

SEMESTER III

S.No	Course Category	Course Code	Course Title	L	T	P	C
THEORY							
1.	PC	BA19301	International Business Management	3	0	0	3
2.	PC	BA19302	Strategic Management	3	0	0	3
3.	PC	E1	Elective I	3	1	0	4
4.	PC	E2	Elective II	3	1	0	4
5.	PC	E3	Elective III	3	1	0	4
6.	PC	E4	Elective IV	3	1	0	4
7.	PC	E5	Elective V	3	1	0	4
PRACTICAL							
8.	PC	BA19303	Business Plan Development	0	0	4	2
9.	PC	BA19304	Experiential Learning	0	0	4	2
			TOTAL CREDITS				34

Note: Three electives from major functional area and two electives from minor functional area of the specialization are to be chosen by the students.

SEMESTER IV

S.No	Course Category	Course Code	Course Title	L	T	P	C
1.	PC	BA19401	Project Work	0	0	24	12

LIST OF ELECTIVES

S.No	Course Category	Course Code	Course Title	L	T	P	C
ELECTIVE I GENERAL MANAGEMENT							
1.	PE	BA19G01	Indian Ethos in Modern Management	3	1	0	4
2.	PE	BA19G02	Corporate Image Building	3	1	0	4
3.	PE	BA19G03	Analysis of Managerial Decision	3	1	0	4
4.	PE	BA19G04	Entrepreneurship Development	3	1	0	4
5.	PE	BA19G05	Event Management	3	1	0	4
6.	PE	BA19G06	Business Analytics	3	1	0	4
ELECTIVE II MARKETING							
1.	PE	BA19M01	Integrated Marketing Communications	3	1	0	4
2.	PE	BA19M02	Services Marketing	3	1	0	4
3.	PE	BA19M03	Retail Management	3	1	0	4
4.	PE	BA19M04	International Marketing	3	1	0	4
5.	PE	BA19M05	Digital and Social Media Marketing	3	1	0	4
6.	PE	BA19M06	Marketing Research and Analytics	3	1	0	4
ELECTIVE III FINANCE							
1.	PE	BA19F01	Security Analysis and Portfolio Management	3	1	0	4
2.	PE	BA19F02	Merchant Banking and Financial Services	3	1	0	4
3.	PE	BA19F03	Corporate Finance	3	1	0	4
4.	PE	BA19F04	Insurance and Risk Management	3	1	0	4
5.	PE	BA19F05	Financial Derivatives	3	1	0	4
6.	PE	BA19F06	International Financial Management	3	1	0	4

ELECTIVE IV HUMAN RESOURCE							
1.	PE	BA19H01	Training and Development	3	1	0	4
2.	PE	BA19H02	Industrial Relations and Labour Welfare	3	1	0	4
3.	PE	BA19H03	Cross Cultural Management	3	1	0	4
4.	PE	BA19H04	Strategic Human Resource Management and Development	3	1	0	4
5.	PE	BA19H05	Labour Legislations	3	1	0	4
6.	PE	BA19H06	HR Analytics	3	1	0	4
ELECTIVE V SYSTEMS							
1.	PE	BA19S01	Enterprise Resource Planning	3	1	0	4
2.	PE	BA19S02	Software Project Management	3	1	0	4
3.	PE	BA19S03	Business Intelligence	3	1	0	4
4.	PE	BA19S04	Big Data Analytics and Data Mining	3	1	0	4
5.	PE	BA19S05	Information Security Management	3	1	0	4
6.	PE	BA19S06	Cloud Computing	3	1	0	4
ELECTIVE VI PRODUCTION							
1.	PE	BA19P01	Supply Chain and Logistics Management	3	1	0	4
2.	PE	BA19P02	Process Management	3	1	0	4
3.	PE	BA19P03	Product Design	3	1	0	4
4.	PE	BA19P04	Lean Management	3	1	0	4
5.	PE	BA19P05	Project Management	3	1	0	4
6.	PE	BA19P06	Technology, Innovation and New Product Management	3	1	0	4

COURSE OBJECTIVES

To enable students to

- familiarize with the international business environment.
- assess the scope for entry into international trade and investment.
- develop portfolio for international strategic management.
- apply knowledge in functional areas of management for global business management.
- gain advantage of the global financial institutions, for financing international operations.

UNIT I INTRODUCTION**6**

International Business; Definition, Internationalizing Business Advantages, Factors Causing Globalization of Business Environment; Country Attractiveness, Political, Economic and Cultural Environment, Protection Vs Liberalization of Global Business Environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT**6**

Global Entry Strategy; Different Forms of International Business, Advantages, Promotion of Global Business, The Role of GATT/WTO; Multilateral Trade Negotiation and Agreements – Challenges For Global Business, Global Trade And Investment; SAARC, G20, BRICS, MINT, CIVETS, MIST, VISTA, and Next 11.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT**6**

Strategic Compulsions; Standardization Vs Differentiation, Strategic Options Global Portfolio Management; Organizational Issues of International Business Organizational Structures, Controlling of International Business, Approaches to Control, Performance of Global Business.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**6**

Global Production – Location, Scale of Operations, Cost of Production, Make or Buy Decisions, Global Supply Chain Issues, Quality Considerations; Globalization of Markets; Marketing Strategy, Pricing, Investment Decisions; Economic, Political Risk, Sources of Fund, Exchange, Rate and Risk Management; HRM; Selection of Expatriate Managers -Training and Development – Compensation.

UNIT V GLOBAL INSTITUTIONS AND CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**6**

Global Institutions - IMF, World Bank, World Trade Organization and United Nations; Disadvantages of International Business–Conflict in International Business - Sources and Types of Conflict, Conflict Resolutions, Negotiation; The Role of International Agencies – Ethical Issues in International Business, Ethical Decision Making.

TOTAL PERIODS : 30

COURSE OUTCOMES

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

- appraise the international business environment for competitive advantage.
- compile the strategies for international trade and investment.
- evolve strategies for controlling international business.
- plan and organise the production, marketing, finance and human resource functions for global business
- manage conflict situations in international business management.

REFERENCES

1. Charles W.L. Hill and G. Tomas M. Hult, International Business, 11th edition, TataMcGraw Hill, New Delhi, 2017.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2019.
3. Chandran R, International Business, Jaico Publishing House, 2013.
4. Justin Paul, Business Environment: Text and Cases - Tata McGraw Hill, 3rd Edition, 2014.
5. P.SubbaRao, International Business, Himalaya Publishing House, 11th Edition, 2019.

CO – PO Mapping :

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2						2					1	
CO2													2	
CO3							1							1
CO4		2					2				1			
CO5				1										



COURSE OBJECTIVES

To enable students to

- understand the basics of strategic management for strategy formation process and goals
- assess the stability and durability of different strategic alternatives in various levels.
- analyze the business environment and formulate strategies for development.
- adapt and implement the strategic management models in business units.
- handle power and politics for conflicts resolution.

UNIT I STRATEGY AND PROCESS**6**

Introduction- Concept of Strategy - Strategy Formation Process - Stakeholders in Business -Vision- Mission and Purpose- Business Definition- Objectives and Goals - Corporate Governance and Social Responsibility - External Environment - Porter's Five Forces Model.

UNIT II COMPETITIVE ADVANTAGE**6**

Competitive changes during industry evolution–Embryonic Stage-Matured and declining Stage-Competitive structure - Globalization and Industry Structure–National Context and Competitive Advantage-Sources-Distinct Competitive Capabilities and Competencies– Core Competencies-Generic Building Blocks of Competitive Advantage- Distinctive Competencies–Sources– Evaluation of key resource -Avoiding Failures and Sustaining Competitive Advantage.

UNIT III ADVANCED FINANCIAL MANAGEMENT**6**

The Generic and Grand Strategic Alternatives - Stability- Expansion -Vertical integration - Mergers - Acquisitions - Cost leadership - Low Cost and Differentiation Strategy–Focus Strategy-Business Level Strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification- Strategic Alliances - Building and Restructuring the Corporation–Strategic Analysis and Choice - Environmental Threat and Opportunity Profile (ETOP)-Organizational Capability Profile-Strategic Advantage Profile-Corporate Portfolio Analysis-SWOT Analysis - GAP Analysis - McKinsey's 7S Framework-GE9 Cell Model-Distinctive competitiveness - Selection of Matrix- Balanced Score Card.

UNIT IV STRATEGY IMPLEMENTATION**6**

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

UNIT V STRATEGIC EVALUATION AND CONTROL**6**

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

TOTAL PERIODS : 30

COURSE OUTCOMES

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

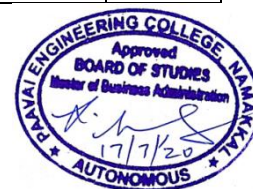
- appraise corporate governance and ensure social responsibility in business.
- analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment
- generate strategic alternatives for stability and expansion of business.
- evaluate the challenges faced by managers in implementing and evaluating strategies.
- analyse the current trends and new challenges in the environment, for strategic success.

REFERENCES

1. David Hiller, Stephen A Ross, Westerfield, Corporate Finance, McGraw-Hill Higher Education, 2013.
2. Richard A.Brealey, StewartC.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 10th Edition, 2012.
3. Jonathan Berk, Peter DeMarzo, David Stangeland, Corporate Finance, Third Canadian Edition, Pearson Education, 2014.
4. Stephen A.Ross, Randolph W.Westerfield, Bradford D.Jordan, Fundamentals of Corporate Finance, Tata McGraw- Hill Publishing Company Ltd, Eighth Edition 2012.
5. Damodaran, A, Applied corporate Finance, Third Edition, Wiley, 2012.

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Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1				1				2					
CO2					2									2
CO3			2										1	
CO4	2			1					1			1		
CO5						2								



COURSE OBJECTIVES

To enable students to

- recognize the importance of human values, harmony and ethical behavior in real life situation.
- appraise the need for ethical issues in workplace and be able to find solution.
- compare the relationship between indian ethos and its application in managerial practices.
- realise the need for linking ethics in management.
- value the ethical principles to be implemented in business.

UNIT I INTRODUCTION**8**

Meaning – features – needs – history – relevance – principles – practiced by indian companies –requisities – element – role of Indian ethos in Managerial practices – Management lessons – Vedas – Mahabharatham – bible – kautilyas- Indian heritage in business – Indian/western management.

UNIT II WORK ETHOS**8**

Meaning – level- dimensions – steps – factors – responsible for poor work ethos –ethic v/s ethos values – meaning – features – values for Indian manager – relevance of values – impact of values on stakeholder – values of manager – values in management – spiritual values in management– importance in work culture.

UNIT III MANAGEMENT BY INDIAN APPROACH**8**

Role of Indian Ethos in Managerial practices – Management in culture bounds – teaching of Buddha and Mahaveer: Leadership and Management the Chanakaya way: Indian thoughts, Guna theory; Karma Theory – Niskama karma – Yoga and Professionalism.

UNIT IV ETHICS IN MANAGEMENT**8**

Ethics; Understanding the need for ethics – Ethical values – Ethical Codes – Ethical Principles in business – ethical issues – Advertisement and Marketing – Work ethics – Communication Ethics – channels – training programmes – evaluation - ethical audit – corporate.

UNIT V INDIAN ETHOS AND VALUES IN MODERN MANAGEMENT**8**

India ethos in management – manager mind set – human values insight – value oriented holistic management – total quality management – stress and Indian ethos – the dwandik theory of stress.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- appraise the role of Indian ethos in Managerial practices.
- adapt the work ethos in business management.
- examine the Indian ethos managerial practices in business.
- follow the ethical principles in doing business.
- assess the prospects of valuing Indian ethos in modern management.

REFERENCES

1. Indian Ethos in Management, Tushar Agarwal, Niche Chandorkar, First Edition, Himalaya publishing House. Revised 2016-17.
2. Ramachandran, S., Raja, K.C.R. and Nair, B.K. (2008). Ethics, Indian Ethos and Management, 2/e; Mumbai: Shroff Publishers and Distributors.
3. Chakra borthy, S.K.: Foundations of Managerial Work Contributions from Indian Thought, Himalaya Publishing Hose, Delhi 1998.
4. Chakra borthy, S.K: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
5. Corporate Social Responsibility in India, Cases and Developments after the Legal Mandate Editors:Mitra, Nayan, Schmidpeter, Rene, 2017.

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CO1										2			3	
CO2	3													3
CO3									2				2	
CO4					3									2
CO5			3											2



COURSE OBJECTIVES

To enable students to

- identify the components which make-up corporate image.
- appraise the strategies for developing a positive corporate image.
- define the roles for management to design corporate advertising strategies for image building.
- trace out the processes involved in influencing the external factors involved in creating the corporate image.
- evolve some strategies for projecting a positive and consistent image for the organisation and its personnel.

UNIT I INTRODUCTION**8**

Corporate Image – Meaning – Definitions – Objectives -Need and Importance – benefits –Types - Features of Corporate Image - Components of an Individual Image – Corporate identity.

UNIT II STRATEGIES FOR DEVELOPING CORPORATE IMAGE**8**

Corporate strategic plan; Vision – Mission – Values - Creating a positive image-Steps in planning of corporate image - Roles for developing Corporate Image– Corporate Image Policy – Impression Management.

UNIT III INTERNAL FACTORS FOR CORPORATE IMAGE**8**

Internal Factors for Corporate Image - developing clearly defined roles for management; Self Image of Organisation – Corporate Advertising – Brand Image – Public Relations – Frontline Employees Behaviour – Website.

UNIT IV EXTERNAL FACTRS FOR CORPORATE IMAGE**8**

External Factors for Corporate Image; Industry image – country of origin image – press reports – word of mouth.

UNIT V EVALUATING CORPORATE IMAGE**8**

Extensive brand research –Qualitative and Quantitative Research.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- realize the need and importance of corporate image building, for corporate identity.
- postulate corporate strategic plans for corporate image building.
- influence the internal factors for image building by creating strong public relations.
- formulate plans for strengthening the external factors influencing image.
- conduct extensive qualitative and quantitative research for evaluating the brand image.

REFERENCES

1. Balmer, John M.T. "Building Societies: Change, Strategy and Corporate Identity." Journal of General Management. Winter 1991.
2. "The BBC's Corporate Identity: Myth, Paradox, and Reality." Journal of General Management. Spring 1994.
3. Ind, Nicholas. Corporate Image .Kogan Page, 1992.
4. Olins, Wally. Corporate Identity: Making Business Strategy Visible through Design . Harvard Business School Press, 1990.
5. "Reputation Keeps Business Buoyant." Marketing. May 27,1999.

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1



COURSE OBJECTIVES

To enable students to

- understand the nuances of the different types of decision making and the approaches to problem solving.
- appraise the various models, techniques and approaches to managerial decision making.
- demonstrate his skills in identifying the right model of group decision making.
- develop skills in gathering, processing and presenting relevant data in support of decisions.
- evaluate the creative multifaceted elements underpinning business analysis.

UNIT I INTRODUCTION TO DECISION MAKING 8

Decision making – Meaning, Definition, Nature, Importance – Phases in decision making process - Types of Managerial decisions. Decision making process - Approaches to problem solving - Dynamics of Decision making - Decision making under different states of nature – certainty, risk and uncertainty.

UNIT II DECISION MAKING MODELS, TECHNIQUES AND APPROACHES 8

Models of decision-making process: Rational decision making model – Bounded rationality model – Implicit favourite model – Garbage Can Model. Decision making techniques; Brainstorming – Synectics– Nominal group technique – Delphi Technique – Dialectic decision model – decision tree. Tools in Decision making Operations Research – Decision Tree – Linear programming – Game theory – Queuing theory – Brainstorming – Delphi Technique – Nominal Group Technique – Dialectic Decision methods. Modern approaches to decision making under uncertainty; Risk Analysis – Decision tree – Preference theory. Evaluation of Alternatives – Approaches to selecting an alternative. Decision support System - Systems approach to decision making.

UNIT III GROUP DECISION MAKING 8

Meaning - Merits and Demerits - Models of group decision making; Decision made by authority without group decision making – decision by experts – decision by averaging individuals' opinions – decision by authority after group discussion – decision by minority vote – decision by consensus. Challenges in Team decision making - Errors in Decision making – Overcoming barriers to effective decision making – Ethical decision making.

UNIT IV DECISION MAKING 8

Critical Incident Method: Introduction to Critical Incident Methods in Management – a post-facto investigative method - Data requirements - Recording and presentation of data - Concerns about reliability of data - Data triangulation - Methods of analysis - Drawing conclusions – testing for validity of conclusions - Identifying gaps in explanation and need for further data - Presenting the findings of the study. Situational

Analysis: Meaning, Understanding and appreciating the situational nature of management - The contingency model of management - Situational Management and political implications of stakeholders' coalitions.

UNIT V SOFT SYSTEM ANALYSIS AND POLICY ANALYSIS

8

Soft System Analysis: Introduction to Soft System Analysis in Management – differences and similarities with Critical Incident Method - Data requirements - Recording and presentation of data - Concerns about reliability of data - Data triangulation - Methods of analysis - Drawing conclusions – testing for validity of conclusions - Triangulation of explanations. **Industry / Policy Analysis:** Industry Analysis - deriving implications for an organization - Policy analysis - deriving implications for an industry/ organization.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

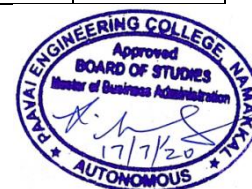
- apply decision making skills in managerial decision making, in a holistic way.
- solve problems by applying the right approaches to decision making.
- apply his conceptual skills to overcome the challenges in group decision making
- improve critical thinking by producing and presenting well-grounded evaluations of 'cases and situations.
- examine the strategic and managerial decisions at different analytical levels and in various organisational contexts.

REFERENCES

1. Training and Development, Raymond Andrew Noe, Mc Graw Hill Education,, July 21 2018, 7th edition
2. Dr.B.Janakiram, Training and Development, Biztantra, New Delhi, 2008.
3. Raymond A Noe, Employee Training and Development, 4th Edition, Tata McGraw-Hill Publishing, New Delhi, 2008
4. Irwin L. Goldstein, Training Organizations: Needs Assessment, Development, and Evaluation, 4th Edition, Wadsworth, 2002.
5. Steven A. Beebe, Timothy P. Mottet, K. David Roach, Training and Development: Enhancing Communication and Leadership Skills Paperback, Pearson, 2003.

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CO1		3											2	
CO2	1													
CO3						2							3	
CO4									2					
CO5			3										2	



COURSE OBJECTIVES

To enable students to

- appraise the environmental factors that affect business, for entrepreneurial success.
- acquaint with the entrepreneurial competence and the role of government and other agencies in promoting entrepreneurship.
- intercept the fundamentals of launching and growing a business venture.
- ponder on the possibilities of taking up self-employment by exposing them to management of small business.
- explore the scope for entrepreneurship in various sectors.

UNIT I INTRODUCTION TO ENTREPRENEURSHIP**8**

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post-independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT II ENTREPRENEURIAL COMPETENCE**8**

Entrepreneurial Motivation – Theories – Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT III BUSINESS IDEAS, LAUNCHING AND FINANCING VENTURES**8**

Business Ideas – Creativity and entrepreneurship, Idea generation and evaluation, Opportunity recognition and steps in tapping the opportunity.

Launching a venture: Steps involved in launching a business, types of business models, Understanding the market and the team, managing cash, Implementation plan.

Financing ventures – sources of raising capital, seed funding, venture capital funding, funding opportunities for startups in India.

UNIT IV MANAGEMENT OF BUSINESS AND IPR**8**

Monitoring and Evaluation of Business, causes of sickness, Detecting and Preventing Sickness, Rehabilitation of Business Units.

IPR in Small business: Importance of IPR in small business, IPR legislation in India-TRIPS, WTO, GATT. Patents, Trade mark, Copy right and Geographical indications.

UNIT V WOMEN ENTREPRENEURSHIP AND ENTREPRENEURSHIP IN VARIOUS SECTORS 8

Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services. Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

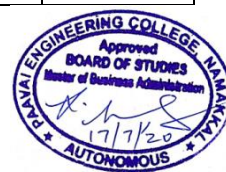
- prepare SWOT analysis of the various business proposals.
- comprehend the support rendered by government and other agencies in entrepreneurship development.
- generate business ideas and develop a business plan.
- select cases with respect to dynamics of competition and interpret IPR in small business.
- assess the feasibility of Entrepreneurship in various sectors.

REFERENCES

1. Mathew Manimala. (2015). Entrepreneurship Theory at the Crossroads, Paradigms and Praxis, Biztrantra, 2nd Edition.
2. Prasanna Chandra (2013). Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill.
3. P.C.Jain (2012). Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi.
4. P.Saravanavel (2013). Entrepreneurial Development, Ess Pee kay Publishing House, Chennai.
5. Poornima M. Charantimath. (2014). Entrepreneurship Development and Small Business Enterprises. Pearson publishers.

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CO1														
CO2		3											2	
CO3	1													
CO4						2							3	
CO5									2					



COURSE OBJECTIVES

To enable students to

- develop their knowledge and skills regarding management of events.
- understand the different ways of managing diverse events.
- appraise the methods of planning various events in an organization.
- decide about the logistics arrangements involved in exhibition management.
- recognize the need and importance of sponsors in managing an event.

UNIT I INTRODUCTION**8**

Designing - Corporate Events, Corporate Hospitality Ensuring ROI-Managing Customer Expectations-Types of Corporate Events – In-House vs. Event Management Companies- Corporate Event Packages- Staff Events, Customer Events Team Building, Menu and Wine Selection.

UNIT II EVENT ACTIVITIES**8**

Charity Events and Award Ceremonies - Setting Fundraising Targets and Objectives- Working with Volunteers and Committees - Generating Goodwill and Media Exposure- Commissioning Celebrities- MCs and Entertainment – Outdoor Events, Concerts, Logistics, Types of Outdoor Events, Risk Management.

UNIT III EVENT PLANNING**8**

Health and Safety Planning and Logistics- Marketing and Sponsorship- HR Management- Programming Charity Entertainment and Celebrity Events- Concerts, Launches, Fashion shows, National Festivals and High-Profile Events Liaisoning with Agents- Contract Negotiations- Client Briefings.

UNIT IV EXHIBITION MANAGEMENT**8**

Types, Trade Shows vs. Consumer Shows- Running an Exhibition, Exhibiting a Show- Designing Exhibition Stands- Managing a Sales Team- Making the Most Out of Exhibiting- Event Logistics Sports Event Management-Creativity- Types of Sporting Hospitality- Logistics and Onsite Management Choosing Sporting Celebrities and Managing Expectations Paparazzi and Entourages- Onsite Staff Selection and Admissions Management.

UNIT V SPONSORSHIP MANAGEMENT**8**

Event Sponsorship Understand Sponsorship, understand –Event Organizer, Event Partners, Event Associates, Event Sponsor, Importance of sponsorship –for event organizer, for sponsor, Type of Sponsorship, Making sponsorship database, making sponsorship proposal, Closing a sponsorship, Research of sponsorship, Converting sponsorship into partnership.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

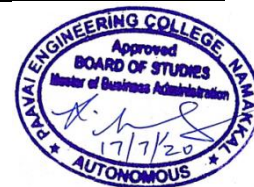
- comprehend technical knowledge in the field of Event Management effectively.
- design plans for organizing the events.
- apply professional competence in planning and conducting various events.
- articulate, design and administer exhibitions and tradeshow.
- develop manipulation skills in planning sponsorship events.

REFERENCES

1. Joe Goldblatt, Kathleen S. Nelson, The International Dictionary of Event Management. John Wiley and Sons, 2014.
2. Julia Rutherford Silvers, Professional Event Coordination. Wiley Desktop Editions, 2013
3. Lynn Van Der Wagen, Brenda R. Carlos, Event Management. Prentice Hall, 2014.
4. Diwakar Sharma, Event Planning and Management. Deep and Deep Publications, 2014.
5. Sita Ram Singh, Event Management. Aph Publishing Corporation, 2013.

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CO1			2										2	
CO2				3										3
CO3												2		3
CO4							3							
CO5						2							2	



COURSE OBJECTIVES

To enable students to

- understand the role of Business Analytics in decision making.
- learn the techniques of managing resources for business analytics.
- appraise the descriptive analytics tools useful for decision making.
- apply the appropriate analytics and generate solutions.
- model and analyse the business situation using analytics.

UNIT I INTRODUCTION TO BUSINESS ANALYTICS (BA)**8**

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II MANAGING RESOURCES FOR BUSINESS ANALYTICS**8**

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III DESCRIPTIVE ANALYTICS**8**

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.

UNIT IV PREDICTIVE ANALYTICS**8**

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics.

UNIT V PRESCRIPTIVE ANALYTICS**8**

Introduction to Prescriptive analytics - Prescriptive Modeling - Non-Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL PERIODS : 40**COURSE OUTCOMES**

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

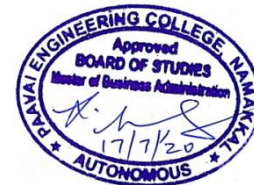
- use business analytics for decision making
- identify the appropriate tool for the analytics scenario.
- apply the descriptive analytics tools and generate solutions.
- understand about Predictive Analytics and applications.
- gain knowledge of Prescriptive Analytics and demonstrating business process improvement.

REFERENCES

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014.
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

CO – PO Mapping :

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		1	2				3							
CO2		1	2									3	2	
CO3							1		2		3			
CO4				1			3				2			
CO5			3				2				1			3



COURSE OBJECTIVES

To enable students to

- familiarise with the concept of integrated marketing communication.
- understand and analyse the communication process.
- measure the impact of the various marketing communication process.
- appraise the marketing communication programmes.
- acquire knowledge about the use of digital media in advertising.

UNIT I AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC) 8

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.

UNIT II UNDERSTANDING COMMUNICATION PROCESS 8

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.

UNIT III PLANNING FOR MARKETING COMMUNICATION (MARCOM) 8

Establishing marcom: Objectives and Budgeting for Promotional Programmes- Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

UNIT IV DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME 8

Planning and development of creative marcom, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

UNIT V DIGITAL MEDIA AND ADVERTISING 8

Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws and Ethics: Advertising and Law, Advertising and Ethics.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- get introduced to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.
- review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.
- develop an awareness about marketing communications tools, and how each can be used effectively- individually or in an integrated mix.
- examine the process by which integrated marketing communications programs are planned, developed, executed and measured.
- apply the knowledge about digital media advertising, into practice.

REFERENCES

1. Advertising and Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch and KeyoorPurani, Tata McGraw Hill 8th edition.
2. Wells, Moriarty and Burnett, Advertising, Principles and Practice, Pearson Education, 7th Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
3. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016.
4. S. H. H. Kazmi and Satish K Batra, Advertising and Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
5. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition, 2010.

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CO1	1					2			2				1	
CO2														2
CO3			2			2							2	
CO4	1		3										2	
CO5								2				2		2



COURSE OBJECTIVES

To enable students to

- get introduced to the concept of services marketing.
- analyze the opportunities in service marketing.
- design and develop new services.
- evaluate the service delivery system followed by the service organizations.
- gain knowledge about applying service strategies in the various sectors.

UNIT I INTRODUCTION**8**

Definition, Service Economy; Evolution and growth of service sector, Nature and Scope of Services, Unique characteristics of services; Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES**8**

Assessing service market potential, Classification of services; Expanded marketing mix, Service marketing; Environment and trends, Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT**8**

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

UNIT IV SERVICE DELIVERY AND PROMOTION**8**

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

UNIT V SERVICE STRATEGIES**8**

Service Marketing Strategies for health, Hospitality, Tourism, Financial, Logistics, Educational, Entertainment and public utility Information technique Services.

TOTAL PERIODS : 40**COURSE OUTCOMES**

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

- analyze the growth of services sector.
- design the appropriate services marketing mix.
- evaluate the service life cycle for better services.
- design a service delivery system based on market communication.
- analyze the service strategies followed by the various sectors.

REFERENCES

1. Halen Woodroffe, Services Marketing, McMillan, 2008.
2. ChiristopherH.Loveloock and JochenWirtz, Services Marketing, 7th edition, Pearson Education, New Delhi, 2011.
3. Hoffman, Marketing of Services, 1st Edition, Cengage Learning, 2010.
4. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, 2nd Edition,Biztantra, New Delhi, 2004.
5. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.

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CO2									2			2		
CO3		3												
CO4				2				3						2
CO5		1									2			



COURSE OBJECTIVES

To enable students to

- get introduced to the concept of effective retailing.
- familiarize with the various retail formats.
- analyze the decision alternatives in retail management.
- conceptualize the visual mechanism of retail shop management.
- realize the challenges faced in retail sales.

UNIT I INTRODUCTION**8**

An overview of Global Retailing, Challenges and opportunities; Retail trends in India; Socio economic and technological Influences on retail management, Government of India policy implications on retails.

UNIT II RETAIL FORMATS**8**

Organized and unorganized formats, Different organized retail formats, Characteristics of each format; Emerging trends in retail formats; MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS**8**

Choice of retail location, internal and external atmosphere, Positioning of retail shops; Building retail store Image, Retail service quality management; Retail Supply Chain Management, Retail Pricing Decisions; Merchandising and category management, buying.

UNIT IV RETAIL SHOP MANAGEMENT**8**

Visual Merchandise Management, Space Management, Retail Inventory Management; Retail accounting and audits; Retail store brands, Retail advertising and promotions; Retail Management Information Systems, Online retail, Emerging trends.

UNIT V RETAIL SHOPPER BEHAVIOUR**8**

Understanding of Retail shopper behaviour, Shopper Profile Analysis, Shopping Decision Process, Factors influencing retail shopper behaviour; Complaints Management; Retail sales force Management; Challenges in Retailing in India.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- appraise the trends in retail management.
- decide on the appropriate choice of retail format.
- ensure right decision making in retailing.
- evaluate the retail management structures.
- analyze the challenges in retail management.

REFERENCES

1. Swapna Pradhan, Retail Management -Text and Cases, 4th Edition, Tata McGraw Hill, 2012.
2. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, 6th Edition, Tata McGraw Hill, 2007.
3. Nayak J K, Prakash C. Dash, Retail Management, Cengage Learning, 2017.
4. Dr. Harjit Singh, Retail Management A Global Perspective, 3rd Edition, S. Chand Publishing, 2014.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, 3rd Edition, Oxford University Press, 2016.

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CO2	2						2							
CO3									2					2
CO4												1		
CO5		1					2					1		



COURSE OBJECTIVES

To enable students to

- understand the functions of international marketing.
- develop the scope of the international marketing environment
- analyzing the policy framework for the export documentation
- design the international market planning.
- compare and contrast the international marketing mix.

UNIT I INTRODUCTION TO INTERNATIONAL MARKETING 8

International markets: Definition, Basic modes of entry, Nature of International Marketing, Benefits of International Marketing, International Marketing Task; World Trade: India's Foreign Trade, Characteristics of MNCs; Global and Domestic marketing - International Product Life cycle; EPRG Framework; Institutional set up, Advisory bodies, Commodity organizations, Service Institutions, Government participation in Foreign Trade.

UNIT II INTERNATIONAL MARKETING ENVIRONMENT 8

Business culture around the world- language, customs, attitudes - marketing strategy adjustments, product adaptations; Geographic Description of Market, Political risk, Political Environment, Import quotas, tariffs, customs restrictions, required licenses; registrations, permits; Development and scope of International law: INCOTERMS, WTO, GATT, Current economic conditions of the country or countries involved, credit worthiness of the international buyer/seller; Regional economic groupings its influences in market.

UNIT III POLICY FRAMEWORK AND PROCEDURAL ASPECTS 8

India's Export: Import policy, EXIM Policy, promotional measures, Export oriented Units, Deemed Exports, Export, Import Documentation: Kinds of Documents, Principal Export Documents, Auxiliary documents, Documents in Import Trade, Export Documentation and procedures; Demand Estimation: GDP, Producer consumer target, Market segmentation.

UNIT IV INTERNATIONAL MARKETING PLANNING 8

International Market Selection: Factors influencing, Process, Strategies and approaches, Competition; International Marketing research: Global scene, International marketing research procedure, Techniques, survey, interview techniques; Analysis of field data, Research report, International Marketing Planning and Control; Framework, marketing control: Control sequence.

UNIT V INTERNATIONAL MARKETING MIX 8

Developing an International Product Line, Foreign Product Diversification, International Branding

Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations-Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution -Technological Influences in international Marketing-Current trends in international Marketing.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- analyze the various functions of international marketing.
- apply his knowledge about business cultures in international marketing.
- evaluate the framework for import and export documentation.
- construct techniques for international planning.
- develop marketing mix for the international markets

REFERENCES

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall, N.J. 2003.
2. Philip .R. Cateora, John.L.Graham. PrasanthSalwan. International Marketing, 13th edition, Tata McGrawHill, 2008.
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman,Anchor Books, May 2000.
5. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997.

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CO2			2										1	
CO3						2							2	
CO4										2				
CO5	1						1						2	



COURSE OBJECTIVES

To enable students to

- acquire knowledge about digital marketing management.
- criticize and evaluate the emerging channels of digital marketing.
- conceptualize and plan websites.
- appraise the various search engines in digital media marketing.
- conceptualize organize their online advertising skills in digital media.

UNIT I DIGITAL MARKETING MANAGEMENT 8

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

UNIT II EMERGING CHANNELS OF DIGITAL MARKETING 8

Facebook, Twitter, YouTube, Linked In, Pinterest, Instagram; Video Marketing, Email Marketing; Blog Creation Marketing, Mobile Marketing, Affiliate Marketing; Tools: TweetDeck, Hootsuite etc.

UNIT III WEBSITE PLANNING AND CREATION 8

Understand websites, domain names and extensions: web hosting and servers; Contemporary website designing; Clutter-breaking, Responsive and Compatibility User Interface (UI) and User Experience (UX); Different types of websites, planning and conceptualizing a website.

UNIT IV SEARCH ENGINE OPTIMIZATION 8

Introduction to search engines: Google guidelines, Best Practices, Quality guidelines; Design guidelines; web traffic and keyword Research, Analysis and integration; On page and Off page optimization techniques.

UNIT V ONLINE ADVERTISING AND GOOGLE ADWORDS 8

Online Ads: Interactive ads, Creative ads, Display Ads, Google Ad words; Online ad methods; Types of online advertisements; Campaign set up - Understanding the ad metrics, Keyword Bidding, CPC, CPA; Tools and Reports.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

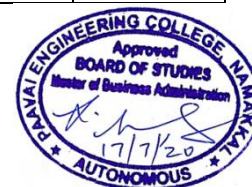
- formulate plans and manage digital marketing.
- apply affiliated tools in digital marketing.
- Design and create websites.
- analyze and integrate the search engine optimizing techniques.
- Develop their online advertising skills.

REFERENCES

1. Ira Kaufman, Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Values, a Guidebook for Executives, Managers, and Students Paperback– Routledge Taylor and Francis group, 2014.
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015.
3. Zimmerman Jan, Sahlin Doug, Social Media Marketing, All-in-one for dummies, Wiley India, Wiley 2014.
4. Dave Evans, Susan Bratton, Social Media Marketing: An Hour a Day, 2nd edition, Wiley, 2012.
5. Dave Evans, Susan Bratton, Social Media Marketing: The Next Generation of Business Engagement, Wiley, 2010.

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CO1				2				2				2		
CO2						2	2						1	
CO3		2												2
CO4									2					1
CO5					1			2						



COURSE OBJECTIVES

To enable students to

- understand the process of market research.
- analyze the development of research in consumer products.
- construct models for segmentation of marketing analytics.
- appraise the methods of forecasting in data analytics.
- elaborate on the various levels of sales and distribution.

UNIT I MARKETING RESEARCH PROCESS AND RESEARCH DESIGN**8**

Introduction to Marketing Research: Conceptual Framework, Ethics in Marketing Research; Market Research Plan, Steps in Market Research, Problem Definition, Research Design, Field Work, Data Analysis; Report Preparation, Characteristics of Good Marketing Research, Special Techniques of Marketing Research: Image Research - Omnibus Surveys – Trade Research- Digital research.

UNIT II PRODUCT AND CONSUMER RESEARCH**8**

Product Research: New Product Research, Idea Generation and Idea Screening, Concept Development and Testing, Conjoint Analysis, Business Analysis, Product Development; Test Marketing, Uses and Methods, Commercialization.

CONSUMER RESEARCH: Measurement of Consumer Attitudes, Customer Satisfaction Surveys: Measuring Service Quality Using; SERVQUAL Technique.

UNIT III MARKETING ANALYTICS**8**

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

UNIT IV DATA ANALYTICS**8**

Forecasting Methods: Time series, Causal, Trial Rate and Diffusion Models; Balanced Score Card Critical Success Factors, Time Series Analysis and Forecasting; Modeling: logic driven models, Data driven models; Spreadsheet model; 'What-if' Analysis, Decision tree Models.

UNIT V SALES AND DISTRIBUTION ANALYTICS**8**

Sales Metrics: Sales at Market Level, Sales at Geography Level, Sales at Segment Level, Sales at Channel level, Sales at Brand Level, Sales at Product/service Level, Sales at Customer Level; Profitability Metrics: Profitability at Company Level, Profitability at Channel Level, Profitability at Product/Service level, Profitability at Customer Level; Distribution Channel Characteristics, Channel Evaluation and selection; Distribution Metrics: All Commodity Volume, Product category Volume, Category Performance ratio.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

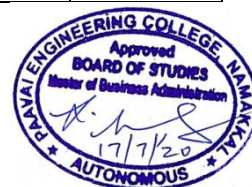
- analyze the process of research design of markets.
- evaluate the product design for the consumers.
- plan techniques for market segmentation.
- examine the models in forecasting of marketing data.
- create the sales design channels in the market.

REFERENCES

1. Rao, P. H., 'Predictive modeling for strategic marketing' Prentice Hall, New Delhi, India, 2011.
2. Stephan Sorger. 'Marketing Analytics – Strategic Models and Metrics, Admiral Press, 2016
3. Albright, C. S., Winston, Wayne. L., and Zappe, C.J., 'Decision making using Microsoft excel' Cengage Learning, (India ed.), 2009.
4. Evans, J.R., 'Business analytics methods, models and decisions', Pearson, Upper Saddle River, New Jersey, 2012.
5. Kumar.V, Global Marketing Research, Sage Publications, 2015.

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CO1	1					2		2			1	1	1	
CO2		3	1	1				3	2		2			
CO3			2				1				1		1	
CO4	1		2			2			1					
CO5	1				3					1			1	3



COURSE OBJECTIVES

To enable students to

- To acquire better understanding of the concept of investment.
- To examine the securities market's fundamental analysis.
- To recognise the use of technical analysis in investment management.
- To gain knowledge about portfolio analysis, in investment management.
- To evaluate the various portfolio management techniques.

UNIT I INVESTMENT SETTING 8

Investment; Basics of Investment, Investment, Speculation and Gambling – Investment Categories – Investment avenues; Nonmarketable Financial Assets – Money Market Instruments; Bond/Debentures – Equity Shares – Schemes of LIC, Mutual Funds, Financial Derivatives, Real Assets – Real Estate – Art – antiques and others.

UNIT II FUNDAMENTAL ANALYSIS 8

Fundamental Security Analysis – Economic Analysis, significance and Interpretation of the Economic Indicators, Industry Analysis; Industry Growth Cycle, Company analysis, Marketing, Accounting policies, Profitability, Dividend Policy and Capital Structure, Financial Analysis, Operating Efficiency, Management, Fundamental Security Analysis, Changes in the Financing Patterns of Indian Companies; Debt-Equity Ratio for India Companies.

UNIT III TECHNICAL ANALYSIS 8

Technical Analysis – Technical Tools; The Dow Theory, Primary Trend, The secondary Trend, Minor Trends, Support and Resistance Level, Indicators; Odd Lot Trading, Moving Average, Rate of Change, Charts; Technical indicators – Charting Techniques, Indicators of the Witchcraft Variety – Efficient Market Theory; Basic Concepts, Random-Walk Theory, Weak Form of EMH, Semi-strong Form, Strong Form – The Essence of the Theory; Market Inefficiencies.

UNIT IV PORTFOLIO ANALYSIS 8

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance–Beta (simple problems) – Portfolio Markowitz Model; Simple Diversification, Risk and Return with Different correlation – Sharpe’s Single Index Model, Sharpe’s Optimal Portfolio, Construction of the Optimal Portfolio, Optimum Portfolio with short sales

UNIT V PORTFOLIO EVALUATION 8

Asset Pricing Model Portfolio Evaluation; Capital Asset Pricing Model (CAPM), Security Market

Line, Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models; Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- analyze the various investment opportunities in making investment decisions.
- compare and contrast the economic and industry information for fundamental analysis.
- interpret the investment portfolio through technical analysis.
- elaborate on the concept of portfolio management and the risk involved in it.
- justify the various portfolio evaluation techniques.

REFERENCES

1. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning., New Delhi, 6th edition, 2016.
2. P. Pandian, Security Analysis and Portfolio Management, Vikas Publication House Pvt Limited, 2nd Edition 2015.
3. 3. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4th Edition 2014.
4. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage Learning, 10th edition, 2015.
5. M. Ranganatham/R. Madhumitha, Security Analysis and Portfolio Management, Pearson Publication, Second Edition, 2012.

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CO2		2	1	2			1		2	3	2			1
CO3	2	1	1		2		1		3	1	2			1
CO4	2		2			3			1	1	2			1
CO5	2		2						3		3	3	2	



COURSE OBJECTIVES

To enable students to

- familiarize with the concept of merchant banking.
- appraise the functions of issues management.
- validate the fee based services and its rating.
- research the various fund based services.
- examine the various fund based, customer financial services.

UNIT I MERCHANT BANKING**8**

Introduction; An Over view of Indian Financial System, Merchant Banking in India; Recent and Developments and Challenges ahead, Institutional Structure, Functions of Merchant Bank, Legal Regulatory Framework, Relevant Provisions of Companies Act; SERA, SEBI guidelines, FEMA, etc, Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT**8**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue, Pricing, Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants etc. - Role of Registrars–Bankers to the Issue, Underwriters, and Brokers. Offer for Sale- Green Shoe Option– E-IPO, Private Placement, Bought out Deals, Placement with FIs, MFs, FIIs etc. Off - Shore Issues, IssueMarketing, Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES**8**

Mergers and Acquisitions; Portfolio Management Services, Credit Syndication; Credit Rating, Mutual Funds, Business Valuation, Depositor; Meaning, Evolution, Merits and Demerits of Depository, Process of Dematerialization and Dematerialization; Brief description of NSDL and CDSL.

UNIT IV FUND BASED FINANCIAL SERVICES**8**

Leasing and Hire Purchasing; Basics of Leasing and Hire purchasing, Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES**8**

Consumer Credit – Credit Cards, Real Estate Financing, Bills Discounting, factoring and Forfeiting, Venture Capital.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- examine the intricacies in merchant banking.
- address the various problems involved in issues management.
- perform ratings of the fee based financial services.
- elaborate on the various fund based financial services.
- infer the need for fund based customer services.

REFERENCES

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 13th Edition, 2014.
2. Machiraju, Indian Financial System, Vikas Publishing House, 9th Edition, 2018.
3. Nalini Prava Tripathy, Financial Services, PHI Learning, 2010.
4. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 5st Edition, 2017.
5. Varshney P.N. and Mittal D.K., Indian Financial System, Sultan Chand and Sons, New Delhi 2014.

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CO2	2	2	2		2	2								1
CO3	2				1		1		1					
CO4	2				2		3			2	2		2	
CO5					2	2	3			2	2			1



COURSE OBJECTIVES

To enable students to

- examine the financial markets and its processes.
- inspect the techniques for determining the intrinsic value of securities.
- differentiate the complex interaction between the economy and the financial markets.
- evaluate the financing decision.
- outline the concepts of corporate governance.

UNIT I INTRODUCTION**8**

Corporate finance; Meaning, Financial Market and the corporation, Debenture Financing; SEBI, Various sources of Finance; International Corporate Finance, Foreign Exchange market and Exchange Rate, Purchasing Power Parity, Interest Rate Parity, Unbiased Forward Rates Guideline, International Fisher Effect.

UNIT II SOURCES OF FINANCE AND MARKET EFFICIENCY**8**

Sources of finance; short-term and long term, Cost of capital, Financial and Operating leverage, capital structure theories and policy; Test of efficient hypothesis, classical mark anomalies, behavioral finance.

UNIT III ADVANCED FINANCIAL MANAGEMENT**8**

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

UNIT IV FINANCING DECISION**8**

Simulation and financing decision; cash inadequacy and cash insolvency, determining the probability of cash insolvency, Financing decision in the Context of option pricing model and agency costs, Inter dependence of investment, financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE**8**

Corporate Governance; SEBI Guidelines, Corporate Disasters and Ethics, Corporate Social Responsibility, Stakeholders and Ethics; Ethics, Managers and Professionalism, Emerging trend, contemporary issues, technology, advancement, social implication.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- point out the international interest rates corporate finance.
- formulate plans for identifying the right source of financing.
- appraise risky investment through advanced financial management techniques.
- assess the various alternative financial decisions.
- appraise the corporate governance towards corporate financing.

REFERENCES

1. David Hiller, Stephen A Ross, Westerfield, Corporate Finance, Mc Graw-Hill Higher Education, 2013.
2. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 10th Edition, 2012
3. Jonathan Berk, Peter DeMarzo, David Stangeland, Corporate Finance, Third Canadian Edition, Pearson Education, 2014
4. Stephen A.Ross, Randolph W.Westerfield, Bradford D.Jordan, Fundamentals of Corporate Finance, Tata McGraw- Hill Publishing Company Ltd, Eighth Edition 2012.
5. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

CO – PO Mapping :

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
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CO1	1		2		2		2				2	2	2	
CO2			2		2				2					1
CO3					2				2		2	2		
CO4	2	2	2			2	3						2	
CO5		2	2				2				2			1



COURSE OBJECTIVES

To enable students to

- familiarize with the basics of insurance and the insurance legislations.
- calculate the value payable for life insurance.
- outline the frame work for general insurance in India.
- estimate about the risk management in insurance
- illustrate the concept of risk aversion and management techniques.

UNIT I INTRODUCTION**8**

Definition and Basic Characteristics of Insurance; Insurable Risk, Insurance vs. Gambling Insurance vs. Hedging, Types of Insurance, Insurance Contracts, Indian Insurance Industry; History, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance, Insurance Act 1938, Licensing of insurance agents, reinsurance, IRDA; Duties and powers of IRDA, IRDA Act 1999; registration of insurance companies and protection of policyholders interest.

UNIT II LIFE INSURANCE**8**

Basics of Life Insurance; Growth of Actuarial Science, Features of Life Insurance, Life Insurance Contract, Life Insurance Documents, Insurance Premium Calculations, Life Insurance Classification, Underwriting; Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance, Claims Management, Insurance Pricing, Insurance Marketing, IT Application, Tax Planning, Reinsurance.

UNIT III GENERAL INSURANCE**8**

Introduction to General Insurance; Historical framework of General Insurance in India, Industry structure, Issue in General Insurance Business. Fire Insurance-essentials of Fire Insurance, Fire Insurance Coverage. Health Insurance, Current Scenario, Health Insurance Schemes, Micro Health Insurance in India, Concept of Property Insurance- Corporate Insurance, Crop Insurance, Claim Management.

UNIT IV RISK MANAGEMENT**8**

Risk; Types of Risk, Risk Management; Objectives, Risk Management Process, Risk Management Guidelines and Responsibilities, Levels of Risk Management; Value of Risk Management, Pooling arrangement and diversification of risk.

UNIT V RISK AVERSION AND MANAGEMENT TECHNIQUES**8**

Risk aversion and demand for Insurance; by individual, by corporation, insurability of risk – contractual provisions, legal doctrine control, Risk retention and Reduction decisions; Instruments of External Techniques of risk management, forward, futures, collars, FRA(Forward Rate Agreement) - Pricing techniques.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- appraise the insurance management legislations.
- explore the concept of life insurance.
- make a better understanding of general insurance.
- infer the knowledge in risk management and its diversification.
- focus on the concept of risk aversion and its techniques.

REFERENCES

1. R.K.Gupta, “ Insurance and Risk Management”, Himalaya Publishing House, New Delhi , 2nd Edition, 2014
2. George E.Rejda , Micheal J. McNamara, “Principles of Risk Management and Insurance, Pearson, 13th Edition , 2017
3. Trieschman, Hoyt, Sommer, „Risk management and Insurance, Cengage Learning, 12th Edition, 2016.
4. Thomas E.Rynard, Insurance and Risk Management for State and Local Governments, LexixNexis, 2016.
5. Harrington and Niehaus, „Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi.

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CO1			1			2	2				3		2	
CO2			1				2				2			1
CO3		2			1	1	2				1			1
CO4	1	2	2		2	3	3				2		2	
CO5	1				2		2							



COURSE OBJECTIVES

To enable students to

- familiarize with the nuances involved in derivatives.
- appraise the concept of options and swap.
- compare and contrast the various financial contracts.
- draw inferences about hedging stock indexing.
- interpret the basic operational mechanisms in derivatives market.

UNIT I INTRODUCTION**8**

Derivatives; Features of a Financial Derivative, Types of Financial Derivatives, Basic Financial derivatives, History of Derivatives Markets, Uses of Derivatives, Critiques of Derivatives, Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract; Classification of Forward Contracts, Forward Trading Mechanism, Forward Prices Vs Future Prices.

UNIT II OPTIONS AND SWAP**8**

Options and Swaps; Concept of Options, Types of options, Option Valuation, Option Positions Naked and Covered Option, Underlying Assets in Exchange-traded Options, Determinants of Option Prices, Binomial Option Pricing Model, Black-Scholes Option Pricing; Basic Principles of Option Trading, SWAP; Concept, Evaluation and Features of Swap, Types of Financial Swaps, Interest Rate Swaps, Currency Swap, Debt-Equity Swap.

UNIT III FINANCIAL CONTRACTS**8**

Futures; Financial Futures Contracts, Types of Financial Futures Contract, Evolution of Futures Market in India, Traders in Futures Market in India, Functions and Growth of Futures Markets, Futures Market Trading Mechanism; Specification of the Future Contract, Clearing House, Operation of Margins, Settlement, Theories of Future prices, Future prices and Risk Aversion, Forward Contract Vs. Futures Contracts.

UNIT IV HEDGING**8**

Hedging and Stock Index Futures; Concepts, Perfect Hedging Model, Basic Long and Short Hedges, Cross Hedging, Basis Risk and Hedging, Basis Risk Vs Price Risk, Hedging Effectiveness, Devising a Hedging Strategy, Hedging; Objectives of Hedge, Concept of Stock Index, Stock Index Futures, Stock Index Futures as a Portfolio management Tool, Speculation and Stock Index Futures, Stock Index Futures Trading in Indian Stock Market.

UNIT V FINANCIAL DERIVATIVES**8**

Financial Derivatives Market in India; Need for Derivatives, Evolution of Derivatives in India – Major

Recommendations of Dr. L.C. Gupta Committee, Equity Derivatives; Strengthening of Cash Market, Benefits of Derivatives in India, Categories of Derivatives Traded in India, Derivatives Trading at NSE/BSE; Eligibility of Stocks, Emerging Structure of Derivatives Markets in India, Regulation of Financial Derivatives in India, Structure of the Market, Trading systems – Badla system in Indian Stock Market, Regulatory Instruments.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

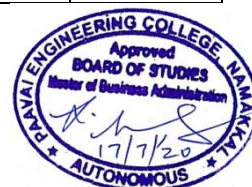
- possess good skills in hedging risks using derivatives.
- about future contract and options.
- make cross comparisons about options and swaps.
- illustrate the evolution of derivative markets.
- develop in depth knowledge about stock options and index futures in nse.

REFERENCES

1. Parasuraman, Fundamentals of Financial Derivatives, Wiley India's publishing, 2014.
2. Kumar S.S, Financial Derivatives, New Delhi: Prentice Hall of India Ltd, 2015
3. John C Hull, Options, Futures and other Derivative Securities, New Delhi: Prentice Hall of India Ltd, 2014
4. Robert A Strong, Derivatives an Introduction, New Delhi: Thomson Publishing, 2012
5. Gupta S.L, Financial Derivatives Theory Concepts And Problems, New Delhi: PHI Learning, 2016.

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CO1		2	2		1		2			1	2			
CO2		2			1		2			2	2	2	2	
CO3	2		2		2		2			2		2		2
CO4	1				2						2	3	2	
CO5	1				2		1		3		2	2		



COURSE OBJECTIVES

To enable students to

- examine the concept of financial management in international trade
- interpret the importance of balance of payment.
- assess the international financial markets.
- compare and contrast the various exchange markets in india.
- relate the various options in foreign direct investment.

UNIT I INTRODUCTION**8**

Globalization; Implications of Globalization, Goals of International Financial Management, scope of International Finance, International Monetary System, Bimetallism, Gold Standard, Bretton Woods System, Floating Exchange Rate Regime, European Monetary System, IMF, WTO, GATT.

UNIT II BALANCE OF PAYMENT**8**

Balance of Payments; The Current Account, The Capital Account, significance, Balance of Payments in the World, Balance of Payments Account of India.

UNIT III IFM**8**

International Financial Markets; Sources of International Funds, Multilateral Development Banks, Governments/ Governmental Agencies, International Banks, Security Markets Instruments of International Financial Markets; International Equities, GDRs, ADRs - International Money Market and Bond Market Instruments, Euro Bonds, Repos, Euro Commercial Paper, Medium Term Notes, Floating Rate Notes, Loan Syndicates, Euro Deposits, Euro Issues in India.

UNIT IV EXCHANGE MARKET**8**

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

UNIT V FOREIGN DIRECT INVESTMENT**8**

Foreign Direct Investment (FDI); Forms of FDIs, FDI in World, purpose of overseas investment, Benefits to the Host Countries, Effects of FDI, Political Risk.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- infer the intricacies in international financial management.
- examine the possibilities for balance of payment in foreign trade.
- explore the sources of finance in international financial markets.
- interpret appropriately, the functions of various exchange markets in India.
- criticize the various foreign direct investment opportunities.

REFERENCES

1. John.C.Hull, Options, Futures and other Derivative Securities”, PHI Learning, 11th Edition, 2016.
2. Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs, PHI Learning, 2017.
3. Stulz, Risk Management and Derivatives, Cengage Learning, 3rd Edition, 2015.
4. David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition 2013.
5. Gupta.S.L., Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2017.

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CO1	1					2	2		1	2	2			1
CO2							2		3		2	2	2	
CO3	2		1	1			3				2			
CO4			2		3	1	1		1				2	
CO5	2						2		2	2				1



COURSE OBJECTIVES

To enable students to

- appraise the need for training and development for effective learning.
- acquaint with the various approaches in designing a training program.
- compare and contrast the various training programmes.
- examine the need and importance of management development programs.
- develop the ability to implement and evaluate the Training Programmes.

UNIT I TRAINING AND LEARNING**8**

Training-Concept, Need and Importance of Training in Modern Organizations, Training Vs Development, Learning; Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve Training Process; Training Needs Assessment- Components of Training Needs Analysis, Sources of Data for Training Needs Analysis.

UNIT II TRAINING DESIGN AND IMPLEMENTATION**8**

Design of Training Programme Principles of Training Design, Training Design Process, Outlining Programme Sequences and Themes, Approaches to Programme Design, Implementation of Training Programme, Training Delivery Competencies, Trainers Role, Trainers Skills.

UNIT III TRAINING METHODS**8**

Methods of training – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behavior modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays-reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

UNIT IV MANAGEMENT DEVELOPMENT**8**

The Need and Importance of Management Development –Sources of Knowledge and skills-training techniques for Executive Level Management-Succession Planning-Steps and advantages-Transaction Analysis.

UNIT V TRAINING EVALUATION**8**

Training Evaluation, Definition, Types of Evaluation Instruments, Types of Evaluation techniques, Training Audit-objectives-Functions, Qualities of Training Auditor, Suggestions for Making Training Effective.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

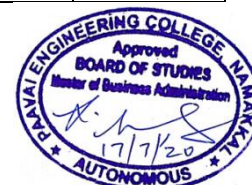
- elaborate on the need for Training and its benefits.
- design and develop Training Programmes.
- adopt the appropriate training methods in real time situation.
- propose the application of apt development programs for effective management development.
- evaluate the effectiveness of the training programs.

REFERENCES

1. Dipak Kumar Bhattacharyya, Training and Development - Theories and Applications, 1st Edition, Sage Publications Pvt. Ltd, 2015.
2. Rolf P. Lynton and Udai Pareek, Training for Development, 3rd Edition, Sage India Publications, 2011.
3. Dr. B. Janakiram, Training and Development, Biztantra, New Delhi, 2008.
4. Raymond A Noe, Employee Training and Development, 4th Edition, Tata McGraw-Hill Publishing, New Delhi, 2008.
5. Irwin L. Goldstein, Training Organizations: Needs Assessment, Development, and Evaluation, 4th Edition, Wadsworth, 2002.

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CO1					3									3
CO2											2		2	
CO3										2			2	
CO4				3										
CO5								2					3	



COURSE OBJECTIVES

To enable students to

- explore the basic concepts and issues related to Industrial Relations.
- gain conceptual understanding of Industrial Disputes and Collective Bargaining.
- familiarize with the legal principles governing the welfare of employees.
- determine the need and importance for industrial safety.
- justify the need for Worker's Participation in Management and its implications.

UNIT I INDUSTRIAL RELATIONS AND TRADE UNION**8**

Overview and Concept of Industrial Relations, Objectives, Importance, scope and Evolution of IR in India – Factors affecting IR - Approaches to IR – Pre-requisites for successful IR – National Commission on Labour and IR Policy – ILO: Structure and functions. Trade Union - Concept, Functions, Trade Union Act, 1926, Essentials for success of a Trade Union.

UNIT II INDUSTRIAL CONFLICTS AND COLLECTIVE BARGAINING**8**

Industrial Disputes: Impact, Causes - Strikes: Types, Prevention of Strikes - Dispute Settlement Machinery: Conciliation, Conciliation Officer and Conciliation Board, Conciliation Procedure – Arbitration: Concept, Types, Qualification of Arbitrator, and Procedure – Adjudication: Three tier system, Procedure for settlement of disputes. Collective Bargaining: Concept, Features, Importance, Principles of Collective Bargaining, Forms of Collective Bargaining – Process of Negotiation during Bargaining.

UNIT III LABOUR WELFARE**8**

Labour Welfare: Concept, Importance, Approaches, Scope – Labour Welfare Facilities under Welfare Funds – Labour Welfare Officer: Duties - Worker's Education: Concept, Objectives, and Workers Education in India.

UNIT IV INDUSTRIAL SAFETY**8**

Causes of Accidents-Prevention-Safety Provisions-Industrial Hazards and Hygiene-Importance-Problems-Occupational Hazards-Disease-Psychological Problems-Counseling-Statutory provisions.

UNIT V WORKER'S PARTICIPATION IN MANAGEMENT**8**

Worker's Participation in Management – Concept, Objective – Forms of participation – Levels of participation – Evaluation of Worker's Participation in Management Scheme – Conditions necessary for effective working of the scheme.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- acquire knowledge on various aspects of Industrial Relations and Trade Union.
- analyse the causes for Industrial conflicts and the need for Collective Bargaining.
- evaluate the impact of providing labor welfare facilities on employee productivity.
- create awareness about implementing industrial safety measures in the industrial setup.
- demonstrate and implement the practice of Worker's Participation in management, in the work set up.

REFERENCES

1. Mamoria C.B, SatishMamoriaandSubbaRao P, Dynamics of Industrial Relations, 16thEdition,Himalaya Publishing House, Mumbai,2016.
2. Sharma A. M, Aspects of Labour Welfare and Social Security, 12th Edition, Himalaya Publishing House, Mumbai, 2015.
3. ArunMonappa, RanjeetNambudiri, andPatturajaSelvaraj, Industrial Relations and Labour Laws, 2ndEdition,Tata McGraw Hill, New Delhi, 2015.
4. Srivastava S.C, Industrial Relations and Labour laws, 6th Edition, Vikas,New Delhi, 2012.
5. AtnaSen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
6. Nandhakumar B, Industrial Relations, Labour Welfare and Labour Laws, VNI, 2014.

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CO1	2						3						2	
CO2			2				1							3
CO3			3				2						2	
CO4		2					1							
CO5					1		1				3	3		2



COURSE OBJECTIVES

To enable students to

- comprehend the various dimensions of cross culture management.
- interpret the elements and processes of communication in global culture management.
- understand the various process of negotiation and decision making in cross culture management.
- inspire the values and behavior of human resource at the global level.
- learn the key components in designing the strategy for a corporate culture.

UNIT I INTRODUCTION TO CROSS CULTURE BUSINESS MANAGEMENT**8**

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture and its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work.

UNIT II CULTURE AND GLOBAL MANAGEMENT**8**

Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements and Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC and High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT III CROSS CULTURE-NEGOTIATION AND DECISION MAKING**8**

Cross Culture – Negotiation and Decision Making - Process of Negotiation and Needed Skills and Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation and Implementation; Aligning Strategy, Structure and Culture in an organizational Context.

UNIT IV GLOBAL HUMAN RESOURCE MANAGEMENT**8**

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT V CORPORATE CULTURE**8**

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

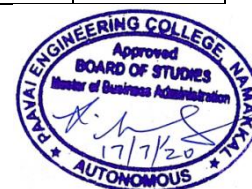
- analyze the various aspects of Cross Culture Management.
- evaluate the elements and processes of communication in global culture management.
- develop the ability and skill for cross culture negotiation and decision making.
- manage and maintain the human resource at the global level.
- evolve a unique Corporate Culture.

REFERENCES

1. Cashby Franklin, Revitalize your corporate culture, PHI, Delhi.
2. Deresky Helen, International Management: Managing across borders and cultures, PHI, Delhi.
3. EsennDrlarry, Rchildress John, The Secret of a Winning Culture, PHI, Delhi Education, 2016.

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CO1				2										
CO2										3			2	
CO3						3								2
CO4					2									
CO5			3											



COURSE OBJECTIVES

To enable students to

- understand the basic postulates in SHRM.
- develop knowledge about planning and acquiring human resource.
- determine the need for Training and development and Performance Management.
- evaluate the compensation and rewards management system.
- determine the need for work-life integration and strategies for IHRM.

UNIT I INTRODUCTION TO SHRM 8

Evolution of SHRM-strategic Fit: A Conceptual Framework, Distinctive Human Resource Practices-Theoretical Perspectives and Approaches on SHRM.

UNIT II HUMAN RESOUCES – PLANNING AND ACQUISITION 8

HRP: An Overview, Business Strategy and HRP Objectives and Significance of HRP, Job analysis and SHRM, Acquisition-An Overview, External and Internal influences on Staffing, Recruitment-Methods-New Approaches-Methods of Employee Selection-Evaluation of Staffing Process-Selection Outcomes-Strategic recruitment and selection.

UNIT III TRAINING AND DEVELOPMENT AND PERFORMANCE MANAGEMENT 8

The Training and Development-Need and Basic Concepts – Purpose – Significance-HRM Approaches to Training and Development-Linkage between Business strategy and Training-Performance Management – Objectives-Developing Performance Management Systems-Problems-Strategic linkage of Performance Management.

UNIT IV COMPENSATION AND REWARDS MANAGEMENT 8

Compensation and Rewards – Determinants – Approaches-New development-Trends in Top Level Executive Compensation –Business Strategy and Compensation.Managing Careers: Career Stages, Planning, Development and Management. Career Management: An SHRM Approach.

UNIT V WORK-LIFE INTEGRATION AND IHRM 8

Work-Life-issues, Work-Life-Life Balance, Work-Life-Life Integration, HRD Perspectives on Work-Life Integration-Development of Work-Life Initiatives Towards a Strategic Approaches to Work-Life Integration. Types of International Organizations-IHRM Practices.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

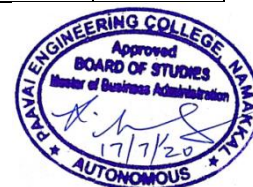
- implement the HR practices for SHRM and resolving the challenges related to it.
- display the skills in framing the corporate strategies in HR Planning and Acquisition.
- exhibit their ability in developing Performance Management Systems.
- design a simple compensation and rewards management system.
- Formulate and implement plans for work-life integration, for better productivity.

REFERENCES

1. Jeffrey A.Mello, Strategic Human Resource Management, 4th Edition, South-Western College Publishing, 2014.
2. Michael Armstrong, Armstrong's Handbook of Strategic HRM, 5th Edition, Kogan Page Publishers, New Delhi, 2011.
3. Tanuja Agarwala, Strategic Human Resource Management, Oxford Publications, 2007.
4. Randall.S. Schuler and Susan E. Jackson, Strategic Human Resource Management, Wiley Blackwell Publishing, 2007.
5. Pulak Das, Strategic Human Resource Management: A Resource Driven Perspective, 1st Edition, Cengage Learning India, 2011.

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CO1	3												2	
CO2					3									
CO3				2										
CO4								2						3
CO5												3		



COURSE OBJECTIVES

To enable students to

- get introduced to the provisions of Factories Act and Industrial Employment Act.
- assess the provisions under Payment of Wages Act and Laws on Social Security.
- interpret the regulations of Industrial Dispute Act.
- appraise the laws pertaining to labour.
- familiarise with the salient features of Contract Labour and Child Labour Acts.

UNIT I LAWS ON WORKING CONDITIONS AND WAGES**8**

Factories Act, 1948: Object, Scope, Approval, Licensing and Registration of Factories, Inspectors, Provisions - regarding Health, Safety and Welfare, Penalties and Procedures, Obligations of the Employers and Employees Laws on Wages: Minimum Wages Act, 1948, Payment of Wages Act, 1936.

UNIT II LAWS ON SOCIAL SECURITY**8**

The Employees' State Insurance Act, 1948, Workmen's Compensation Act, 1923, The Employee's Provident Fund Act, 1952, Payment Gratuity Act, 1972.

UNIT III LAW ON INDUSTRIAL RELATIONS**8**

Industrial Dispute Act, 1947: Object, Authorities – Conciliation, Arbitration and Adjudication, Regulation of Strikes and Lockouts, Law relating to Layoff, Retrenchment and Closure.

UNIT IV LAWS ON WELFARE**8**

Payment of Bonus Act, 1965: Meaning of Bonus, Scope and Application, Eligibility for Bonus, Payment of Minimum and Maximum Bonus, Time limit for Payment of Bonus, Deductions, Penalty for Offences –Laws on Labour Welfare: The Maternity Benefit Act, 1961. The Equal Remuneration Act, 1976.

UNIT V LAWS ON CHILD LABOUR, CONTRACT LABOUR AND APPRENTICES**8**

Child Labour (Prohibition and Regulation) Act, 1986: Objective, Coverage, Benefits, Contract Labour (regulation and Abolition) Act, 1986: Definitions, The Advisory Boards, Welfare and Health of Contract Labour, Penalties and Procedure. The Apprentice Act, 1961.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- illustrate the need for Factories Act and Industrial Employment(Standing Order) Act.
- recognize and apply the features of Payment of Wages Act and Social Security Laws.
- put into practice the regulations of Industrial Dispute Act.
- recommend the need for statutory and non-statutory welfare measures to be implemented in the organization.
- justify the need for the regulations in Child Labour Act and Contract Labour Act.

REFERENCES

1. Mamoria C.B, Satish Mamoria and Subba Rao P, Dynamics of Industrial Relations, 16th Edition, Himalaya Publishing House, Mumbai, 2016.
2. P.K. Padhi, Labour and Industrial Law, PHI Learning, 2012.
3. Kapoor. N.D, Handbook of Industrial Law, Sultan Chand and Sons, 2011.
4. Srivastava S.C, Industrial Relations and Labour laws, 6th Edition, Vikas, New Delhi, 2012.
5. Arun Monappa, Ranjeet Nambudiri, and Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill, 2nd Edition, New Delhi, 2015.

CO – PO Mapping :

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3													2
CO2			2										3	
CO3			3											2
CO4		2											2	
CO5						2								3



COURSE OBJECTIVES

To enable students to

- acquire an in-depth knowledge about HR Analytics.
- acquaint with the techniques of data metrics.
- examine the applications of various tool kits for resolving operational issues.
- formulate the need for imbibing HR Analytics into the organizational system.
- apply HR Analytics to appraise the value of human capital.

UNIT I HR ANALYTICS IN PERSPECTIVE 8

Understand the characteristics, the strategic focus and problems facing HR analytics -HR analytics process and application of analytical techniques to evaluate Human capital impact on business.

UNIT II METRICS AND DATA CHALLENGES 8

Data and Metrics-To identify and obtain quality HR data - the purpose and efficiency of metrics – creating HR metrics and link to KPIs- transform strategic goals to HR metrics.

UNIT III TOOL KITS FOR RESOLVING OPERATIONAL ISSUES 8

Tool kits available in market - Identify and resolve operational issues in order to develop and align HR metrics with organizational strategy.

UNIT IV ANALYTICS AND THE ORGANISATION AS A SYSTEM 8

Analytics – Human Capital in the Value Chain- Balance Score card – ROI – Predictive Analytics.

UNIT V REPORTING AND STRATEGIES FOR IMPROVING ORGANISATIONAL EFFECTIVENESS 8

Reporting and Advising - the 4 rules of reporting HR analytics- importance of data visualization - why design is important in reporting basic principles of information design - knowledge, skill, and ability to use the results of data collection and analysis - tell a story in a compelling manner so that change follows for improving Organizational Effectiveness.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- evaluate the impact of human capital on business, through the application of HR Analytics.
- measure and quantify the contribution of HR activity using data metrics.

- head the implementation of data-driven HR practices in the organization, using the tool kit.
- compose a HR scorecard to benchmark the organizations HR metrics.
- critically evaluate the worth of human capital, through the appropriate use of HR analytics, for Organizational effectiveness.

REFERENCES

1. Pease, G., and Beresford. B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley, 2014.
2. Phillips, J., and Phillips, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill, 2014.
3. Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey, Pearson Education, 2014.
4. Max Messmer, Human Resources kit for Dummies, 3rd edition, 2003.

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CO1		2											2	
CO2							3						3	
CO3					2									2
CO4			3											
CO5										2				3



COURSE OBJECTIVES

To enable students to

- understand the risks and benefits of implementing ERP in an organization.
- appraise the worth of ERP software solutions and the various ERP modules.
- interpret the implementation of ERP methodology.
- acquaint with the intricacies in ERP implementation and management.
- assess the latest development in the area of enterprise resource planning.

UNIT I INTRODUCTION**8**

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

UNIT II ERP FUNCTIONAL MODULES**8**

Overview of ERP software solutions - ERP Modules – Finance – Manufacturing (Production) – Human Resource – Plant Maintenance – Materials Management – Quality Management –Sales and Distribution.

UNIT III ERP IMPLEMENTATION**8**

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation - Consultants, Vendors and Employee.

UNIT IV POST IMPLEMENTATION**8**

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

UNIT V EMERGING TREND ON ERP**8**

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

TOTAL PERIODS : 40**COURSE OUTCOMES**

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

- tackle the issues in planning and implementation of cross functional integrated ERP systems.
- evaluate the various functional modules of ERP.
- focus on identifying the constraints in ERP implementation.

- Ensure the successful implementation of ERP softwares, into the business process system.
- infer the awareness of recent developments in ERP.

REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2013.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2014.
3. Alexis Leon, Enterprise Resource Planning, 4th edition, Tata McGraw-Hill, 2011.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2010.
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2016.

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CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1



COURSE OBJECTIVES

To enable students to

- understand the concept of software project management and be able to plan and implement software projects.
- familiarise with the overview of project planning and evaluation.
- identify the hazards in the software projects and to mitigate them.
- learn the intricacies in software project monitoring and control.
- develop and organise the required human resource team for managing projects.

UNIT I INTRODUCTION**8**

Project Definition – Contract Management – Activities covered By Software Project Management – Overview of Project Planning – Stepwise Project Planning.

UNIT II PROJECT EVALUATION**8**

Strategic Assessment – Technical Assessment – Cost Benefit Analysis – Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation.

UNIT III ACTIVITY PLANNING**8**

Objectives – Project Schedule – Sequencing and Scheduling Activities – Network Planning Models – Forward Pass – Backward Pass – Activity Float – Shortening Project Duration – Activity on Arrow Networks – Risk Management – Nature of Risk – Types of Risk – Managing Risk – Hazard Identification – Hazard Analysis – Risk Planning And Control.

UNIT IV MONITORING AND CONTROL**8**

Creating Framework – Collecting The Data – Visualizing Progress – Cost Monitoring – Earned Value – Prioritizing Monitoring – Getting Project Back To Target – Change Control – Managing Contracts – Introduction – Types of Contracts – Stages In Contract Placement – Typical Terms of a Contract – Contract Management – Acceptance.

UNIT V MANAGING PEOPLE AND ORGANIZING TEAM**8**

Introduction – Understanding Behavior – Organizational Behavior: A Background – Selecting The Right Person For The Job – Instruction In The Best Methods – Motivation – The Oldham – Hackman Job Characteristics Model – Working In Groups – Becoming A Team – Decision Making – Leadership – Organizational Structures – Stress – Health And Safety – Case Studies.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

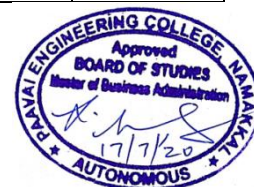
- face the challenges and threats in project management.
- examine and ensure the implementation of software projects within the budgeted cost and time.
- evaluate the scheduling and tracking of projects and its progress.
- assess the quality parameters in the software projects.
- manage and motivate the organisational behaviour of software professionals.

REFERENCES

1. Adolof Villafioritia "Introduction to Software Project Management" CRC press 2016.
2. Bob Hughes, Mike Cotterell, "Software Project Management", Third Edition, Tata McGraw Hill, 2014.
3. Ramesh, Gopalaswamy, "Managing Global Projects", Tata McGraw Hill, 2014
4. Royce, "Software Project Management", Pearson Education, 2012
5. Ljalote, "Software Project Management in Practice", Pearson Education, 2012.

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CO1	2		2		2				3					
CO2		2							3	2				
CO3		2			2		2		3	2	2			1
CO4		2			2	1	1				2			1
CO5	2				2	1	1							



COURSE OBJECTIVES

To enable students to

- outline the Business Intelligence process and its specific applications.
- create project plans and application development.
- appraise the various meta data models for repository analysis.
- determine the application of the OLAP tools for data mining and clustering.
- shift their focus about modern information technology and its opportunities.

UNIT I INTRODUCTION**8**

Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost- Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical - Risk Assessment Tools.

UNIT II PROJECT PLANNING AND DEVELOPMENT**8**

BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, Top-down Logical data modeling, Bottom-up source data analysis, data cleansing, Prototyping, BISuccess factors, Metrics of Deliverables.

UNIT III METADATA REPOSITORY ANALYSIS and DESIGN**8**

Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development - Descriptive Meta Data.

UNIT IV APPLICATION DEVELOPMENT**8**

OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation - Data Clustering.

UNIT V MODERN INFORMATION TECHNOLOGIES AND ITS OPPORTUNITIES**8**

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, BI software, Modern techniques of crypto analysis, Managing and organizing for an effective BI Team.

TOTAL PERIODS : 40**COURSE OUTCOMES**

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

- take initiatives to use business intelligence for decision support.
- plan and assess the execution of a business intelligence project.

- inspect and perform meta data repository analysis.
- develop data mining tools and work on data clustering, using OLAP.
- evaluate the modern information technology, for its effective usage.

REFERENCES

1. Larissa T. Moss and Shaku Atre, Business Intelligence Roadmap : The completeproject Lifecycle for Decision Support Applications, Addison Wesley, 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, BusinessIntelligence, Prentice Hall, 2010.
3. Elizabeth Vitt and Michael Luckevich Stacia Misner, Business Intelligence,Microsoft, 2010.
4. Z. Michalewicz, M. Schmidt. M. Michalewicz and C. Chiriac, Adaptive BusinessIntelligence, Springer – Verlag, 2009.
5. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for BusinessIntelligence – Concepts, Techniques and Applications Wiley India, 2011.

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CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1



COURSE OBJECTIVES

To enable students to

- understand the big data tools and its analytic techniques
- focus on the security and protection of information in Big data
- explore tools and practices for working with big data.
- relate and compare the use of various techniques for data mining.
- prioritise the complex data types with respect to spatial and web mining.

UNIT I INTRODUCTION TO BIG DATA**8**

Introduction to Big Data Platform; Challenges of Conventional Systems, Intelligent data analysis, Nature of Data, Analytic Processes and Tools, Understanding Big Data Storage, Analysis vs Reporting, General Overview of High- Performance Architecture.

UNIT II BIG DATA SECURITY AND PROTECTION**8**

Privacy; Identification of Anonymous People, Ethics, Ownership, Ethical Guidelines, Big Data Security, Organizational Security, Steps to secure big data, Classifying Data; Protecting, Big Data Compliance, Intellectual Property Challenge, Research Questions in Cloud Security, Open Problems.

UNIT III DATA MINING**8**

Data mining overview; Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts. Data mining process, KDD, CRISP-DM, SEMMA and Domain-Specific Classification and Prediction performance measures -RSME, MAD, MAP, and MAPE, Confusion matrix, Receiver Operating Characteristic curve and AUC.

UNIT IV VALIDATION AND PREDICTION TECHNIQUES IN DATA MINING**8**

Hold-out, k-fold cross validation, LOOCV, random subsampling, and bootstrapping. Data visualization, Time series, ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.

UNIT V DATA MINING TOOLS, METHODS AND TECHNIQUES**8**

Regression analysis; Classification, Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- examine the nature of big data and its analytic processes.
- analyze data by utilizing clustering and classification algorithm.
- apply the different mining algorithms and recommendation systems for large volumes of data.
- compare and contrast the different data mining techniques.
- draw inferences from the large amount of data, through application of the appropriate tools for assessment.

REFERENCES

1. Frank J Ohlhorst, “Big Data Analytics: Turning Big Data into Big Money”, Wiley and SAS Business Series, 2016.
2. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2 nd Edition, 2013.
3. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2015.
4. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2016.
5. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2014.

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CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1



COURSE OBJECTIVES

To enable students to

- assess and authenticate security technologies appropriate for an organization.
- ascertain the information security problems in computing.
- identify the programme errors and viruses in an information system.
- deduct the intruders causing threat to the network security.
- familiarize with the legal privacy and ethical issues in computer security.

UNIT I INTRODUCTION**8**

Security Planning; Security Policy, Current Security Status, Requirements, Recommended Controls, Responsibility for Implementation, Continuing Attention, Security Planning Team Members, Assuring Commitment to a Security Plan, Business Continuity Plans, Incident Response Plans.

UNIT II SECURITY PROBLEM IN COMPUTING**8**

The meaning of computer Security, Computer Criminals, Methods of Defense, And elementary Cryptography: Substitution Ciphers, Transpositions, Making Good Encryption algorithms, The Data Encryption Standard, The AES Encryption Algorithms, Public Key Encryptions, and Uses of Encryption.

UNIT III PROGRAM SECURITY**8**

Secure Programs, Non malicious Program Errors, viruses and other malicious code, Protection in General-File protection Mechanisms, User Authentication Trusted O.S: Security polices, models of security, trusted O.S design, Assurance in trusted O.S. Implementation examples.

UNIT IV DATA BASE SECURITY**8**

Security requirements, Reliability and integrity, Sensitive data, Inference, multilevel database, proposals for multilevel security. Network Security: Threats in Network, Network Security Controls, Firewalls, Intrusion Detection Systems, Secure E-Mail.

UNIT V ADMINISTRATING SECURITY**8**

Security Planning, Risk Analysis, Organizational Security policies, Physical Security. Legal Privacy and Ethical Issues in Computer Security: Protecting data, Information - law, Rights of Employees and Employers, Software failures, Ethical issues in Computer Security, case studies of Ethics.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

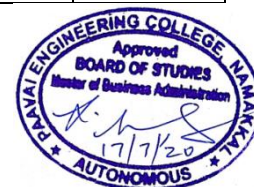
- analyse the threats to information security assets.
- design security procedures for controlling the security problems.
- examine the functioning of file protection mechanism and ensure the security of information.
- develop intrusion detection system, for network security.
- ensure administering security, for protecting the computer information.

REFERENCES

1. William Stallings and Lawrie Brown, Computer Security - Principles and Practice, Fourth Edition, Pearson, 2018.
2. Michael E Whitman and Herbert J Mattord, —Principles of Information Security, Vikas Publishing House, New Delhi, 2016
3. Sanjay G.Kanade —Enhancing Information Security and Privacy, by combining Biometrics with Cryptography, Morgan and Claypool Publishers,2016.
4. Micki Krause, Harold F. Tipton, — Handbook of Information Security Management, Vol 1-3 CRCPress LLC, 2010.
5. Matt Bishop, “Computer Security Art and Science”, Pearson/PHI, 2014.

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CO1		1	2				3							
CO2		1	2									3		
CO3							1		2		3			3
CO4				1			3				2			
CO5			3				2				1		3	



COURSE OBJECTIVES

To enable students to

- examine the frontier areas of Cloud Computing.
- familiarize with the various issues and resources in Cloud Computing.
- analyse the applications and implementation of cloud software.
- focus on the Security issues in Cloud Computing.
- appraise the various upcoming cloud computing applications.

UNIT I HISTORY OF CLOUD COMPUTING 8

History of Centralized and Distributed Computing; Overview of Distributed Computing, Cluster computing, Grid computing, Technologies for Network based systems, System models for Distributed and cloud computing, Software environments for distributed systems.

UNIT II CLOUD ISSUES AND RESOURCES 8

Cloud Computing; Cloud issues and challenges, Properties, Characteristics - Service models, Deployment models. Cloud resources; Network and API, Virtual and Physical computational resources, Data-storage, Virtualization concepts, Types of Virtualization- Introduction to Various Hypervisors, High Availability (HA)/Disaster Recovery(DR) using Virtualization, Moving VMs.

UNIT III CLOUD COMPUTING APPLICATIONS 8

Cloud Programming and Software Environments; Parallel and Distributed Programming Paradigms, Overview on Amazon AWS and Microsoft Azure, Overview on Google App Engine, Emerging Cloud software Environment.

UNIT IV CLOUD SECURITY 8

Cloud Access; authentication, authorization and accounting, Cloud Provenance and metadata, Cloud Reliability and fault-tolerance, Cloud Security, privacy, policy and compliance, Cloud federation, interoperability and standards.

UNIT V GOVERNANCE AND THE FUTURE OF CLOUD 8

Organizational Readiness and Change Management in the Cloud Age; Legal Issues in Cloud Computing ,Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV and Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- assess the software environment for distributed systems.
- elaborate the architecture and infrastructure of cloud computing.
- integrate the appropriate cloud computing solutions and recommendations.
- explore the core issues of cloud computing such as security and privacy.
- adapt to the future of cloud computing.

REFERENCES

1. Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann, Elsevier, 2014
2. RajkumarBuyya, James Broberg and Andrzej Goscinski, Cloud Computing - Principles and Paradigms, John Wiley and Sons, 2015
3. Kris Jamsa, Cloud Computing, Jones and Bartlett Learning, 2016.
4. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2016
5. Barrie Sosinsky, “Cloud Computing Bible” John Wiley and Sons, 2013.

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CO1		2	2		2					2			1	
CO2	1	2			2				2	2				
CO3			2			2				2			1	
CO4	1	2			2	2			2					
CO5			2			2					2	2	1	3



COURSE OBJECTIVES

To enable students to

- understand the strategic role of logistics and supply chain management.
- compare and contrast the various modes of logistics operations.
- acquaint with the functions and techniques of containerization, from the international perspective.
- ascertain the role and functions of packaging for domestic and international sales.
- familiarize with the export logistics and documentation process.

UNIT I INTRODUCTION**8**

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

UNIT II TRANSPORTATION AND ITS FUNCTIONALITY**8**

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

UNIT III CONTAINERIZATION**8**

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR.

UNIT IV PACKING AND PACKAGING**8**

Packing and Packaging- Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

UNIT V EXPORT LOGISTICS**8**

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centres, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing, Distribution to Units.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- assess the key drivers of logistics and supply chain management.
- appraise the traditional physical distribution activity against the modern one, for sustainable competitive advantage.
- execute the formalities pertaining to export clearance.
- examine the effectiveness of the traditional vs modern packaging methods.
- Intercept and apply his knowledge in domestic Vs export logistics management.

REFERENCES

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH.
4. Pierre David, "International Logistics", Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

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CO1	1		2										1	
CO2										2				
CO3						2							1	
CO4							2							2
CO5							2							



COURSE OBJECTIVES

To enable students to

- familiarize with the nuances of adding value to the processes.
- analyze the principles of process flow.
- assess the effectiveness of various process management models.
- examine the efficacy of lean systems for continuous improvement.
- understand process optimization through capability development and benchmarking.

UNIT I INTRODUCTION**8**

The Process View of Organizations - Service and manufacturing processes – Nature of service processes, process structure in services, Process structure in Manufacturing, Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy –organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.

UNIT II PROCESS FLOW**8**

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

UNIT III PROCESS MODELING**8**

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

UNIT IV PROCESS IMPROVEMENT**8**

Constraint Management – theory of constraints, Measuring capacity, Utilization, and performance in TOC, key principles; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement.

UNIT V PROCESS OPTIMIZATION**8**

Optimizing business process performance – creating flexible organizations – optimization process– early management – capability development, sustainability; process benchmarking with data envelopment analysis.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

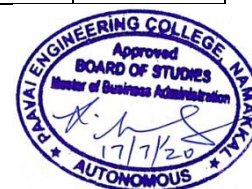
- Appraise the strategy of embedding into the manufacturing process.
- manage the tools of work flow design process.
- explore the updated models in process management.
- frame strategies for constraint management and capacity management.
- ascertain the benchmarking for process optimization.

REFERENCES

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition, 2010.
3. RavíAnupindi, Sunil Chopra, SudhakarDeshmukh, Jan A. Van Mieghem, and EitanZemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006.
4. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006.
5. Dennis McCarthy and Nick Rich, Lean TPM – A blueprint for change, Elsevier Ltd., 2004.

CO – PO Mapping :

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	2				2		1						2	
CO2											2			
CO3			1								2			2
CO4									2				1	
CO5												2		



COURSE OBJECTIVES

To enable students to

- familiarize with the process of product development.
- evaluate the product identification process in an organization.
- examine the process of introducing a new product in the market.
- familiarize with the concepts of value engineering, ergonomics and prototyping.
- know the nuances of provisions of patents law for protection of patents.

UNIT I INTRODUCTION**8**

Defining Product, Types of products, Product development –characteristics, duration and cost, challenges. Development Process: Generic Process - Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II PRODUCT PLANNING**8**

Product Planning Process – Steps, Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies Product Specification - Concept Generation – Activity- Steps- Techniques.

UNIT III PRODUCT CONCEPT**8**

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS**8**

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.

UNIT V PATENTS**8**

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- perceive the idea of new product designing and development.
- delineate the stage of any product in its life cycle.
- design methodology for launching new products.
- elaborate on the designing pattern for products.
- Examine the law of patent development of the product.

REFERENCES

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, Reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2nd edition, 2011.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Anil Mital. Anoop Desai, Anand Subramanian, AashiMital, Product Development, Elsevier, 2009.

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CO1											1		1	
CO2	2					2								
CO3				1							1		1	
CO4							2							2
CO5	1								2					



COURSE OBJECTIVES

To enable students to

- familiarize with the working concept of lean principles and implementation.
- interpret the methodologies and tools of Lean Manufacturing.
- evaluate the techniques of Lean inventory management.
- appraise the integrated product design and development.
- understand the postulates in lean product development.

UNIT I PRINCIPLES OF LEAN MANUFACTURING 8

Review of manufacturing paradigm; Objectives of lean manufacturing - key principles and implications of lean manufacturing, traditional versus lean manufacturing characteristics; Value creation and waste elimination-major kinds of manufacturing waste - concept of talk time - continuous flow - single piece flow.

UNIT II LEAN MANUFACTURING TOOLS AND METHODOLOGIES 8

Values stream mapping: Current state and future state value stream mapping; Standard work: Communication of standard work to employees, visual controls; Quality at the source - 5S principles - Total Productive Maintenance; Changeover and setup time reduction; Production levelling-Failure mode and effect analysis - line balancing - mistake proofing - case studies

UNIT III LEAN SUPPLY CHAIN AND INVENTORY MANAGEMENT 8

Lean opportunities in supply chain and logistics: Examples of JIT in the Supply chain, competitive strategy, logistics and customer value - measuring logistics cost and performance; Traditional inventory management versus lean inventory management; kanban sizing - WIP inventory: FIFO management, lot sizing in lean, one piece; Every Part Every Interval -lot sizing as part of scheduling - reducing pipeline inventory.

UNIT IV INTEGRATED PRODUCT DESIGN AND DEVELOPMENT 8

Product development system: process particularities, performance drivers, metrics; integrated product development-sequential product design and integrated product design; Rescue movement - tools and teams; lean thinking - value on product development - waste in product development; Green manufacturing: lean sustainability - continuous improvement.

UNIT V LEAN PRODUCT DEVELOPMENT 8

Lean enabling organizational culture-hard on the problem - soft on the people; power of communication - lean product development - organization knowledge management - organized to learn (and to lean); knowledge identification-creation- representation-distribution - enabling; A3 report planning method-problem-solving A3.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

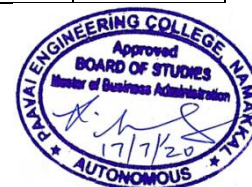
- compare the traditional and lean manufacturing techniques.
- analyze the push and pull systems in lean manufacturing.
- assess the lean opportunities in supply chain and logistics.
- justify the need for green manufacturing for lean sustainability.
- examine the lean enabling organizational culture.

REFERENCES

1. Askin R G - Goldberg J B - “Design and Analysis of Lean Production Systems” - John Wiley and Sons Inc. - 2003.
2. S. R. Devadasan - V. Sivakumar - “Lean and Agile Manufacturing: Theoretical - Practical and Research futuristicities” - PHI - 2012.
3. Paul Myerson “Lean Supply Chain and Logistics Management” - McGraw-Hill Education - 2012.
4. Marcus Vinicius Pereira Pessôa -Luís Gonzaga Trabasso - “The Lean Product Design and Development Journey- A Practical View” - Springer, 2017.
5. Ronald Mascitelli - “Mastering Lean Product Development-A Practical - Event-Driven Process for Maximizing Speed - Profits - and Quality” - Technology Perspectives – 2011.

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CO1	1												1	
CO2										2			1	
CO3				1						2				2
CO4		1										1		
CO5											2	1	1	



COURSE OBJECTIVES

To enable students to

- familiarize with the concept of managing projects.
- evaluate the process of project planning.
- appraise the approaches in scheduling and resource allocation.
- analyze the risk and quality of the project.
- inspect the project evaluation and execution for better control.

UNIT I BASICS OF PROJECT MANAGEMENT**8**

Introduction to Project Management, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles.

UNIT II PROJECT PLANNING AND IDENTIFICATION**8**

Project Planning meaning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS), Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.

UNIT III RESOURCES CONSIDERATIONS AND TIME ESTIMATION**8**

Resource Estimation - Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. Development of Project Network, Time Estimation - Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System.

UNIT IV PROJECT RISK AND QUALITY MANAGEMENT**8**

Risk, Risk Identification, uncertainty - Risk Analysis – Qualitative risk analysis – Quantitative risk analysis – Project risk by phases – Risk assessment framework - Reducing Risks - Quality, Quality Concepts, Value Engineering, Risk Management, Role of Risk Management, Steps in Risk Management.

UNIT V PROJECT EVALUATION, EXECUTION AND TERMINATION**8**

Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects, Project Execution, Project Control Process, , Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- apply project management principles in business situations
- conduct feasibility study for project identification.
- plan to optimize the utilization of resources and time.
- demonstrate their ability in evaluating project quality.
- analyze the issues in project execution.

REFERENCES

1. Eric Verzuh, "The Fast Forward MBA in Project Management", John Wiley and Sons Inc., 5th Edition, 2016.
2. Clifford Gray and Erik Larson, "Project Management", Tata McGraw Hill Edition, 6th Edition, 2014.
3. John M. Nicholas, "Project Management for Business and Technology - Principles and Practice", Second Edition, Pearson Education, 5th Edition 2016.
4. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010.
5. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.

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CO1	1											2	1	
CO2		2					2						1	
CO3				1										
CO4							2							2
CO5				2						1				



COURSE OBJECTIVES

To enable students to

- understand the nuances involved in innovation, technology and new product management.
- analyze the innovative networks in new product development.
- appraise the strategies for new product development.
- assess the feasibility for innovation and protection of new product.
- criticize and evaluate the process of innovation and product development, from the societal and micro level perspective.

UNIT I INTRODUCTION**8**

Definitions & Meaning of innovation & Technology - types of innovation - barriers to innovation -Sources of innovation - relationship between innovation and research and technology development - innovation process - establishing criterion for assessment of creativity & innovation; Innovation and technology development as a process.

UNIT II INNOVATIVE ORGANIZATIONS & NEW PRODUCT DEVELOPMENT**8**

Innovative organizations: Innovation networks and innovation collaboration, Definitions and evolution of new product development - Innovation and Product Design- Innovation as a capability / core competence. Role of innovation in new product development; Role of Technology, Technology Transfer - Culture and Champions in new product development.

UNIT III STRATEGIES FOR NEW PRODUCT DEVELOPMENT**8**

Strategy for NPD: The integration of marketing and technology, The product development charter. Innovation models, Comparison of models- Speeding up the NPD process: The use of NPD tools. Generating NPD ideas, Listening to the customer, Idea generation techniques, Evaluation and prioritisation of ideas.

UNIT IV INNOVATION AND NEW PRODUCT MANAGEMENT**8**

Innovation Management: Implementing and Managing Innovation - Measuring Innovation Performance- Capturing value from innovation and Learning from others; Innovation and commercialization :Mechanisms for protection - Intellectual property Rights, Product launch decisions, Post Launch evaluations; Contingency Planning - Product discontinuation - Public issues in NPD

UNIT V SOCIETY AND NEW PRODUCT DEVELOPMENT**8**

The role of innovation and new product development in organisations and society; Success and failure for industrial and consumer innovations and new product development and innovations - Marketing and Innovation and New Product Development.

TOTAL PERIODS : 40

COURSE OUTCOMES

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

- develop creative and innovative skills in technology development to solve complex problems confronting corporate realm.
- gain hands on experience in applying creativity in problem solving.
- disprove the challenges in New Product Development, by framing appropriate strategies.
- demonstrate their ability to engage in entrepreneurial and innovation processes for development and protection of the new product.
- formulate new innovation plans and business models.

REFERENCES

1. Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999.
2. Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999.
3. Clayton M. Christensen Michael E. Raynor, "The Innovator's Solution", Harvard Business School Press Boston, USA, 2003.
4. Semyon D. Savransky, "Engineering of Creativity – TRIZ", CRC Press New York USA, 2000.
5. R.K.Jain - Harry C Triandis - Management of Research and Development Organization : Managing the Unmanageable - John Wiley & Sons – 1996.

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CO1	2				2								2	
CO2		2											1	
CO3						1			1					
CO4			1						2					1
CO5								2				2		



COURSE OBJECTIVES:

To enable the students to

- familiarise with the key elements required to write a successful business plan and the interlink between its components
- understand the criteria used by venture capitalists and other investors in evaluating business plans
- provide templates and detailed guidelines for the elaboration of business plan, based on the marketing and financial plan.
- develop their entrepreneurial skills.

Steps in Business Plan Development:**1. Preparation of Company Description:**

- a. Justifications for business viability
- b. Growth strategy
- c. The profile of the proposed management team and key employees
- d. Your business vision and mission statement
- e. A summarized sales and marketing strategy
- f. Details about the Product / Services.

2. Preparation of Marketing and Sales Plan:

- a. Market Research
- b. Industry Research
- c. Customer Research
- d. Competitor Research
- e. Target Market
- f. Marketing plan
- g. Promotional Plan
- h. Marketing Budget
- i. Pricing
- j. Proposed Location
- k. Distribution Methods

3. Preparation of Business operations Plan**4. Preparation of Financial Plans and Statements**

- a. Record keeping system to be followed
- b. The projected sales, gross margin and net profit. A simple summary will do.
- c. Financial investment plans and financial requirements.
- d. Assumptions for developing the financial projections
- e. Projected Profit and Loss statement for 3 years.
- f. Projected Cash Flow Statement for 3 years.
- g. Projected Balance Sheet for 3 years.
- h. Include a statement with the businesses start-up costs.
- i. List of personal assets and liabilities
- j. Projected Monthly break-even sales.

5. Preparation of an Executive summary -

- a. A brief description about the business and industry
- b. Justifications for business viability
- c. Growth strategy
- d. A summarized sales and marketing strategy
- e. A simple summary of projected sales, gross margin and net profit.
- f. Financing requirements.
- g. About the management team and key employees
- h. The business vision and mission statement.

6. Preparation of Appendices to support the business plan.

TOTAL PERIODS 40

COURSE OUTCOMES

At the end of the course, the students will be able to

- design a comprehensive and integrated business plan employing both primary and secondary research.
- develop a detailed competitive analysis based on the primary research and display a competitive matrix.
- evaluate the financing requirements and prepare a detailed financial forecast, for the launch or expansion of business meant for presentation to bankers and investors.
- develop a 'Pitch' proposal for potential investors to start a new business.

REFERENCES

1. Radjou, Navi, Jaideep Prabhu and Simons Ahuja, Jugaad Innovation – Think Frugal, be flexible and generate breakthrough growth, John Wiley and Sons, 2012.
2. Hal Shelton, The secrets to writing a successful Business Plan: A Pro Shares a step-by-step guide to creating a Plan that gets results paperback – Summit Valley press, 2014.
3. Brian Finch, How to write a business plan, Kogn Page, 2002.
4. Kumar.S, Anil, Entrepreneurship Development, New Age International, 2008.

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CO1	2				2								2	
CO2		2											1	
CO3						1			1					
CO4			1						2					1



COURSE OBJECTIVES

To enable students to

- familiarize with the functional areas in the organization.
- understand the concept of SWOT analysis of the organization
- integrate and apply the learning from the courses learnt during the MBA Program.
- exercise his managerial skills for decision making, in solving business problems through organisational research, in the contemporary workplace environments.

GUIDELINES

- Students shall undergo training in any sector/ company as to gain experiential knowledge about the proceedings of the organization, in the various functional areas of management.
- Organisational study report needs to be prepared and submitted by each individual student.
- The period for experiential learning shall be 4 weeks after the completion of the second semester examination.
- The report for the same shall be prepared during the third semester and be subject to evaluation along with a viva voce exam during the third semester examination.

COURSE OUTCOMES

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

- get insight into the working of the real organizations.
- do a SWOT analysis of the organization.
- acquire on the job skills, knowledge, attitude, and perception along with the experience needed to constitute a professional identify.
- provide an extensive exposure for gaining hands on experience in all the functional areas of management in a corporate environment.

TOTAL PERIODS 20 HOURS

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CO1	2				2								2	
CO2		2											1	
CO3						1			1					
CO4			1						2					1



COURSE OBJECTIVES

To enable students to

- create awareness on the approaches available to take up business research systematically.
- develop research aptitude.
- integrate and apply the learning from the courses learnt during the MBA Program.
- exercise his managerial skills for decision making, in solving business problems through organisational research, in the contemporary workplace environments.

GUIDELINES

- Students shall undertake individual projects and address the problem in any sector/industry/company with an aim of identifying solution to those problems.
- The project shall be carried out for a period of 3 months.
- Each student shall prepare and submit an individual project report for assessment, followed by a viva voce examination, before the internal and external examiner.

COURSE OUTCOMES

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

- gain deeper understanding in a specific functional area.
- acquire on the job skills, knowledge, attitude, and perception along with the experience needed to constitute a professional identify.
- identify authentic business problem with an aim to solving the same.
- assess meaningful entrepreneurial opportunities, from a business and personal perspective.

TOTAL PERIODS 240 HOURS

CO – PO Mapping :

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CO1	2				2								2	
CO2		2											1	
CO3						1			1					
CO4			1						2					1



