors	Title	Publisher	Year of Publication
1	Vijay Gupta	SPSS for Beginners	VJ Books Inc.,	1999
2	Julie Pallant	SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS	McGraw Hill	2010
3	Vohra, N.D.	Business Statistics	McGraw Hill	2013
4	Jeremy J. Foster	Data analysis using SPSS for windows	Sage publications	2001
5	Sl Gupta, Hitesh Gupta,	SPSS 17.0 for Researchers	International Book House Pvt.Ltd.	2014

20BAP15	ENTREPRENEURSHIP IMMERSION PROJECT & VIVA-VOCE	CATEGORY	Contact Hours	CREDIT
		Core - XV(Group Project)	40	1

<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>	<b>Duration and nature of study :</b> Engage in a studying a venture that is entrepreneurial in nature for a minimum of 40 hours. <b>Primary Data :</b> A scheduled interview with the entrepreneur and observation of activities to be recorded in a work diary. <b>Secondary Data :</b> Company Profile, Industry Profile, Literature review on the business <b>Report :</b> Preparation of report to be done in compliance with the criteria for assessment.

<b>Criteria for assessment and weightage</b>	CIA	Study of the Entrepreneur and identification of the motives (Includes study of the entrepreneur, organization, industry of operation, personal interview)	25
		Business SWOT Audit	25
		Presentation of the report	10
		Presentation & Viva-Voce	40
		<b>Total</b>	<b>100</b>

**NOTE:** To be done as a GROUP PROJECT during the vacation of FIRST semester for a period of one week (40 hours) in a group and the assessment is to be done by the INTERNAL EXAMINER.

<b>20BAP16</b>	<b>Comprehension in Management-II (Self study-Online Exam)</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core – XVI	-	-	1

In the comprehension component, students are tested on their grasping ability of the courses of study. Comprehension in Management -II is a SELF-STUDY course and ONLINE EXAMINATION (END-SEMESTER) consisting of 50 Multiple Choice Questions (on Core and Core Elective courses studied in the semester II) will be conducted at the end of semester II for 100 marks.

No. of Questions	Marks	Total Marks
50	2 marks each	50 X 2 = 100

**NOTE:** Online Exams will be conducted in the computer laboratory at the end of the semester with one credit.

<b>20SEPBA02</b>	<b>MANAGEMENT IN PRACTICE-II</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Skill Enhancement Course: III	-	24	1

**Unit – I: Collaboration skills**

Debate – role play – blindfold games

**Unit – II: Critical thinking skills**

Reader’s theater activity - activity based on town hall circle

**Unit – III: Technical skills**

Budget planning and presentation-

**Unit – IV: Networking skills**

Product marketing – negotiation skills

**Unit – V: Leadership skills**

Activity based on group creation and strategy mapping

<b>20AEP01</b>	<b>CYBER SECURITY</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Ability 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>

EBook: A complete guide to Staying Ahead in the Cyber Security Game

Course Code	Course	Evaluation
19SEP01	Cyber Security	100% CIA

### SEMESTER III

20BAP17	STRATEGIC MANAGEMENT (Open Source Exam, ONLY CIA)	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 - Hierarchal levels of planning - Strategic planning process.

#### UNITII:ENVIRONMENT ANALYSIS

(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.

**Note: Refer Guidelines**

**Books for Reference:**

S.No	Authors	Title	Publisher	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

**NOTE: Refer Guidelines, distribution of marks and question paper pattern.**

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

20BAPH1	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: DEFINING 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: 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	Publisher	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>20BAPH2</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, ensure its practices for the improvement of business.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
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 wages 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:**

S.No	Authors	Title	Publisher	Year of Publication
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

20BAPH3	STRATEGIC HUMAN RESOURCE MANAGEMENT	CATEGORY	L	P	CREDIT
		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
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**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	Publisher	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

20BAPF1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	CATEGORY	L	P	CREDIT
		Core-Elective-F	48	-	3

### 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	Publisher	Year of Publication
1.	Preeti Singh	Security Analysis and Portfolio Management	Himalaya Publisher	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

<b>20BAPF2</b>	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		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	Publisher	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>20BAPF3</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.

#### 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	Publisher	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

20BAPM1	INTEGRATED DIGITAL COMMUNICATION	CATEGORY	L	P	CREDIT
		Core-Elective-M	48	-	3

#### Preamble

This course introduces students to the basic concepts of advertising and digital marketing which helps firm to promote products in the market directly and virtually.

#### 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	Understand and evaluate concepts in Digital Marketing	K2,K5
CO5	Create advertisements with the application of digital marketing tools	K6,K4

#### 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

(9

##### 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: INTRODUCTION TO DIGITAL MARKETING

(10

##### Hours)

Introduction to Digital Marketing-Evolution of Digital Marketing from traditional to modern era- Role of Internet- Emergence of digital marketing as a tool-Drivers of the new marketing

**UNIT V: SOCIAL MEDIA MARKETING**

**(10 Hours)**

**Social media Marketing:** Overview and pros & Cons: Facebook Marketing - LinkedIn Marketing- Twitter Marketing - Instagram and Snapchat - Mobile Marketing.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Sirgy, Rahitz	Integrated Marketing Communications, A Strategic Approach.	Cengage Learning	2016
2.	Kenneth Clow, Donald Baack	Integrated Advertisements, Promotion and Marketing Communication	Prentice Hall Of India	2013
3.	Dr. Ragavendra K. and Shruthi P..	Digital Marketing	Himalaya Publishing House Pvt. Ltd	2017
4.	Prof. Nitin C. Kamat, Mr. Chinmay Nitin Kamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.	2015

20BAPM2	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	Publisher	Year of Publication
1.	Kevin Lane Keller	Strategic Brand Management	PHI/Pearson	2014
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

20BAPM3	RURAL MARKETING	CATEGORY	L	P	CREDIT
		Core- Elective-M	48	-	3

**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	Publisher	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 – ANALYTICS**

20BAPA1	HR ANALYTICS	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective - A	48	-	3

**Preamble**

To equip the learners with basic concepts regarding HR analytics and give them a practical exposure on how to apply HR tools in organizational context.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Have an understanding of how HR function adds value and demonstrates the value in business terms	K1
CO2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.	K2,K3
CO3	Convert soft factors in a people management context into measurable variables across various domains.	K5,K4
CO4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.	K5
CO5	Assess various HR programs and create score card for measuring employees 'performance	K6

#### UNIT I : HR ANALYTICS IN PERSPECTIVE (12 Hrs)

Role of Analytics- Defining HR Analytics -**HR Analytics:** The Third Wave for HR value creation- HR Measurement journey in tune with HR maturity journey -Understanding the organizational system (Lean) -Locating the HR challenge in the system - Valuing HR Analytics in the organizational system-Typical problems (working session)

#### UNIT II : BASICS OF HR ANALYTICS & PREDICTIVE ANALYTICS (12 Hrs)

**Basics of HR Analytics:** Basics of HR Analytics- what is Analytics- Evolution, Analytical capabilities-Analytic value chain- Analytical Model-Typical application of HR analytics.

**Predictive Analytics:** Steps involved in predictive analytics: Determine key performance indicator-analyse and report data- interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

#### UNIT III: INSIGHT INTO DATA DRIVEN HRA (12Hrs)

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

#### UNIT IV: HR METRICS & HR DASHBOARDS (12 Hrs)

**HR Metrics :**Defining metrics-Demographics-data sources and requirements- Types of data-tying data sets together- Difficulties in obtaining data- ethics of measurement and evaluation-Human capital analytics continuum.**HR Dashboards: Statistical software used for HR analytics:** MS-Excel- IBM- SPSS-IBMAMOS- SAS and R programming and data visualization tools such as Tableau- Click view and Fusion Charts.

#### UNIT V: HR SCORECARD (12 Hrs)

Assessing HR Program-Engagement and Turnover-Finding money in Analytics-Linking HR Data to operational performance -HR Data and stock performance- Creating HR Scorecard-develop an HR measurement system-Guidelines for implementing a HR Scorecard.

#### Books for Reference:

S.No	Authors	Title	Publishers	Year of Publication
1	Moore, McCabe, Duckworth, and Alwan	The Practice of Business Statistics: Using Data for Decisions	Tata Mc Grawhill	2015
2	Jac Fitz-enz, John R. Mattox	Predictive analytics for Human Resources	Wiley	2014
3	Gene Pease Boyce Byerly, Jac Fitz-enz	Human Capital Analytics	Wiley	2014
4	Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich	The HR Scorecard: Linking People, Strategy, and Performance	Himalaya Publishing House	2014

20BAPA2	ANALYTICS FOR FINTECH	CATEGORY	L	P	CREDIT
		Core-Elective - A	48	-	3

### Preamble

It helps students to analyse and understand financial institutions and banks to monitor and manage customer attrition and retention trends.

### Course Outcomes

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

CO Number	Co statement	Knowledge Level
CO1	Understand the concept of FinTech Analytics and it's Evolution	K1
CO2	Familiarize the concept of Crypto currencies and block chain payment methodology.	K3, K5
CO3	Enhance the students to learn how digital finance	K3
CO4	To identify the role of fintech regulations and RegTech	K4
CO5	Identify the future prospects and 56ychallenges that relates to FinTech Analytics	K5

### UNIT: I FINTECH

(12 Hrs)

Definition - Transformation and Evolution 1.0 - Infrastructure Evolution 2.0: Banks - Evolution 3.0 & 3.5: Startups and Emerging Markets - Collaboration between Financial Institutions and Startups - FinTech Typology - Emerging Economics: Opportunities and Challenges.

### UNIT: II CRYPTOCURRENCIES AND BLOCK CHAIN (12 Hrs)

Payments: Individual Payments - Developing Countries and DFS: The Story of Mobile Money - Developing Countries and DFS: Regulation of Mobile Money - RTGS Systems - The ABCDs of Alternative Finance - Building a New stack. Cryptocurrencies. Legal and Regulatory Implications of Cryptocurrencies - What is Block chain? - Benefits from New Payment Stacks (Applications of Ripple).

**UNIT: III DIGITAL FINANCE (12 Hrs)**

Digital Finance: A Brief History of Financial Innovation - Digitization of Financial Services - FinTech & Funds.

**UNIT: IV FINTECH REGULATION AND REGTECH (12 Hrs)**

FinTech Regulations - Evolution of RegTech - RegTech Ecosystem: Financial Institutions - RegTech Ecosystem: Startups - RegTech Startups: Challenges - RegTech Ecosystem: Regulators.

**UNIT: V: DATA & TECHFIN (12 Hrs)**

History of Data Regulation - Data in Financial Services - Application of Data Analytics in Finance - European Big-Bang: PSD2 / GDPR / Mifid2 - PSD2: Open Banking API Will Help Startups - Methods of Data Protection: GDPR Compliance and Personal Privacy - Digital Identity - Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance - New Challenges of AI and Machine Learning.

**REFERENCE BOOK:**

S.No	Authors	Title	Publishers	Year of Publication
1	<u>Sanjay Phadke</u>	Fintech Future : The Digital DNA of Finance	SAGE Publications India Pvt Ltd 1st edition	2020
2	Brett King	Bank 4.0: Banking everywhere, never at a bank	Embassy Books	2020
3	<u>Tony Craddock,</u> <u>Robert Courtneidge,</u> <u>Markos Zachariadis</u>	The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries	Wiley	2019

20BAPA3	SOCIAL MEDIA ANALYTICS	CATEGORY	L	P	CREDIT
		Core-Elective - A	48	-	3

**Preamble**

This course introduces students to the basic concepts of Social Media Analytics which helps the marketers to use social media data using social networks.

**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	Understanding the basics of social media and its usage	K1,K2
CO2	Understanding and applying the concept of Social Media Analytics in business	K2, K3
CO3	Analysing the process and tools of social media analytics	K4
CO4	Analysing and Evaluating the network data of basic social media websites	K4,K5
CO5	Applying and Evaluating the data of social media dashboards	K3,K6

### **UNIT I: INTRODUCTION TO SOCIAL MEDIA**

**(10**

**Hours)**

Introduction to Social Media: Meaning – Definition – Need – Types - Social Media tools - Social Media Landscape - Social Media Monitoring tools - Influence of Social Media - Usage of Social Media in Business.

### **UNIT II: INTRODUCTION TO SOCIAL MEDIA ANALYTICS**

**(10**

**Hours)**

Introduction to Social Media Analytics: Meaning - Importance – Framework - Challenges and Applications - How Social Media Analytics used in Business? Social Media Analytics in Small and large organizations.

### **UNIT III: TOOLS AND TECHNIQUES OF SMA**

**(10**

**Hours)**

Social Media Analytics tools and techniques - Web analytics tools - Steps for social analytics - Social Media analytics process - Social media data and its types- Data Identification and Collection - Data Analysis, Key Areas in Social Media Analytics- Sentiment Analytics.

### **UNIT IV: SMA ANALYTICS**

**(10**

**Hours)**

Google analytics, Facebook Analytics, YouTube Analytics, LinkedIn Analytics: Introduction –parameters – demographics - Analyzing page audience - Social campaigns – Defining and Measuring social campaigns - Network Analysis.

### **UNIT V: SMA DASHBOARDS**

**(8 Hours)**

Instagram Analytics, Twitter Analytics, Pinterest Analytics, Snapchat Analytics : Introduction –parameters - demographics- Analyzing page audience - Social campaigns - Defining and Measuring social campaigns - Network Analysis.

### **Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Matthew Ganis Avinash Kohirkar	Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media	Pearson	2016
2.	Marshall Sponder	Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics	McGraw Hill	2014



3.	Alex Gonçalves	Social Media Analytics Strategy Using Data to Optimize Business Performance	Apress	2017
4.	Oliver Blanchard	Social Media ROI: Managing and Measuring Social Media Efforts in your Organization	Que Publishing	2011
5.	Jim Sterne	Social Media Metrics: How to Measure and Optimize Your Marketing Investment	Wiley	2010

## V.ELECTIVE COURSES-PRODUCTION

20BAPP1	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 basic concepts of supply chain management	K2
CO2	Develop and utilize planning skills in managing inventories	K5,K1
CO3	Familiarize and create the models in planning transportation networks	K2, K6
CO4	Analyse the benchmarking concepts in industry setting	K4
CO5	Apply the information technology in supply chain practice.	K4

### 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 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 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	Publisher	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

20BAPP2	INTEGRATED MATERIALS MANAGEMENT	CATEGORY	L	P	CREDIT
		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
CO1	Understand various functional areas of Materials Management planning, budgeting with relevant applications.	K2
CO2	Analyse the EOQ model and inventory control techniques	K1, K4
CO3	Familiarize the concept of warehouse management.	K3
CO4	Evaluate the important factors in purchase planning	K5
CO5	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 – Probabilistic 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	Publisher	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.Saravanel and S.Sumathi	Production and Materials Management	Margham Publication	2014

<b>20BAPP3</b>	<b>MANAGING SERVICES OPERATIONS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		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	K2

	environment.	
CO2	Evaluate the ideologies behind the designing of service enterprise	K5
CO3	Analyse the SERQUAL methods and its applications	K1,K4
CO4	Familiarize the concepts in managing of service operations	K2
CO5	Understand various insights into parameters for assessing quality.	K2, 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:**

<b>S.No</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
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

20BAPE1	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	Publisher	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

20BAPE2	PROJECT MANAGEMENT	CATEGORY	L	P	CREDIT
		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 Number	CO Statement	Knowledge Level
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	Publisher	Year of Publication
1.	Clements, James P & Gido Jack	Effective project Management	Cengage Learning, NewDelhi	2006
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

20BAPE3	START UP LAUNCH PAD	CATEGORY	L	P	CREDIT
		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

CO Number	CO Statement	Knowledge Level
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	Publisher	Year of Publication
1	Steve blank	Four steps to the Ehipany	K&S Ranch	2013
2	Alexander	Business model Generation	Wiley	2011



	Osterwalder & Yves Pigner			
3	Jessical Livingston	Founders at work	Apress	2008
4	Eic Ries	The Lean Start-up	Pengiu 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

20BAP22	RESEARCH IMMERSION PROJECT & Viva-Voce	CATEGORY	L	P	CREDIT
		Core - XXII Individual Project	24	-	3

Research Immersion Project & Viva-voce *			
Course Objectives	<p>On completion of this course, a student will be able :</p> <ol style="list-style-type: none"> <li>1. To approach real time business problems with research perspective</li> <li>2. To express familiarity with various approaches and forms of research</li> <li>3. To apply analytical tools and draw inferences for decision making</li> <li>4. To present the results of the investigation for further implication</li> </ol>		
Guidelines	<p><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.</p> <p><i>Report</i> : Preparation of report to be done in compliance with the criteria for assessment</p>		
Criteria for assessment and weightage	CIA	Review I: Identification of the problem and Review of literature	5
		Review II: Design of the instrument and research methodology	5
		Review III: Data Analysis and Inferences	5
		Review IV: Consolidation of report	5
	ESE	Presentation	80
		& Viva-Voce	
<b>Total</b>		<b>100</b>	

\*To be carried out as an INDIVIDUAL PROJECT during the summer vacation of SECOND 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.

20BAP24	Comprehension in Management-III (Self Study-Online Exam)	CATEGORY	L	P	CREDIT
		Core – XXIV	-	-	1

In the comprehension component, students are tested on their grasping ability of the courses of study. Comprehension in Management -III is a SELF-STUDY course and ONLINE EXAMINATION (END-SEMESTER) consisting of 50 Multiple Choice Questions (on Core and Core Elective courses studied in the semester III) will be conducted at the end of semester III for 100 marks.

No. of Questions	Marks	Total Marks
50	2 marks each	50 X 2 = 100

**NOTE:** Online Exams will be conducted in the computer laboratory at the end of the semester with one credit.

20SEPBA03	MANAGEMENT IN PRACTICE-III	CATEGORY	L	P	CREDIT
		Skill Enhancement-III	24	-	1

### Preamble

This course intends to enable students to achieve excellence in both personal and professional life.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Understand the etiquettes required for managers to excel in their job	K2, K3
CO2	Prepare resume and covering letter in align with the job need	K3
CO3	Point-out the uncomplicated ways for solving aptitude and logical reasoning questions	K4
CO4	Familiarize the Do's and Don'ts to attempt Group discussion	K2
CO5	Develop strategies to crack interviews	K6,K5

### UNIT I: ETIQUETTES FOR MANAGERS (4 Hrs)

**Etiquettes for Managers:** Corporate etiquette -Business etiquette-Email etiquette-Telephone-Meeting etiquette –Interview etiquette.(Conduct of role plays for enacting etiquettes' at classrooms)

### UNIT II: DRAFTING RESUME & COVER LETTER (4 Hrs)

**Resume & Cover letter:** Purpose of resume and cover letter - Points to prepare the Resume and cover letter- How to prepare the resume and cover letter according to the available opportunity-How to post resume in online job portals

### UNIT III: APTITUDE & LOGICAL REASONING (5 Hrs)

**Aptitude:** Time and Distance Profit and loss Simple and Compound Interest Ratio and Proposition Data Interpretation. **Logical reasoning:** Blood Relation -Coding & Decoding -

Alphabets Series – Number & Alphabets- Symbols and Notation- Syllogism (Mock practice sessions using corporate test papers)

**UNIT IV: GROUP DISCUSSION**

**(5Hrs)**

**Group Discussion:** Dos and Don'ts -How to listen and present Speaking time and providing chance to speak for other group members -GD Ethics -Mock GD

**UNIT V: INTERVIEW KNOW-HOW'S**

**(6 Hrs)**

**Technical Interview:** What is Technical Interview - What are the requirements for Technical Round - Technical Subject preparation - Details about the Technical Interview panel-

**Personal Interview:** - Interview pre-preparation - Interview Grooming - Communication & How to talk - Body-Language and Presentation - Expected Questions from Interviewer and right answers - Salary negotiation techniques.

**Note: Refer Guidelines**

**Books for Reference:**

S.No	Authors	Title	Publisher	Year of Publication
1	M.S.Rao	Soft skills enhancing employability: connecting campus with corporate	I.K.International	2018
2	NitinBhatnagar and MamtaBhatnagar	Effective communication and Soft skills	Pearson	2017
3	James storey	The art of the interview	Hugh Anderson associates	2012
4	R.S. Aggarwal	Objective Arithmetic	S.Chand & Company	2017

20PEPBA01	WOMEN AND LEADERSHIP (Self Study)	CATEGORY	L	P	CREDIT
		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 FOR WOMEN**

DIC, TNCDW, TIIC, NEEDS.

**Note: Refer Guidelines**

### **Books for Reference:**

S.No	Authors	Title	Publisher	Year of Publication
1	Nageshwar Singh/Shweta Singh	Women Empowerment and Globalization	RBSA	2013
2	Bedabratsaikia, Devojit Phukan	Empowerment of Women in India	S.K. Book Agency	2014
3	P.S. Rama Raju	Women Empowerment-Strategies and Intraventions	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**

<b>20BAP25</b>	<b>BUSINESS ETHICS AND GLOBAL BUSINESS MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		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	Publisher	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

20BAP26	MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS	CATEGORY	L	P	CREDIT
		Core – XXVI	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	To introduce fundamental aspects of Intellectual property Rights	K2
CO2	To disseminate knowledge on patents, patent regime in India and abroad and registration aspects	K1
CO3	To disseminate knowledge on copyrights and its related rights and registration aspects	K4
CO4	To disseminate knowledge on trademarks and registration aspects	K6
CO5	To disseminate knowledge on Design, Geographical Indication (GI) & to aware about current trends in IPR and Govt. steps in fostering IPR	K5,K3

### Unit I: OVERVIEW OF INTELLECTUAL PROPERTY RIGHTS (12 Hours)

Introduction, Objectives, Nature & Kinds of Intellectual Property Rights- Emerging Issues of IPR- History of IPR – Administration & Legislations on IPR in India- Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, the Berne Convention, 1886, the Universal Copyright Convention, 1952, the WIPO Convention, 1967, the Patent Co-operation Treaty, 1970, the TRIPS Agreement, 1994.

### Unit II: PATENTS (12 Hours)

Patents - Elements of Patentability: Novelty , Non Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and license , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties – Patent office and Appellate Board in India

**Unit III: COPYRIGHT (12 Hours)**

Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Copyright registry and appellate board in India.

**Unit IV: TRADEMARKS (12 Hours)**

Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, certification marks and service marks) - Non Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board in India.

**Unit V: OTHER FORMS OF IP & CURRENT SCENARIO IN IPR (12 Hours)**

**Design:** Meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. **Geographical Indication (GI):** Meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection.

**Current Scenario:** India`s New National IP Policy, 2016 – Govt. of India step towards promoting IPR- Case studies.

**Books for Reference:**

S.No	Authors	Title	Publisher	Year of Publication
1.	Nithyananda K V.	Intellectual Property Rights: Protection and Management.	Cengage Learning India Private Limited	2019
2.	Ahuja, V K	Law relating to Intellectual Property Rights. India	Lexis Nexis	2017
3.	Neeraj, P., & Khusdeep, D	Intellectual Property Rights. India	PHI learning Private Limited	2014

**E-resources:**

S.No	Authors	Title of the Article	Link	Year of Publication
1	Subramanian, N., & Sundararaman, M.	<i>Intellectual Property Rights – An Overview</i>	<a href="http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf">http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf</a>	2018
2	World Intellectual Property Organisation	<i>WIPO Intellectual property Handbook</i>	<a href="https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf">https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf</a>	2004

**Reference Journal:**

1. Journal of Intellectual Property Rights (JIPR): NISCAIR

**SELECTIVE COURSES-HUMAN RESOURCE MANAGEMENT**

20BAPH4	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	Publisher	Year of Publication
1	P.C.Tripathi	Personnel Management & Industrial Relation	Sultan Chand And Sons	2014
2	C.B.Mamoria	Dynamics of Industrial Relations	Himalaya Publisher	2016
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>20BAPH5</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
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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- 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- 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 - Impact of Training and development. Case Studies.

**Books for References:**

S.No	Authors	Title	Publisher	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>20BAPH6</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 factors related to quality of work life , family support and the cope up strategies.	K4
CO 5	Evaluate and create a human resource support system in organisations.	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	Publisher	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

## II.ELECTIVE COURSES-FINANCE

20BAPF4	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

### 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 – Exchange risk management - Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction. Translation Exposure: Methods – Transaction Exposure Vs Translation Exposure –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	Publisher	Year of Publication
1.	Eun / Resnick	International	Tata Mc Graw hill	2012

		Financial Management		
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

20BAPF5	<b>RISK AND INSURANCE MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		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- Applications used in Insurance Sector

### 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	Publisher	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 Publishing & Co	2012

<b>20BAPF6</b>	<b>INTERNATIONAL FINANCIAL REPORTING STANDARDS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-F	48	-	3

**Preamble**

To enhance the ability of the students to integrate and solve problems in practical scenarios on Indian Accounting Standards for deciding the appropriate accounting treatment.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Demonstrate the financial statements for understanding of stakeholders	K1
CO2	Analyze the impact of GAAP and its application for reporting and compliance	K3,K4
CO3	Evaluate financial statements for strategic decision-making	K2,K3
CO4	Interpret and apply the ongoing developments for financial reporting	K4,K5
CO5	Recognize and apply disclosure requirements specified in Indian Accounting Standards while preparing and presenting the financial statements.	K5,K6

**UNIT-I: GAAP AND ACCOUNTING STANDARDS****(8 hrs)**

Accounting Standards - Overview - International Financial Reporting Standards - Overview of Indian Accounting System - Generally Accepted Accounting Principles in India.

**UNIT-II: ACCOUNTING OF BUSINESS COMBINATIONS & RESTRUCTURING (10 hrs)**

Merger – Types, methods of accounting, treatment of Goodwill arising on merger, Purchase consideration and settlement - Accounting for investment in subsidiary - Accounting for

Mergers / Acquisitions (including chain holdings, cross holdings, multiple holdings) - Corporate Financial restructuring, Reconstruction Schemes.

**UNIT-III CONSOLIDATED FINANCIAL STATEMENTS (10 hrs)**

Concept of a group, Purposes of consolidated financial statements, Consolidation procedures, Treatment of Pre-acquisition profit and Post acquisition profit- Consolidation with foreign subsidiary- Consolidated Income Statement, balance Sheet and Cash Flow Statements for Group of companies.

**UNIT-IV DEVELOPMENTS IN FINANCIAL REPORTING AND OTHER ITEM OF REPORTING (10 hrs)**

Sustainability Reporting - Triple Bottom Line Reporting - Corporate Social Responsibility Reporting (CSR Reporting)- Integrated Reporting (IR)- Business Responsibility Reporting- Recognition & Valuation Financial Instruments (Ind AS).

**UNIT-V GOVERNMENT ACCOUNTING IN INDIA (10 hrs)**

General Principles and comparison with commercial accounting- Role of Auditor- Role of Public Accounts Committee, Review of Accounts - Government Accounting Standards issued by Government Accounting Standards Advisory Board (GASAB) - Government Accounting and Reporting.

**Books for Reference:**

S.No	Authors	Title	Publisher	Year of Publication
1	Jagadish R.Raiyani & Gaurav Lodha	International Financial Reporting Standards and Indian Accounting Practices	New Century	2012
2	CA Kamal Garg	Practical Guide to Ind AS & IFRS	Bharat Law House Pvt Ltd	2019
3	Dr.D.S.Rawat	Students' Guide to Ind ASs (Converged IFRSs)	Taxmann	2019
4	Dr.D.S.Rawat	Students' Guide to Financial Reporting with Applicable Ind ASs	Taxmann	2019
5	S.David Young and Jacob Cohen	Corporate Financial Reporting and Analysis	Wiley	2013

**III.ELECTIVE COURSES – MARKETING**

20BAPM4	RETAIL MARKETING	CATEGORY	L	P	CREDIT
		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 private labeling for a brand internationally	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: ELECTRONIC RETAILING (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	Publisher	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.	2006
3.	Peter Mc Goldrick	Retail marketing	Mc Graw-Hill	2002
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

20BAPM5	SOCIAL MARKETING	CATEGORY	L	P	CREDIT
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		Core-Elective-M	48	-	3
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## 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	Publisher	Year of
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				<b>Publication</b>
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

20BAPM6	SERVICES MARKETING	CATEGORY	L	P	CREDIT
		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	Publisher	Year of Publication
1.	Christopher 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 Marketing,	Himalaya Publishing House 2	2011
5.	Kenneth E Clow, et al	Services Marketing Operation Management and Strategy	Biztantra	2010

**IV.ELECTIVE COURSES –ANALYTICS**

20BAPA4	MARKETING ANALYTICS	CATEGORY	L	P	CREDIT
		Core-Elective-A	48	-	3

**Preamble**

The course helps students to explore customer data analysis techniques and theoretical foundations and acquire analytic skills that can be applied to real world marketing problems.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Understanding the basics of marketing analytics and its process	K1,K2
CO2	Applying the knowledge of marketing analytics in Customer segmentation and product pricing	K3

CO3	Applying and Evaluating the concepts from customer data analysis to gain customer insights	K3, K5
CO4	Analyzing and Evaluating the retailing and advertising data for better marketing	K4,K5
CO5	Evaluating sales force and conjoint analysis to pinpoint features most in demand by customers	K5

**Unit -1: Introduction to Marketing Analytics (10 Hours)**

**Marketing Analytics:** Meaning - characteristics - landscape – impact – process - advantages and disadvantages of marketing analytics - becoming data driven – the marketing analytics frontier.

**Unit-2: Segmentation and Pricing Analytics (10 Hours)**

**Segmentation Analytics:** Cluster Analysis to segment a market – collaborative filtering – decision trees. **Pricing Analytics:** The Pricing Analytics Process - The Price - Response Function - Measures of Price Sensitivity - Customer Segmentation and Price Optimization - Types of Data Used to Make Pricing Decisions - Dynamic Pricing and Markdown Optimization.

**Unit-3: Customer Analytics (10 Hours)**

Customer analytics - Meaning, Planning a Customer Analytics Initiative, Using customer analytics, Benefits - Getting More Personal with Customer Data - Determining Customer Lifetime Value - Measuring, Estimating customer activeness, benefits for a business.

**Unit-4: Retailing & Advertising Analytics (8 Hours)**

Market Basket analysis: Computing two way and three way lifts - Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling - Optimizing Allocation of sales effort. Advertising Analysis: Measuring the Effectiveness of Advertising - Optimizing advertising - Pay per Click (PPC) Online Advertising – Profitability model for PPC.

**Unit-5: Sales Forecasting Analytics (10 Hours)**

Regression model to forecast sales - Modeling trend and seasonality. Ratio to moving average forecasting method - Using S curves to Forecast Sales of a New Product. Conjoint analysis: Conjoint analysis as a decompositional preference model - Steps, uses.

S.No	Authors	Title	Publishers	Year of Publication
1	Wayne L.Winston	Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Wiley	2014

2	Jerry Rackley	Marketing Analytics Roadmap: Methods, Metrics, and Tools	Apress 1st edition	2015
3	Damaraju Raghavarao, James B. Wiley, Pallavi Chitturi	Choice-Based Conjoint Analysis: Models and Designs	Chapman and Hall/CRC	2010
4	Emmett Cox	Retail Analytics: The Secret Weapon	Wiley Publishers	2012
5	Mike Grigsby	Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques (Marketing Science)	Kogan Page 1st edition	2016

<b>20BAPAS</b>	<b>HEALTHCARE ANALYTICS</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-A	48	-	3

### Preamble

This course helps to understand the healthcare industry and the role of data analytics in supporting the transition from fee-for-service to value-based care.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Understand the concepts of healthcare industry and to know about the trends in health care.	K1,K2
CO 2	Identify opportunities for health informatics interventions and outline a health informatics solution for decision support.	K4
CO3	Apply critical thinking and technical skills to the use of data to inform business and policy decisions	K3
CO4	Summarize data collection , processing and evaluate best practices in health care.	K2,K5
CO5	Interpret data analysis results from a visualization example and prepare a simple data visualization using health care data.	K6,K4

### UNIT I: INTRODUCTION TO HEALTH CARE (9 Hours)

Health Care: Introduction- Components-Stakeholders - Care Settings-Financing-Public health-Challenges and Opportunities: The triple aim-Quality and Cos-Patient experience/access-Health Care Trends: Demographics/Population Health-consumerism/Personalized medicine-Emerging trends in health care.

### UNIT II: HEALTH INFORMATICS (9 Hours)

Introduction to Health Informatics: Overview of Health IT- Support of health informatics to triple aim -Health IT systems and components - EMR/EHR modules and ancillary data systems-EHR adoption-EHR regulations - Health IT standards-HIPAA security-Public health IT and Consumer engagement.

### UNIT III: DATA ANALYTICS (10 Hours)

Data Analytics: terms and concepts -Need - virtuous cycle in analytics-Data terminology - Getting data ready for analysis-considerations before analyzing- Making data usable to others-Finalizing data for analysis-Communicating data.

**UNIT IV: DATA INTEGRATION AND PROCESSING (10 Hours)**

Integrating data across data Sets- Data Governance, Privacy and Security-Data Governance within the organization-Patient Identification-Regulatory considerations- Machine learning in health care-natural language processing in health care.

**UNIT V: DATA VISUALIZATIONS (10 Hours)**

Meaning- Value of Visualization-Types: Exploratory vs. Explanatory Visualization-Quantitative vs. Qualitative Visualization- Tools for analysis and visualization-Gartner software benchmarking-Current tools-Case studies.

**Books for References:**

S.No	Authors	Title	Publishers	Year of Publication
1.	Christo el.Morr Hossam Ali Hassan	Analytics in Healthcare: A Practical Introduction	Springer	2019
2.	Marius Fieschi	Health Data Processing-Systemic approaches	ISTE Press Limited	2018
3.	Chandan.K.Reddy Charu.C.Aggarwal	Health care Data Analytics	CRC Press	2015
4.	Gordon.D.Brown	Health Informatics- A sytems Perspective	Health Administration press	2012

20BAPA6	BUSINESS ANALYTICS	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		Core-Elective-A	48	-	3

**Preamble**

Business Analytics introduces quantitative methods used to analyze data and make better management decisions. This course is not based on rote memorization of equations or facts, but focuses on honing your understanding of key concepts, your managerial judgment, and your ability to apply course concepts to real business problems

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Understanding the role of Business Analyst and Data Science in business	K1,K2
CO2	Understanding the basic concept of data management and data mining techniques	K5
CO3	To execute data mining and OLAP in Business	K4
CO4	To understand the basic concept of machine learning	K3,K5
CO5	Understand the basics in R programming in terms of constructs, control statements, string functions	K1,K3

**Unit 1: Introduction to Business Analytics (8 Hours)**

Meaning of Business Analytics, Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

**Unit 2: Data management and Data Science (10 Hours)**

Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

**Unit 3: Data Mining and OLAP (10 Hours)**

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

**Unit 4: Machine Learning (10 Hours)**

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

**Unit 5: Programming Using R (10 Hours)**

R Environment, R package, Reading and Writing data in R, basic R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Books for Reference:**

S.No	Authors	Title	Publishers	Year of Publication
1	Norman Matloff	The Art of R Programming: A Tour of Statistical Software Design.	NoStarch Press	2011
2	R.N.Prasad and Seema Acharya	Fundamentals of Business Analytics	Wiley	2016
3	Pang-Ning Tan, Michael Steinbach, Vipin Kumar	Introduction to Data Mining	Pearson Education India	2016
4	Anil Maheshwari	Data Analytics	McGraw Hill	2017
5	Ger Koole	An Introduction to Business Analytics	Lulu.com	2019

## V.ELECTIVE COURSES -PRODUCTION

20BAPP4	LEAN MANUFACTURING AND SIX SIGMA	CATEGORY	L	P	CREDIT
		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	Understand the concepts of lean manufacturing.	K1
CO 2	Get better knowledge about the tools of Lean manufacturing.	K2
CO3	Grasp the ideologies about the concepts of Six Sigma	K2,K3
CO4	Analyse the various methodologies in six sigma process	K4
CO5	Apply the lean manufacturing and six sigma concept in service sectors and create models for industrial usage	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)

### 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	Publisher	Year of Publication
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1.	Michael L.George, David Rowlnalds	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>20BAPP5</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 concepts of TQM with customer perspective.	K2
CO 2	Discover the Principles and philosophies of TQM	K4
CO3	Apply the methodologies in Business Process Reengineering in TQM perspective.	K3
CO4	Enable them to acquire required diagnostic skills and use various quality tools.	K5
CO5	Familiarize the students about quality management system	K2,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 Philosphy, Deming 14 points for management- 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 Maintainance- Total Productive Maintainance – Total Preventive Maintanance- 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.

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

**Books for Reference:**

S.No	Authors	Title	Publisher	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

20BAPP6	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 concepts of information age and business	K2
CO2	Familiarize the management concepts of World Class Manufacturing practices in industries	K1
CO3	Evaluate the practices in material processing and tools used in World Class Manufacturing.	K5
CO4	Assess and learn strategies used in the manufacturing sector.	K3, K4
CO5	Understand and assess the competitiveness of Indian manufacturing sector	K2, 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 –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	Publisher	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>20BAPE4</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

CO Number	CO Statement	Knowledge Level
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	Publisher	Year of Publication
1	Tim Jones	Innovation at the Edge: How organisations evolve and embed innovation capability	Butterworth – Heinemann	2002
2	M.S.Krishnan&	The new age of innovation: Driving co-	MC-Graw hill	2008

	C.K..Pralhad	created value through global networks		
3	Vinay dabholkar & Rishiksha T.Krishnan	8 steps to innovation	Collins India	2013

<b>20BAPE5</b>	<b>SOCIAL ENTREPRENEURSHIP MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>P</b>	<b>CREDIT</b>
		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	Publisher	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 Enterprise Alliance	Succeeding at Social Enterprise: Hard-won lessons for non- profits and social Entrepreneurs	Jossey- bass	2010

20BAPE6	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 Franchising 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	Publisher	Year of Publication
1.	Ferrell O, et al	Business A Changing World	Mc Graw Hill/ Irwin.	2006
2.	Sidhpuria, Manish V	Retail Franchising	Mc Graw Hill Education	2010
3.	The Association of Small Business Development Centers (Authors), Ann Dugan (Editor)	The Complete Guide to Evaluating, Buying and Growing Your Franchise Business	Kaplan Business	1998
4.	Richard J. Judd and Robert T. Justis	Franchising	Custom Publishing	2007

20BAP31	Comprehension in Management-IV (Self Study- Online Exam)	CATEGORY	L	P	CREDIT
		Core – XXXI	-	-	1

In the comprehension component, students are tested on their grasping ability of the courses of study. Comprehension in Management -IV is a SELF-STUDY course and ONLINE EXAMINATION (END-SEMESTER) consisting of 50 Multiple Choice Questions (on Core and Core Elective courses studied in the semester IV) will be conducted at the end of semester IV for 100 marks.

No. of Questions	Marks	Total Marks
50	2 marks each	50 X 2 = 100

**NOTE:** Online Exams will be conducted in the computer laboratory at the end of the semester with one credit.

20SEPBA04	MANAGEMENT IN	CATEGORY	L	P	CREDIT
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	<b>PRACTICE-IV</b>	Skill Enhancement Course: IV	-	24	1
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### Preamble

The course is intended to bridge the gap between the skill requirements of the employer or industry and the competency of the students to excel in their career.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management	K1, K2
CO2	Infer the basic concepts of body language for conflict management.	K4
CO3	Apply some of the important interpersonal skills such as group decision-making, negotiation and leadership skills in their job life.	K3
CO4	Adapt and practice the steps involved in time management.	K6
CO5	Evaluate them in order to cope up with competitiveness.	K5

### UNIT I: STRESS MANAGEMENT

(4 Hrs)

Definition and manifestations of stress -Stress coping ability and stress inoculation training- Management of various forms of fear (examination fear, stage fear or public speaking anxiety, depression and anger)

### UNIT II: CONFLICT MANAGEMENT SKILLS

(5 Hrs)

Types of conflict (intrapersonal, Intra group and inter group conflicts)-Basic concepts, cues, signals, symbols and secrets of body language-Significance of body language in communication and assertiveness training-Conflict stimulation and conflict resolution techniques for effective management.

### UNIT III: INTERPERSONAL SKILLS

(5 Hrs)

Concept of team in work situation-promotion of team spirit- characteristics of team player.- Awareness of one's own leadership style and performance-Nurturing leadership qualities-self awareness-self management-self motivation-empathy -social skills-bargaining and problem solving skills (basic concepts)

### UNIT IV: TIME MANAGEMENT

(5 Hrs)

Time wasters-Procrastination- Time management personality profile- Time management tips and strategies- Advantages of time management

### UNIT V: TOWARDS EMPOWERMENT

(5 Hrs)

Stimulating innovation and change- coping with "temporariness" -Network culture Power tactics and power in groups (coalitions) -Managerial empowerment and entrepreneurship - Prevention of moral dwarfism -Altruism (helping behavior)



**Note: Refer Guidelines****Books for Reference:**

S.No	Authors	Title	Publisher	Year of Publication
1	Swaminathan. V.D & Kaliappan. K.V	Psychology for Effective Living	The Madras Psychology Society	2015
2	Robbins, S.B	Organizational Behaviour	Prentice Hall of India	2017
3	Smith, B	Body Language	Rohan Book Company	2011
4	Hurlock, E.B	Personality Development	Tata McGraw Hill	2016

20AEPBA02	INTERNET OF THINGS	CATEGORY	L	P	CREDIT
		Ability Enhancement Course - II	24	-	2

**Preamble**

To enable the students understanding about internet of things and kindle idea generation and design of IoT based prototypes.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge level
CO1	Accustom to the basics, emergence and building blocks of IoT.	K1,K2
CO2	Assimilate the key areas of Security, Privacy and challenges in Internet of things.	K2
CO3	Ascertain data from various sources in real-time and attempt to design prototypes in desired areas in an intelligent fashion.	K3,K6
CO4	Evaluate the concept of smart city development with IOT applications.	K5
CO5	Demonstrate the ability to understand the areas of application of IOT with relevant case studies.	K4,K5

**UNIT I: Fundamentals of Internet of things (5 Hours)**

Fundamentals of IoT - Structure - Objective - How does it work? - Characteristics - Physical design of IoT - IoT architecture and components – Logical design of IoT - Communication models – IoT communication APIs.

**UNIT II: Security, Privacy and challenges in Internet of things (5 Hours)**

Structure – Objectives – Key challenges: Design Challenges - Development Challenges - Security Challenges - Privacy challenges - Other challenges – Trust management.

**UNIT III: Emergence of IoT and New Applications (5 Hours)**

Emergence of IoT - Home – Healthcare - Agriculture - Military - Politics – Construction - other Areas - IoT in Indian Scenario.

**UNIT IV: Smart city using IoT integration (5 Hours)**

Smart city - emergence - dimensions - adoption for automation - design strategies - factors - IoT for smart cities (case study Smart city Barcelona).

**UNIT V: Case Studies (4 Hours)**

Lighting as a service - Intelligent Traffic systems - Smart Parking - Smart water management - Smart healthcare - e-governance - smart education system.

**Books for Reference:**

S.No	Authors	Title	Publisher	Year of Publication
1	Dr Kamlesh Lakhwani, Dr Hemant Kumar Gianey, Joseph Kofi Wireko, Kamal Kant Hiran	Internet of Things (IoT): Principles, Paradigms and Applications of IoT	BPB Publications	2020
2	Michael Miller	The Internet of Things: How Smart TVs, Smart Cars, Smart Homes, and Smart Cities Are Changing the World	Que	2015
3	Rajesh Singh	Internet of Things (IOT): Enabled Automation in Agriculture	New India Publishing Agency	2018
4	Qusay F.Hussan	Internet of Things A to Z: Technologies and Applications	Wiley	2018
5	BK Tripathy, J	Internet of Things (IoT):	CRC Press	2018

	Anuradha	Technologies, Applications, Challenges and Solutions	Taylor & Francis group	
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**\*OPEN ELECTIVE COURSE FOR OTHER MAJOR**

<b>20BAPOE23</b>	<b>AGRI-PRENEURSHIP</b>	<b>Category</b>	<b>L</b>	<b>P</b>	<b>Credit</b>
		Open Elective- OE	48	-	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

<b>CO Number</b>	<b>CO Statement</b>	<b>Knowledge Level</b>
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, pulses and 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.

**Note: Refer Guidelines**

**Books for References:**

<b>S.No</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	S.S.Khanka	Entrepreneurial Development	S.Chand Publishing	1999

**E-resource link:** [agritech.tnau.ac.in](http://agritech.tnau.ac.in)