VELS

INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
PALLAVARAM - CHENNAI
ACCREDITED BY NAAC WITH 'A' GRADE
Marching Beyond 30 Years Successfully



MBA - INTEGRATED

Curriculum and Syllabus

Regulations 2021

(Based on Choice Based Credit System (CBCS)

and

Learning Outcomes based Curriculum Framework (LOCF))

Effective from the Academic year

2021-2022

Department of M.B.A

School of Management Studies

Vision and Mission of the Department

Vision

To be a Centre of Excellence in Management Studies and Commerce, imparting and developing

Managerial leadership and entrepreneurial skills to students and provide managers for the global market.

Mission

• Provide an affordable opportunity for diverse group of students and other stakeholders to learnby synergizing education, research, innovation and outreach efforts.

• To inculcate self-discipline, values, ethics and devotion to duty among the students to make themgood citizens, leaders, professionals & entrepreneurs.

• To develop the future business leaders through imparting high quality of analytical ability & decision-making capability.

• To offer exposure to global business standards and inculcate strategic management aspiration.

PROGRAMME EDUCATIONAL OBJECTIVES:

- PEO1: To provide best quality of education and prepare the students to meet global standards and competitive environment
- PEO2: To inculcate team spirit and leadership capabilities among students to accomplish organizational development
- PEO3: To impart ethical and moral values to create better citizens and society
- PEO4: To develop entrepreneurial skills to think strategically and encourage them to become entrepreneurs
- PEO5: To motivate students to participate in community development and undertake Industry research projects

PROGRAM OUTCOMES (POS)

- PO 1: Apply knowledge of management theories and practices to solve business problems.
- PO 2: Foster Analytical and critical thinking abilities for data-based decision making.

- PO 3: Ability to develop Value based Leadership ability.
- PO 4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Business
- PO 5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO 6: Create, select and apply appropriate modern tools & techniques for analyzing, interpreting and solving business complexities.
- PO 7: Develop an aptitude for creativity, innovation and entrepreneurship.
- PO 8: Adapt life-long learning and professional development to enrich knowledge and competencies
- PO 9: Develop a sense of inquiry and capability to solve business problems, predict cause-and-effect relationships; ability to plan, execute and report the results of an investigation.

PROGRAM SPECIFIC OUTCOMES (PSOs)

- Compose skills in specific areas related to chosen specialization of managing Finance, Human Resources, Operations, Marketing and Systems.
- Prepare to use various e-resources and social media and negotiating with technological challenges.
- Build Human Values, professional code of conduct and an understanding of the responsibility to contribute to the community for sustainable development of society.

List of Board of Studies (BOS) Members along with their designation/role

S.NO	NAME & ADDRESS	DESIGNATION
1.	**Dr.P.R.Ramakrishnan,** Dean, School of Management Studies & Commerce, VISTAS	Chairperson
2.	Dr. J. Khaja Sheriff Professor & Head, Department of Management Studies University of Madras, Chennai	External Expert
3.	Mr. J. Balasubramanian Head, Business Analytics, Ashok Leyland, Chennai	External Expert
4.	Ms. Sudha Murugan Financial Analyst, Accenture Pvt. Ltd. Sholinganallur, Chennai	Alumni
5.	Dr.S. Vasantha, School of Management Studies, VISTAS	Professor
6.	Dr.S. Preetha, School of Management Studies, VISTAS	Professor & Head -MBA
7.	Dr.G. Rajini, School of Management Studies, VISTAS	Professor& Head - MBA(Integrated)
8.	Dr.P.G. Thirumagal, School of Management Studies, VISTAS	Professor
9.	Dr. G. Madhumita School of Management Studies, VISTAS	Associate Professor

VELS INSTITUTE OF SCIENCE TECHNOLOGY AND ADVANCED STUDIES(VISTAS)

CHOICE BASED CREDIT SYSTEM(CBCS)

MBA –INTEGRATED

(Five Years Programme after Twelfth Standard)

Regulations (2021)

(Applicable to all the candidates admitted from the academic year 2021-22 onwards)

1. DURATION OF THE PROGRAMME

1.1. Five years (Ten semesters)

1.2. Each academic year shall be divided into two semesters. The odd semesters shall consist of the period from July to November of each year and the even semesters from January to May of each year.

1.3 There shall be not less than 90 working days for each semester.

2. ELIGIBILITY FOR ADMISSION

2.1. In case of integrated Master's Degree Programmes of five years, no student shall be eligible for admission unless he/she has successfully passed the examination conducted by a board at the Plus Two level of schooling (either through formal schooling for 12 years orThrough open school system) recognized by the Central/State Government for this purpose or its equivalent.

The admission shall be made on merit on the basis of criteria notified by the university, keeping in view the guidelines/norms in this regard issued by the AICTE/UGC and other statutory bodies concerned and taking into account the reservation policy issued by the government concerned from time to time.

(i) Passed 10+ 2 Examination

(ii) Obtained at least 45% marks (40% in case of candidates belonging to reserved Category) in the qualifying Examination

3. CREDIT REQUIRMENTS AND ELIGIBILITY FOR AWARD OF DEGREE

3.1. A Candidate shall be eligible for the award of the Degree only if he/she has undergone the prescribed course of study in the University for a period of not less than five academic years and passed the examinations of all the TEN Semesters prescribed earning a minimum of 256 credits as per the distribution given in for PartI, II, III, IV & V and also fulfilled such other conditions as have been prescribed thereof.

4. COURSE OF STUDY, CREDITS AND SCHEME OF EXAMINATION

4.1. The Course Components and Credit Distribution shall consist Part I, II & III:

(Minimum number of Credits to be obtained)

Credit Assignment Each course is assigned certain number of credits based on the following:

Contact period per week CREDITS

1 Lecture Period - 1 Credit

1 Tutorial Period - 1 Credit

2 Practical Periods - 1 Credit

(Laboratory / Seminar / Project Work / etc.)

5. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER

5.1. **Eligibility:** Students shall be eligible to go to subsequent semester only if they earn sufficient attendance as prescribed therefor by the Board of Management from time to time.

5.2. **Attendance:** All Students must earn 75% and above of attendance for appearing for the University Examination. (Theory/Practical)

5.3. **Condonation of shortage of attendance:** If a Student fails to earn the minimum attendance (Percentage stipulated), the HODs shall condone the shortage of attendance up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) after collecting the prescribed fee towards the condonation of shortage of attendance. Such fees collected and should be remitted to the University.

5.4. **Non-eligibility for condonation of shortage of attendance:** Students who have secured less than 65 % but more than 50 %of attendance are NOT ELIGIBLE for condonation of shortage of attendance and such Students will not be permitted to appear for the regular examination, but will be allowed to proceed to the next year/next semester of the program

5.5. **Detained students for want of attendance:** Students who have earned less than 50% of attendanceshall be permitted to proceed to the next semester and to complete the Program of study. Such Students shall have to repeat the semester, which they have missed by rejoining

after completion of final semester of the course, by paying the fee for the break of study as prescribed by the University from time to time.

5.6. **Condonation of shortage of attendance for married women students:** In respect of married women students undergoing UG programs, the minimum attendance for condonation (Theory/Practical) shall be relaxed and prescribed as 55% instead of 65% if they conceive during their academic career. Medical certificate from the Doctortogether with the attendance details shall be forwarded to the university to consider the condonation of attendance mentioning the category.

5.7. **Zero Percent (0%) Attendance:** The Students, who have earned 0% of attendance, have to repeat the program (by rejoining) without proceeding to succeeding semester and they have to obtain prior permission from the University immediately to rejoin the program.

5.8. **Transfer of Studentsand Credits:** The strength of the credits system is that it permits inter Institutional transfer of students. By providing mobility, it enables individual students to develop their capabilities fully by permitting them to move from one Institution to another in accordance with their aptitude and abilities.

5.8.1. Transfer of Students is permitted from one Institution to another Institution for the same program with same nomenclature. Provided, there is a vacancy in the respective program of Study in the Institution where the transfer is requested. Provided the Student should have passed all the courses in the Institution from where the transfer is requested.

5.8.2. The marks obtained in the courses will be converted and grades will be assigned as per the University norms.

5.8.3. The transfer students are not eligible for classification.

5.8.4. The transfer students are not eligible for Ranking, Prizes and Medals.

5.8.5. Students who want to go to foreign Universities upto two semesters or Project Work with the prior approval of the Departmental/College Committee are allowed to get transfer of credits and marks which will be converted into Grades as per the University norms and are eligible to get CGPA and Classification; they are not eligible for Ranking, Prizes and Medals.

6. EXAMINATION AND EVALUATION

6.1. Register for all subjects: Students shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester Examination. For this purpose, Students shall register for all the arrear subjects of earlier semesters along with the current (subsequent) Semester Subjects.

6.2. Marks for Internal and End Semester Examinations for PART I, II, III

(i) For Theory Courses

The single-letter grade awarded to a student in a Theory Course, for which he has registered, shall be based on his performance in continuous evaluation through assignments, seminars, two continuous assessment, one model examination Examinations and one End-Term Examination.

(i) Course Weightages

End-Term Examination (To be conducted by COE)	60%
Continuous Evaluation	40%
Total	**100%**

(iii) For every course, it is mandatory to score a minimum of 40% marks from 1st to 6th semesters and 50% marks from 7th to 10th semester in aggregate including the End-Term Examination and Internal Assessment failing which, the student shall be declared failed in that course and he shall not earn the assigned credits.

Internal Evaluation:

Theory courses: The teacher's continuous evaluation shall be based on the following:

I, II, III year

Continuous assessment test 1 – 5 Marks
Continuous assessment test 2 – 5 Marks
Continuous assessment test 3 – 5 Marks
Model Examinations – 10 Marks
Assessment by faculty – 5 Marks
Attendance – 5 Marks
Assignment – 5 Marks

IV, V year

Continuous assessment test 1 – 5 Marks
Continuous assessment test 2 – 5 Marks
Model Examinations – 10 Marks
Assessment by faculty – 5 Marks
Attendance – 5 Marks
Assignment – 5 Marks
Seminar – 5 Marks

Evaluation of Presentation in a Seminar

Presentations in Seminars are to be evaluated/ assessed on following parameters:

Content	–	Quality of information, accuracy
Visuals	–	Quality, meaningful, sequencing
Layout	–	Appealing, aesthetic, not overcrowded
Deadline Met	–	To be ready in all aspects by presentation date Prescribed
Speaking Skills	–	Way of communication, not just reading out the matter on slides, should be able to answer queries with confidence
Body Language	–	Facing class, Eye contact, confidence
Timeliness	–	Presentation must be completed in prescribed time

6.3 Evaluation of Project/ Internship

(i) The Project 6th semester / and Internship in 4th semester and 8th semester will be evaluated by a committee comprising of the Internal Examiner/HOD and the project guide

Assessment by Internal Examiner	50%
Assessment by guide	50%

(ii) 10thSemester Project will be evaluated by Internal Examiner and External Examiner. The External Examiner shall be a faculty from outside or an Expert from Industry /Academia/Research Organization who will evaluate the 10th semester project alone.

Assessment by Internal Examiner	50%
Assessment by External Examiner	50%

6.4 Internship (Mandatory)

(i) A student having registered for 4-6 weeks of company internship scheme of the Program should complete it in 4th semester vacation(UG) and 8th semester vacation (PG)

(ii) Presentation by the students after completion of the Internship shall be completed with 3 weeks from the beginning of the next session.

(iii)The training report along with the company certificate should be submitted within the two weeks of the reopening date of 5th semester. The report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training.

6.5 Project Work:

The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the four/six semesters of the programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management.

It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training programme itself. Each student is required to study the problem under the guidance of a faculty member of the department in 6^{th} semester and 10^{th} semester.

The sixth semester project should be done in summer vacation not less than four weeks and report should be submitted to the University within 15 days of commencement of 7^{th} semester. The sixth semester projects will be evaluated internally by a team comprising of guide, subject expert and HOD.

The final Project work should be started with the consultation of internal guide by the commencement of 10^{th} semester and report should be submitted 15 days prior to commencement of 10^{th} semester Examination for external evaluation with viva voce.

The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared If the organization or the guide or both ask for one copy each.

Project work shall have the following stages

(i) Project proposal presentation
(ii) Field work and data analysis
(iii) Report writing
(iv) Draft project report presentation
(v) Final project report submission
(vi) The project is done individually.

A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

Structure of the report

(i) Title page
(ii) Bonafide certificate from dept./institution andfrom faculty guide
(iii) Certificate, in original, from the organization (for having done the project work) Declaration

(iv) Acknowledgements

(v) Contents

Chapter I: Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II: Review of literature / Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V: Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

6.2.1 There shall be no passing minimum for Internal.

6.2.2 For external examination, passing minimum shall be 40% [Forty Percentage] of the maximum marks prescribed for the paper for each Paper/Practical/Project and Viva-Voce up to Third year and 50 % [Fifty Percent] in fourth and fifth years

6.2.3 In the aggregate [External/Internal] the passing minimum shall be of 40%. (Up to third year) and 50% (fourth and fifth year)

6.2.4. He/She shall be declared to have passed the whole examination, if he/she passes in all the papers and practical wherever prescribed as per the scheme of the examinations by earning 256 CREDITS in PartI, II, and III.

7. MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMS TO QUALIFY FOR A DEGREE

7.1.A Student who for whatever reasons is not able to complete the programs within the normal period (N) or the Minimum duration prescribed for the programme, may be allowed two years period beyond the normal period to clear the backlog to be qualified for the degree. (Time Span = N + 2 years for the completion of programme)

8. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The University may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and Scheme of examinations through the Academic Council with the approval of the Board of Management.

Overall credit distribution / Course Components with credits

S.No	Semester	Total number of Subjects	Core / Elective / Lab / Internship / Project Work	Credit Distribution		Total Credits	Total Credits for the Semester
				Credits	No. of Subjects		
1	I	7	4 Core	4	4	16	**24**
			2 AECC	3	2	6	
			1 SEC	2	1	2	
2	II	7	3 Core	4	3	12	**24**
			2 AECC	3	2	6	
			1 AECC	4	1	4	
			1 SEC	2	1	2	
3	III	7	1AECC	3	1	3	**24**
			1 AECC	4	1	4	
			3 Core	4	3	12	
			1 DSE	3	1	3	
			1 GE	2	1	2	
4	IV	8	1 AECC	3	1	3	**28**
			4 Core	4	4	16	
			1 DSE	3	1	3	
			1 GE	2	1	2	
			1 Practical	4	1	4	

S.No	Semester	Total number of Subjects	Core / Elective / Lab / Internship / Project Work	Credit Distribution		Total Credits	Total Credits for the Semester
				Credits	No. of Subjects		
5	V	7	4 Core	4	4	16	24
			2 DSE	3	2	6	
			1 SEC	2	1	2	
6	VI	8	4 Core	4	4	16	30
			2 DSE	3	2	6	
			1 SEC	2	1	2	
			1 Practical	6	1	6	
7	VII	8	4 Core	4	4	16	27
			3 DSE	3	3	9	
			1 SEC	2	1	2	
8	VIII	9	4 Core	4	4	16	33
			3 DSE	3	3	9	
			1 SEC	2	1	2	
			1 Practical	6	1	6	
9	IX	9	2 Core	4	2	8	28
			6 DSE	3	6	18	
			1 SEC	2	1	2	
10	X	2	1 Core	4	1	4	24
			1 Practical	20	1	20	
						Total	**256**

MBA – INTEGRATED -CURRICULUM -REGULATION 2021

Total Credits: 256

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER 1						
PART-I						
AECC	21CMBF11	Language I	3	0	0	3
PART II						
AECC	21CMBF12	English I	3	0	0	3
PART-III						
CORE	21CMBF13	Principles of Management	4	0	0	4
CORE	21CMBF14	Principles of Accounting 1	4	0	0	4
CORE	21CMBF15	Managerial Economics	4	0	0	4
CORE	21CMBF16	Business Law	4	0	0	4
PART-IV						
SEC	21SMBF--	Skill Enhancement Course I	2	0	0	2
		TOTAL	**24**	**0**	**0**	**24**
SEMESTER – 2						
PART-I						
AECC	21CMBF21	Language II	3	0	0	3
PART –II						
AECC	21CMBF22	English II	3	0	0	3
PART-III						
CORE	21CMBF23	Micro Economics	4	0	0	4
CORE	21CMBF25	Principles of Accounting 2	4	0	0	4
CORE	21CMBF26	Business Environment	4	0	0	4
PART-IV						
AECC	21CMBF24	Statistics for Management 1	4	0	0	4
SEC	21SMBF--	Skill Enhancement Course II	2	0	0	2
		TOTAL	**24**	**0**	**0**	**24**

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 3						
PART – II						
AECC	21CMBF31	English Communication Skills	3	0	0	3
PART IV						
AECC	21CMBF32	Statistics for Management 2	4	0	0	4
PART-III						
CORE	21CMBF33	Marketing Management	4	0	0	4
CORE	21CMBF34	Financial management	4	0	0	4
CORE	21CMBF35	Human Resource Management	4	0	0	4
DSE	21EMBF--	Elective 1	3	0	0	3
PART-IV						
GE	21GMBF--	Generic Elective I	2	0	0	2
		TOTAL	**24**	**0**	**0**	**24**
SEMESTER – 4						
PART-II						
AECC	21CMBF 41	Written & Oral Communication	3	0	0	3
PART-III						
Core	21CMBF42	Environmental studies	4	0	0	4
Core	21CMBF43	Computer Applications	4	0	0	4
Core	21CMBF44	Production Management	4	0	0	4
Core	21CMBF45	Research Methodology and SPSS	4	0	0	4
DSE	21EMBF--	Elective 2	3	0	0	3
PART-IV						
GE	21GMBF--	Generic Elective II	2	0	0	2
Practical	21IMBF41	Company Analysis	0	0	8	4
		TOTAL	**24**	**0**	**8**	**28**

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 5						
PART-III						
CORE	21CMBF51	Entrepreneurship Development	4	0	0	4
CORE	21CMBF52	Organizational Behaviour	4	0	0	4
CORE	21CMBF53	International Business	4	0	0	4
CORE	21CMBF54	E-Business	4	0	0	4
DSE	21EMBF--	Elective 3	3	0	0	3
DSE	21EMBF--	Elective 4	3	0	0	3
PART-IV						
SEC	21SMBF--	Skill Enhancement Course III	2	0	0	2
		TOTAL	**24**	**0**	**0**	**24**
SEMESTER – 6						
PART –III						
CORE	21CMBF61	Operation Research	4	0	0	4
CORE	21CMBF62	Strategic Management	4	0	0	4
CORE	21CMBF63	Universal Human Value	4	0	0	4
CORE	21CMBF64	Event Management	4	0	0	4
DSE	21EMBF--	Elective 5	3	0	0	3
DSE	21EMBF--	Elective 6	3	0	0	3
SEC	21SMBF--	Skill Enhancement Course IV	2	0	0	2
Practical	21RMBF61	Project	0	0	12	6
		TOTAL	**24**	**0**	**12**	**30**

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 7						
PART-III						
CORE	21CMBF71	Legal Environment of Business	4	0	0	4
CORE	21CMBF72	Human Rights	4	0	0	4
CORE	21CMBF73	Business Communication	4	0	0	4
CORE	21CMBF74	Financial Reporting, Statements & Analysis	4	0	0	4
DSE	21EMBF--	Elective 7	3	0	0	3
DSE	21EMBF--	Elective 8	3	0	0	3
DSE	21EMBF--	Elective 9	3	0	0	3
PART-IV						
SEC	21SMBF--	Skill Enhancement Course V	2	0	0	2
		TOTAL	**27**	**0**	**0**	**27**
SEMESTER – 8						
PART-III						
CORE	21CMBF81	Lean Six Sigma	4	0	0	4
CORE	21CMBF82	Corporate Social Responsibility & Sustainability	4	0	0	4
CORE	21CMBF83	Operations Management	4	0	0	4
CORE	21CMBF84	Business Analytics	4	0	0	4
DSE	21EMBF--	Elective 10	3	0	0	3
DSE	21EMBF--	Elective 11	3	0	0	3
DSE	21EMBF--	Elective 12	3	0	0	3
PART-IV						
SEC	21SMBF--	Skill Enhancement Course VI	2	0	0	2
Practical	21IMBF81	Internship	0	0	12	6
		TOTAL	**27**	**0**	**12**	**33**

Category	Code	Title of the Course	Hours per Week			Credits
			Lecture	Tutorial	Practical	
SEMESTER – 9						
PART-III						
CORE	21CMBF91	Enterprise Resource Planning	4	0	0	4
CORE	21CMBF92	Knowledge Management	4	0	0	4
DSE	21EMBF--	Elective 13	3	0	0	3
DSE	21EMBF--	Elective 14	3	0	0	3
DSE	21EMBF--	Elective 15	3	0	0	3
DSE	21EMBF--	Elective 16	3	0	0	3
DSE	21EMBF--	Elective 17	3	0	0	3
DSE	21EMBF--	Elective 18	3	0	0	3
PART-IV						
SEC	21SMBF--	Skill Enhancement Course VII	2	0	0	2
		TOTAL	**28**	**0**	**0**	**28**
SEMESTER – 10						
PART-IV						
Practical	21PMBF10	Data Analysis for Business Decision	2	0	4	4
Practical	21RMBF10	Project Work	0	0	20	10
		TOTAL	**2**	**0**	**24**	**14**
GRAND TOTAL						**256**

LIST OF COURSES

CORE COURSES

SEMESTER	SUBJECT CODE	CORE COURSES	L	T	P	C
I	21CMBF13	Principles of Management	4	0	0	4
I	21CMBF14	Principles of Accounting 1	4	0	0	4
I	21CMBF15	Managerial Economics	4	0	0	4
I	21CMBF16	Business Law	4	0	0	4
II	21CMBF23	Micro Economics	4	0	0	4
II	21CMBF25	Principles of Accounting 2	4	0	0	4
II	21CMBF26	Business Environment	4	0	0	4
III	21CMBF33	Marketing Management	4	0	0	4
III	21CMBF34	Financial management	4	0	0	4
III	21CMBF35	Human Resource Management	4	0	0	4
IV	21CMBF42	Environmental studies	4	0	0	4
IV	21CMBF43	Computer Applications	4	0	0	4
IV	21CMBF44	Production Management	4	0	0	4
IV	21CMBF45	Research Methodology and SPSS	4	0	0	4
V	21CMBF51	Entrepreneurship Development	4	0	0	4
V	21CMBF52	Organizational Behaviour	4	0	0	4
V	21CMBF53	International Business	4	0	0	4
V	21CMBF54	E-Business	4	0	0	4
VI	21CMBF61	Operation Research	4	0	0	4
VI	21CMBF62	Strategic Management	4	0	0	4
VI	21CMBF63	Universal Human Value	4	0	0	4
VI	21CMBF64	Event Management	4	0	0	4
VII	21CMBF71	Legal Environment of Business	4	0	0	4
VII	21CMBF72	Human Rights	4	0	0	4
VII	21CMBF73	Business Communication	4	0	0	4

VII	21CMBF74	Financial Reporting, Statements & Analysis	4	0	0	4
VIII	21CMBF81	Lean Six Sigma	4	0	0	4
VIII	21CMBF82	Corporate Social Responsibility & Sustainability	4	0	0	4
VIII	21CMBF83	Operations Management	4	0	0	4
VIII	21CMBF84	Business Analytics	4	0	0	4
IX	21CMBF91	Enterprise Resource Planning	4	0	0	4
IX	21CMBF92	Knowledge Management	4	0	0	4

DISCIPLINE SPECIFIC ELECTIVES

FUNCTIONAL AREA	ELECTIVE COURSES	L	T	P	C
Finance	21EMBF01 - Investment Analysis and Portfolio Management	3	0	0	3
	21EMBF02 - Managing Banks and Financial Institutions	3	0	0	3
	21EMBF03 - Project Appraisal and Finance	3	0	0	3
	21EMBF04 - Business Valuation	3	0	0	3
	21EMBF05 - Financial Markets and Services	3	0	0	3
	21EMBF06 - Mergers, Acquisitions and Corporate Restructuring	3	0	0	3
	21EMBF07 - Financial Derivatives	3	0	0	3
	21EMBF08 - International Finance	3	0	0	3
	21EMBF09 - Behavioral Finance	3	0	0	3
	21EMBF10 – Taxation	3	0	0	3
Marketing Management	21EMBF11 - Consumer Behavior	3	0	0	3
	21EMBF12 - B2B Marketing	3	0	0	3
	21EMBF13 - Retail Management	3	0	0	3
	21EMBF14 - Sales and distribution Management	3	0	0	3
	21EMBF15 - Marketing to the base of Pyramid Consumers	3	0	0	3
	21EMBF16 - Integrated Marketing Communications/ Promotion Strategy	3	0	0	3
	21EMBF17 - Digital and Social Media Marketing	3	0	0	3
	21EMBF18 - Product and Brand Management	3	0	0	3
	21EMBF19 - Services Marketing	3	0	0	3
	21EMBF20 - International Marketing	3	0	0	3
Operations Management	21EMBF21 - Supply chain and Logistics Management	3	0	0	3
	21EMBF22 - Quality Toolkit for Managers	3	0	0	3
	21EMBF23 - Pricing and Revenue Management	3	0	0	3

FUNCTIONAL AREA	ELECTIVE COURSES	L	T	P	C
	21EMBF24 - Operations Strategy	3	0	0	3
	21EMBF25 - Sales and Operations Planning	3	0	0	3
	21EMBF26 - Behavioral Operations Management	3	0	0	3
	21EMBF27 - Operations Research Applications	3	0	0	3
	21EMBF28 - Management of Manufacturing Systems	3	0	0	3
	21EMBF29 -Value Chain Management	3	0	0	3
	21EMBF30 - Sourcing Management	3	0	0	3
	21EMBF31 - Supply chain Analytics	3	0	0	3
Human Resources Management	21EMBF32- Manpower Planning, Recruitment, and Selection	3	0	0	3
	21EMBF33 - Human Resources Metrics and Analytics	3	0	0	3
	21EMBF34 – Compensation and Benefits Management	3	0	0	3
	21EMBF35 - Performance Management Systems	3	0	0	3
	21EMBF36 - Team Dynamics at Work	3	0	0	3
	21EMBF37 - Strategic HRM	3	0	0	3
	21EMBF38 - International HRM	3	0	0	3
	21EMBF39 - Cross Cultural Management	3	0	0	3
	21EMBF40 - Understanding Self: Indian Perspective	3	0	0	3
	21EMBF41- Organizational Change and Development	3	0	0	3
	21EMBF42– Leadership	3	0	0	3
Strategy	21EMBF43 - Strategic Management of Services	3	0	0	3
	21EMBF44 - Competing in Global Markets	3	0	0	3
	21EMBF45 - Dynamics of Framing and Executing Strategy	3	0	0	3
	21EMBF46 - Entrepreneurship in Practice	3	0	0	3
	21EMBF47 - Foundations of Strategy Consulting	3	0	0	3
	21EMBF48 - Strategic Leadership	3	0	0	3
	21EMBF49 - Designing and Configuring Business Models	3	0	0	3
	21EMBF50 - Corporate Governance	3	0	0	3
	21EMBF51-Community Resilience and Disaster Management	3	0	0	3
	21EMBF52 - Indian Ethos and Business Development	3	0	0	3
Management Information System	21EMBF53 - Data Mining for Business decisions	3	0	0	3
	21EMBF54 - Managing Software Projects	3	0	0	3
	21EMBF55 - Managing Digital Innovation and Transformation	3	0	0	3
Entrepreneurship	21EMBF56 - Technology Appreciation and Intellectual Property Rights	3	0	0	3
	21EMBF57 - Creativity &Innovation for Business	3	0	0	3
	21EMBF58 - Indian Models in Entrepreneurship	3	0	0	3
	21EMBF59 - Social Entrepreneurship	3	0	0	3
	21EMBF60 - Venture Valuation and accounting	3	0	0	3

FUNCTIONAL AREA	ELECTIVE COURSES	L	T	P	C
	21EMBF61 - Entrepreneurial Marketing	3	0	0	3
	21EMBF62 - Entrepreneurship Lab	3	0	0	3
	21EMBF63- Export Procedures & Documentation for Rural Products	3	0	0	3

LIST OF GENERIC COURSES

Course Code	GENERIC COURSES	L	T	P	C
21GMBF01	Introduction to Financial services	2	0	0	2
21GMBF02	Entrepreneurship Development	2	0	0	2
21GMBF03	Investment management & stock trading	2	0	0	2
21GMBF04	Social responsibilities for managers	2	0	0	2
21GMBF05	Fundamentals of Marketing Management	2	0	0	2

LIST OF PRACTICAL COURSES

SEMESTER	SUBJECT CODE	PRACTICAL COURSES	L	T	P	C
4	21IMBF41	Company Analysis	0	0	0	4
6	21RMBF61	Project	0	0	0	6
8	21IMBF81	Internship	0	0	0	6
10	21PMBF10	Data Analysis for Business Decision	2	0	4	4
10	21RMBF10	Project	0	0	20	10

LIST OF SKILL ENHANCEMENT COURSE

Course Code	SKILL ENHANCEMENT COURSES	L	T	P	C
21SMBF01	Communication skills	2	0	0	2
21SMBF02	Presentation skills	2	0	0	2
21SMBF03	French	2	0	0	2
21SMBF04	German	2	0	0	2
21SMBF05	Group Discussion and Mock test	2	0	0	2
21SMBF06	NSS – 1	2	0	0	2
21SMBF07	NSS – 2	2	0	0	2
21SMBF08	NSS – 3	2	0	0	2
21SMBF09	NSS – 4	2	0	0	2
21SMBF10	NSS – 5	2	0	0	2
21SMBF11	NSS – 6	2	0	0	2
21SMBF12	Outbound Experiential Learning Programmes	2	0	0	2
21SMBF13	Communication Through Theatre Techniques	2	0	0	2
21SMBF14	Course of Independent Study like MOOCS/SWAYAM	2	0	0	2
21SMBF15	NSE and other similar Certification Programmes	2	0	0	2
21SMBF16	Social Sensitization /Community Development Projects	2	0	0	2
21SMBF17	Study Abroad Programme	2	0	0	2
21SMBF18	Student Exchange/Cultural or Global Immersion Programmes	2	0	0	2

LIST OF ABILITY ENHANCEMENT COMPULSORY COURSES

Course Code	ABILITY ENHANCEMENT COMPULSORY COURSES	L	T	P	C
PART I					
21CMBF11	Language -I	3	0	0	3
21CMBF21	Language -II	3	0	0	3
PART II					
21CMBF12	English -I	3	0	0	3
21CMBF22	English -II	3	0	0	3
PART IV					
21CMBF24	Statisitics for Management I	4	0	0	4
21CMBF32	Statisitics for Management II	4	0	0	4

COURSE CODE	DEFINITIONS
L	LECTURE
T	TUTORIAL
P	PRACTICAL
C	CREDITS
CC	CORE COURSES
EC	ELECTIVE COURSES
PC	PRACTICAL COURSES
DSE	DISCIPLINE SPECIFIC ELECTIVES
GE	GENERIC ELECTIVES
AECC	ABILITY ENHANCEMENT COMPULSORY COURSES
SEC	SKILL ENHANCEMENT COURSES

21CMBF13 PRINCIPLES OF MANAGEMENT 4 0 0 4

COURSE OBJECTIVE

- To understand the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.
- To discuss the various concepts of planning, Decision making and controlling to help solving managerial problems.
- To Understanding concepts of Ethics, Delegation, Coordination and Team work.
- To study and understand management concepts and styles in Global context.
- To develop understanding about emerging concepts in management thought and philosophy.

UNIT I INTRODUCTION 12

Management – Concept – Nature –Management as a Science, an Art and Profession – Process – Levels of management – Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo.

UNIT II FUNCTIONS OF MANAGEMENT 12

Functions of Management: Planning – Concept, Nature, Importance, Steps, Limitations, Management by objectives, Management by Exception.

UNIT III ORGANIZING 12

Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization - Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self- Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations.

UNIT IV STAFFING 12

Staffing - Concept, Nature, Importance, Steps, Concept of knowledge worker. Directing – Concept, Nature, Importance. Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques.

UNIT V DECISION MAKING 12

Decision making: Concept, Nature, Importance, and Process - Types of decisions, Problems in decision making - Modern view of conflict, Conflict Process - Strategies for resolving destructive conflict - Stress management - employee welfare - energy management and energy audit.

TOTAL: 60 HRS

COURSE OUTCOMES:

CO – 1: Determine the fundamentals of management concepts and evaluate the role and skillsof a manager.

CO – 2: Assess the importance of planning and its implementation in the organization.

CO – 3: Analyze the importance of various organization structure.

CO – 4: Demonstrate about the process and techniques of control.

CO – 5: Elaborate on various types of decision and apprise the problem in decision making

TEXT BOOKS:

1. L.M .Prasad, Principles of Management, Sultan Chand, 2014.

2. Harold Koontz and Heinz Weihrich, Essentials of management: An International &Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

3. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw HillEducation, Special Indian Edition, 2007.

REFERENCE BOOKS:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- Acompetencybased approach, Thompson South Western,11th edition, 2008.

2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A globalEntrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.

3. Stephen P. Robbins, David A.DeCenzo and Mary Coulter, Fundamentals ofManagement, Prentice Hall of India, 2012.

WEB SOURCES:

1. https://www.slideshare.net/Sanzux/principles-of-management-sem-1-slides
2. https://www.slideshare.net/singhrahul85/14-principles-of-management-14869742
3. https://slideplayer.com/slide/9279204/

21CMBF14 PRINCIPLES OF ACCOUNTING 1 4 0 0 4

COURSE OBJECTIVES:

- To learn the different financial accounting concepts and conventions to preparation of financial statements of the business.
- To understand the preparation of financial statements

UNIT I INTRODUCTION TO ACCOUNTING 12

Introduction to AccountingNeed and Importance – Book-keeping – Accounting Accountancy, Accounting and Book-keeping – Users of accounting information – Branches of accounting advantages& disadvantages – Basic accounting terms – Definition of accounting- Types of accounting-- and business accounting concepts & conventions.

UNITII DOUBLEENTRYSYSTEM 12

Double Entry System of Book-Keeping - Double entry system – Account – Golden rules of accounting- Journal Source documents – Accounting equation – Rules for debiting - and crediting – Books of original entry – Journal – Illustrations.

UNITIII LEDGER 12

Ledger - Meaning – Utility – Format – Posting – Balancing an account – Distinction between journal and ledger- Advantages and disadvantages of journal & Ledger.

UNITIV SUBSIDIARY BOOKS 12

Subsidiary Books - Cash Book -Features – Advantages – Kinds of cash books – Trial Balance - Definition – Objectives – Advantages – Methods – Format and Sums – Errors in accounting – Steps to locate the errors – Suspense account – Rectification of errors – Bank reconciliation theory.

UNIT V DEPRECIATION ACCOUNTING & PREPARATION OF FINANCIAL STATEMENTS 12

Depreciation Accounting-Straight Line Method-Declining Method-Final Accounts Parts of Final Accounts – Trading account – Profit and loss account-– Balance sheet – Preparation of Final Accounts with Sums.

TOTAL:60Hrs

COURSE OUTCOMES:

CO – 1: Apply generally accepted accounting principles, concepts and procedures.

CO – 2: Illustrate journal entry through double entry system of book keeping.

CO – 3: Explain the accounting cycle for service and merchandising concerns.

CO – 4: understand and prepare adjusting entries and close the general.

CO – 5: Describe the Preparation of balance sheet and profit and loss account.

TEXT BOOKS:

1. M.Y. Khan &P.K. Jain, Management Accounting, Tata McGraw Hill, 5th edition,2009.

2. R. Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, NewDelhi, 4th edition, 2011.

REFERENCE BOOKS: `

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, TataMcGraw Hill Publishers, 15th edition, 2011.

2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 16th edition, 2013.

3.Stice&Stice, Financial Accounting Reporting and Analysis, Cengage Learning, 11th edition2010.

4. SinghviBodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.

Web links:

1.**https://www.accountingcoach.com/accounting-principles/explanation**

2.**https://www.saesgetters.com/sites/default/files/3_607_0.pdf**

3.**https://courses.lumenlearning.com/vccs-acc211-17sp/**

4.**https://www.youtube.com/watch?v=IggY48vEe2w&ab_channel=Accofina**

21CMBF15 MANAGERIAL ECONOMICS 4 0 0 4

COURSE OBJECTIVE

- To enable students to have an understanding of the various issues/components of the Indian economy so that they are able to comprehend and critically appraise current Indian economics problems.

UNIT I INTRODUCTION TO MANAGERIAL ECONOMICS 12

Concepts and Techniques: Introduction to Managerial Economics – Incremental principle – equi marginal principle – some decision rules – The risk and uncertainty theory Demand Decisions – Demand analysis .

UNIT II ELASTICITY OF DEMAND 12

Elasticity of demand – demand overcastting – types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses.

UNIT III PRODUCTION FUNCTION 12

Input-Output Decisions - Production function – Cost and managerial decision making – Cobb-Douglas production functions – Law of variable proportion – short run cost output – long run cost output – economies and dimensions of scale of production.

UNIT IV MARKET ENVIRONMENT 12

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – digopoly pricing strategies and tactics – pricing – pricing in life-cycle of a product – capital budgeting – investment decisions – pay back period method – NPV method – internal rate of return method.

UNIT V THEORY OF FIRM 12

The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Decision Making process in Managerial Economics.

TOTAL :60 Hrs.

COURSE OUTCOMES:

CO – 1: Describe the managerial and economic responsibility for the overall organization.

CO – 2: Discuss regarding the appropriate business decisions under uncertain business environment.

CO – 3: Categorize the products having future demand.

CO – 4: Calculate cost budget feasible taking the cost and cost functions.

CO – 5: Explain investment decision and choose the best alternatives.

TEXT BOOKS:

1. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. Managerial economics. John Wiley & Sons, 9th edition, 2021

2.Paul A. Samuelson and William D. Nordhaus, Economics, 19th edition, Tata McGraw Hill,2006.

3.William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2007.

REFERENCE BOOKS:

1. N. Gregory Mankiw, Principles of Economics, 6th edition, Thomson learning, New Delhi, 2011.

2. Richard Lipsey and Alee Charystal, Economics, 12th edition, Oxford University Press, NewDelhi, 2011.

3. Karl E. Case and Ray C. fair, Principles of Economics, Pearson Education Asia, New Delhi,10th edition, 2011.

WEBSITES

1.https://www.economist.com

2.https://www.bloomberg.com/asia

WEBSOURCES

1.https://www.slideshare.net/GAYATRI27/marketing-environment-65706501

2.https://www.slideshare.net/mansityagi3323/production-function-ppt-in-economics

3.https://www.slideshare.net/harshalvyas/elasticity-of-demandppt-2932407

21CMBF16 BUSINESS LAW 4 0 0 4

COURSE OBJECTIVE:

- To identify the sources of law and describe their effects.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To read, interpret contracts, and cases.
- To identify personal property and bailment.
-

UNIT I INTRODUCTION TO CONTRACT 12

Law of contract; meaning and essentials of a valid contract; offer an acceptance; capacity to contract; consent and free consent; consideration; void agreements ; quasi contract; different mode of discharge of contract; remedies for breach of contract.

UNIT II CONTRACT OF THE GUARANTEE 12

Purpose and meaning of the contract of the guarantee; kinds of guarantees; rights and obligations of creditors; rights, liabilities and discharge of surety; contract indemnity; Definition of bailment and its kinds; duties and rights of a bailer and a bailee; rights and duties of a pledger and pledgee.

UNIT III CONTRACT OF AGENCY 12

Contract of agency; definition of agent and agency; creation of agency; duties and rights of agent and principal; principal duties towards agents and third parties; termination of agency; power of attorney. Law of sale of goods-definition and essential of a contract of sale, conditions and warranties, passing of property in goods; performance of contract; right of unpaid seller; remedies for breach of contract.

UNIT IV NEGOTIABLE INSTRUMENT 12

Negotiable Instrument Act- Meaning and essential elements of a negotiable instrument; types of negotiable instrument; holder and holder in due course; negotiation of negotiable instruments' dishonour of negotiable instruments.

UNIT V INFORMATION TECHNOLOGY 12

Meaning and scope of information technology act; digital signature; electronic governance; regulation of certifying authority; digital signature certificates; duties of subscribers; penalties adjudication and offences.

TOTAL : 60 HRS

COURSE OUTCOMES:

CO – 1: Draft a simple employment contract.

CO – 2: Comprehend agency act and basic elements of agency contract.

CO – 3: Differentiate sale and agreement to sell in terms of conditions and warranties

CO – 4: Acquainted with the legal aspects of how to deal with information technology.

CO – 5: Conversant with the various laws of consumer protection.

TEXT BOOKS:

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2018.

2. P. K. Goel, Business Law for Managers, Biztantra Publishers, India, 2014.

REFERENCE BOOKS:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2018.

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 64th edition amended upto 2021-22.

3. Akhileshwar Pathak, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2013.

Websites:

1. https://www.coursera.org/courses?query=business%20law

Web Sources:

1.https://legalcareerpath.com/what-is-business-law/

21CMBF23 MICRO ECONOMICS 4 0 0 4

COURSE OBJECTIVE:

- To understand that economics is about the allocation of scarce resources, that scarcity forces .
- Choice, tradeoffs exist and that every choice has an opportunity cost. Demonstrate these concepts using a production possibility frontier diagram.
- To understand how comparative advantage provides the basis for gains through trade.
- To List the determinants of the demand and supply for a good in a competitive market and explain how that demand and supply together determine equilibrium price.
- To understand the role of prices in allocating scarce resources in market economies and explain the consequences of price controls.

UNIT I MICRO ECONOMICS 12

Micro Economics-Theory of consumer behaviour–Cardinal and Ordinal approaches-Revealed preference. Hypothesis-Hick's Revision of Demand Theory-Modern Utility, Analysis of Choice involving risks and uncertainties.

UNIT II DEMAND ANALYSIS 12

Demand analysis – Meaning of demand – law of Demand – Types of Demand –Determinants of Demand – Demand Forecasting –Elasticity of Demand. Supply Cure.

UNIT III PRODUCTION FUNCTION 12

Production function-Linear, Homogeneous, Cobb-Dougles and C.E.S. Production Functions-Short Run and Long Run cost curves Derivation of cost functions from productions functions-Least cost combination of factor inputs.

UNIT IV MARKET STRUCTURE 12

Market structure-Perfect Competition-Monopoly and price Discrimination- Monopolistic competition-Oligopoly and models of Oligopoly.

UNIT V FACTOR PRICES AND FACTOR MARKET 12

Factor Prices and factor market-Pricing of factors of production-Theories of Rent- Wages-Interest-Profits. Pricing, Different types of Pricing.

TOTAL : 60 Hrs

COURSE OUTCOMES:

CO – 1: Creating appropriate business decisions under uncertain business environment.

CO – 2: Evaluate the future demand for the product by applying statistical method of projection.

CO – 3: Understanding all production function variable and frame the production system.

CO – 4: Understanding a basic understanding of market structure, analyze and differentiate the monopoly, oligopoly and monopolistic market.

CO – 5: Analysing factor pricing and market pricing.

TextBooks

1. Sen, A, Micro Economics: Theory and Applications, Oxford University Press, New Delhi. Second Edition, 2010.

2. C. Snyder and W. Nicholson, Fundamentals of Microeconomics, Cengage Learning (India). 11th Edition, 2010.

Reference Books:

1. B. Douglas Bernheim and Michael D. Whinston, Microeconomics, Tata McGraw-Hill. 2009.

2. Hal R. Varian, Intermediate Microeconomics, a Modern Approach, W.W. Norton and Company/Affiliated East-West Press (India). 8th edition, 2010.

3. Varian, Hal, Intermediate Microeconomics, W.W. Norton and Company, New York. 8th Edition. 2010.

4. Hirschleifer J and A. Glazer, Price Theory and Applications, Prentice Hall of India, New Delhi. 7th Edition, 2012.

5. Stigler G, Theory of Price, Prentice Hall of India, New Delhi, 1996.

6. Misra S K and VK Puri, Advanced Microeconomic Theory, Himalaya Publishing House, New Delhi,2001.

Websites:

1.https://corporatefinanceinstitute.com/resources/knowledge/economics/microeconomics/

2.http://economics4bastudents.blogspot.com/2013/06/types-and-scope-of-micro-economics.html

Web Sources:

1. https://www.googlesir.com/microeconomics-guide/
2. https://www.slideshare.net/PieGS/microeconomics-introduction-and-basic-concepts
3. https://www.slideshare.net/aceidol/microeconomics-16505421

21CMBF24 STATISTICS FOR MANAGEMENT - 1 4 0 0 4

COURSE OBJECTIVE:

- The aim of this course is to enable a student to have knowledge about application of probability theory and sampling in different areas of commerce, time series analysis and application of multiple correlation and regression analysis.
- To apply the concepts in the area of management.

UNIT I INTRODUCTION TO STATISTICS 12

Introduction to Statistics – Importance, Functions and Limitations.

UNIT II COLLECTION OF DATA 12

Collection of Data, Framing Questionnaire, Editing the Data, Classification of Data, Presentation of Data – Diagrams & Graphs, Tabulation of Data.

UNIT III MEASURES 12

Measures of Central Tendency – Mean Median & Mode, Measure of Dispersion – Mean Deviation & Standard Deviation.

UNIT IV CORRELATION 12

Correlation – Karl Pearsons and Spearmans Rank, Regression (X on Y & Y on X). Skewness and Kurtosis.

UNIT V PROBABILITY THEORY 12

Probability Theory – Definition, Properties and Problems (Coin, Die, Ball and Card).

TOTAL:60Hrs

COURSE OUTCOMES:

CO – 1: Acclaim the importance of statistics in management.

CO – 2: Explain basic statistical concepts such as measures of central tendency.

CO – 3: Analyze the variables using correlation and regression.

CO – 4: Develop basic statistical models to provide practical solutions.

CO – 5: Critically evaluate the capability of the manager to "think statistically" using data.

TEXT BOOKS:

1. Levin R.I. and Rubin D.S., "Statistics for management", 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.

2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2009.

3. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for business and economics", 8thedition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.

REFERENCE BOOKS:

1. Levine D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course", Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.

2. Hooda R.P., "Statistics for Business and Economics", 2nd edition, Macmillan India Ltd., 2010.

3. Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, NewYork, 1994.

WEB SOURCES:

1.https://www.researchgate.net/publication/343062668_BOOK_05_Introduction_to_Business_Statistics

2.https://www.free-ebooks.net/business-textbooks/Basic-Business-Statistics

21CMBF25 PRINCIPLES OF ACCOUNTING 2 4 0 0 4

COURSE OBJECTIVES:

- To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements.

UNIT I INTRODUCTION TO MANAGEMENT ACCOUNTING 12

Introduction to management Accounting – Difference between financial accounting, management accounting and cost accounting – Financial Statements: Analysis and interpretation – Techniques of Financial Analysis – Comparative, common size and Trend analysis – Limitations of Financial Analysis.

UNIT II ANALYSIS OF FINANCIAL STATEMENTS 12

Ratio Analysis: Meaning – Classification – Profitability Ratios – coverage Ratios – Turnover ratios – Financial Ratios-Advantages – Limitations.-Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow StatementCash Flow- Analysis: Meaning – uses – Preparation of Cash Flow StatementDifference between Fund Flow Analysis and cash flow Analysis.

UNIT III MARGINAL COSTING & BREAK EVEN ANALYSIS 12

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Break even chart- Margin of safety -Decision making problems -Make or Buy decisions

UNIT IV CAPITAL-BUDGETING 12

Capital Budgeting: Meaning – Different Methods- pay back, NPV, IRR, profitability Index, ARR – Capital Rationing.

UNIT V BUDGETARY-CONTROL 12

Budgetary Control: Meaning – Budgetary Control as a management Tool – Limitations – Different Types of Budgeting.

CASE STUDY :

1. Fund Flow Statement.
2. Ratio Analysis.
3.Financial Statement Analysis.

TOTAL: 60 Hrs

COURSE OUTCOMES:

CO – 1: Understand the classification of accounts and various tools for analysis and interpretation

CO –Apply financial analysis techniques for decision making

CO – 4: Analyze the financial statement with the help of fund flow statement , cash flow statement and ratio analysis

CO – 5: critically evaluate and enhances a manager's ability to make effective investment decisions.

TEXT BOOKS:

1. M.Y.Khan&P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

REFERENCE BOOKS:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
2. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014 4.
3. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017 Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
4. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, CengageLearining, 2015

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2. **https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf**
3. **https://www.examsuccess.ca/pdf/L2%20CFA%20Notes%205.pdf**
4. **https://www.theibfr.com/download/rbfs/2010-rbfs/rbfs-v1n1-2010/RBFCS-V1N1-2010-2.pdf**

5. https://www.csus.edu/indiv/p/pforsichh/documents/ACCY121AppendixCapitalBudgetingPracticeProblems.pdf
6. http://www.its.caltech.edu/~rosentha/courses/BEM103/Readings/JWCh05.pdf
7. http://iamrcoe.com/wp-content/uploads/2020/04/FAM-Ch.-13-Breakeven-Analysis.pdf
8. https://www.vedantu.com/commerce/break-even-analysis

21CMBF26 BUSINESS ENVIRONMENT 4 0 0 4

COURSE OBJECTIVE:

- Understand the business and related factors; and business's dependency on the interactions with different environmental variables.
- Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.
- Understand the Political, Economic, Legal, Technological, Social and International environment with focus on their impact on business.
- Familiarize with the business environment prevailing in India and in the world understand its implications to business.

UNIT I THE CONCEPT OF BUSINESS ENVIRONMENT 12

The concept of Business Environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

UNIT II POLITICAL ENVIRONMENT 12

Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business.

UNIT III SOCIAL ENVIRONMENT 12

Social Environment - Cultural heritage - Social attitudes - impact of foreign culture - castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization .

UNIT IV ECONOMICENVIRONMENT 12

Economic Environment - Economic Systems and their impact of Business - Macro Economic Parameters like GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions.

UNITV FINANCIAL ENVIRONMENT 12

Financial Environment - Financial System –Financial institutions - Commercial banks - RBI – IDBI-NBFC.Fiscal and monetary policy.

TOTAL:60 Hrs

COURSE OUTCOMES:

CO – 1: Create a competitive environment for the purpose of business.

CO – 2: Assess the political environment associated with business.

CO – 3: Compare the GDP and per capita income of India with other countries for competitive environment.

CO – 4: Discuss on the impact of socio-cultural impact environment associated with business,

CO – 5: Analyse the economic environment and its impact on business.

TEXT BOOKS:

1. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi, 3rd edition, 2015.

2. Francis Cherunilam: Business Environment, Himalaya Publishing House, New Delhi, 1st edition, 2018.

REFERENCE BOOKS:

1. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi, 2nd edition, 2016.

2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi, 9th edition, 2016.

WEBSITES:

1. **https://www.icsi.edu/media/website/Business%20Environment%20and%20Entrepreneurship%20(FndProg).pdf**
2. **https://onlinelibrary.wiley.com/journal/10990836**

WEBSOURCES:

1. https://www.slideshare.net/ronniesirsikatical%2C%20technological%20and%20legal%20conditions.
2. **https://www.slideshare.net/HardikAsha1/thefinancialenvironment**

21CMBF31 ENGLISH COMMUNICATION SKILL 3 0 0 3

COURSE OBJECTIVE:

- Understand the fundamentals, scope and importance of communication in business.
- Develop individual reading and listening skills .
- Develop an ability to communicate correctly and effectively on matters having relevance to day-today business operations.
- Transform their communication abilities by honing their oral, written, and non verbal communication skills. Develop effective public relations, write resumes, reports and face interviews.
- Understand the case method of learning.

UNIT I COMMUNICATION 9

Communication: Meaning, Significance and Process — Information flow: directions of communication. Media and Types of communication.

UNIT II FORMAL AND INFORMAL COMMUNICATION 9

Formal and informal communication - Reading skills for Business communication-barriers of communication. Role of Technology in Communication. Business Letter-layout, kinds of business letters – Enquiry, Reply, Sales and orders, Circular Letters, Complaints.

UNIT III PARALANGUAGE 9

Paralanguage – nonverbal communication-visual signs -Audio signals &Audio visual noises-body language and Role play - Presentation Skills.

UNIT IV ORAL AND AURAL COMMUNICATION 9

Oral and aural communication: Oral communication: Telephone conversation, Aural communication; Listening. Face – to – fact – Communication; writing a summer project report.

UNIT V REPORTS 9

Reports: structure, Formal and Informal Report, Checklist for compiling reports, Executive summary – Kinds of reports – Comprehension – Agenda, Minutes of Meeting.

TOTAL : 45 Hrs

COURSE OUTCOMES:

CO – 1: Describe the concept of formal and informal communication.

CO – 2: Evaluate the role of technology in communication.

CO – 3: Assess the effectiveness of paralanguage and nonverbal communication.

CO – 4: Evaluate the importance of oral presentation.

CO – 5: Comprehend and summarize various reports.

TEXT BOOKS:

1 .Lesikar, Raymond V., John D Pettit, and Mary E Flatley Lesikar's, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.

2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition, 2013.

3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed.2011.

2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2nd Edition, 2012.

3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global MarketPlace.3rd ed. John Wiley India, New Delhi, 2007.

WEBSITES:

1.https://www.coursera.org/specializations/improve-english

WEB SOURCES

2.http://docshare01.docshare.tips › files

21CMBF32 STATISTICS FOR MANAGEMENT-2 40 0 4

COURSE OBJECTIVE:

- The aim of this course is to enable a student to have knowledge about application of descriptive statistics, sampling techniques, testing of hypothesis, time series analysis, and index numbers in different areas of Management.

UNIT I INTRODUCTION 12

Introduction – Scope and Application.Measures of Central Tendency - Mean, Median, Mode.Measures of Dispersion – Range, Mean Deviation, Quartile deviation and Standard deviation. Correlation – Karl Pearson's coefficient and Spearman's coefficient, scatter diagram.

UNIT II SAMPLING TECHNIQUES & HYPOTHESIS TESTING 12

Probability sampling- Non probability sampling- Hypothesis Testing –One sample and Two Sample for means of Small Sample (t Test) –F Test for 2 Samples Standard Deviation. Chi-Square test for Association of Attributes.ANOVA (One Way and Two Way).

UNIT III TIME SERIES ANALYSIS 12

Components of Time Series- Trend- seasonal variation – cyclical variation- random variation -Measurement of Trends – graphical method – semi average method- moving average method.

UNIT IV INDEX NUMBERS 12

Definition and applications of index numbers – Types of price index numbers – Laspyre's, Paasche's and Fisher's price index numbers- cost of living index numbers – applictions.

UNIT V ROLE OF STATISTICS IN QUALITY MANAGEMENT 12

Statistical quality control- object of SQC- control charts- types of control charts- cntrol charts for variables- construction of mean chart- construction of range chart- advantages and limitations control charts.

TOTAL :60 HRS

COURSE OUTCOMES:

CO – 1: Reproduce the knowledge on the statistical concepts.

CO – 2: Identify and apply various hypotheses testing.

CO – 3: Review the need and importance of sampling techniques.

CO - 4: Examine the different methods of time series analysis and Index numbers.

CO – 5: Assess the role of SQC in management.

TEXT BOOKS:

1. Premraj.H., "Business Statistics", 1st edition, MarghamPublications.,Chennai, 2018.

2. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for business and economics",

8TH edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.

3. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 5th edition, Tata McGraw– Hill Publishing Company Ltd., New Delhi, 2009.

4. Levin R.I. and Rubin D.S., "Statistics for management", 7th edition, Prentice Hall of IndiaPvt.Ltd., New Delhi, 2001.

REFERENCE BOOKS:

1. Hooda R.P., "Statistics for Business and Economics", 2nd edition, Macmillan India Ltd.,2010.

2. Levine D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course", Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.

3. Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, NewYork, 1994.

WEB SOURCES:

1.https://aditya30702.files.wordpress.com/2012/07/statistics-for-managers-using-microsoft-excel-gnv64.pdf

2.http://www.nprcet.org/mba/document/First%20Semester/BA7102%20STATISTICS%20FOR%20MANAGEMENT%20LT%20P%20C%203%201%200%204%20ODD.pdf

3.http://bookboon.com/en/statistics-and-mathematics-ebooks

4.http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel

21CMBF33 MARKETING MANAGEMENT 4 0 0 4

COURSE OBJECTIVE

- To develop understanding of marketing concepts, philosophies and historical background.
- To develop understanding of marketing operations and complexities for students to apply in practical business situations.
- To understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
- To study various tools and techniques of promoting the products in ethical manner.
- To understand emerging concepts of marketing in the emerging global markets.
- To emphasise the importance of marketing function in an organization.
- To understand the core concepts right from deciding the segment till customer satisfaction.

UNIT I INTRODUCTION 12

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward market place - Marketing and Customer Value-Marketing Environment-Micro and MacroEnvironment.

UNIT II CONSUMER MARKETS 12

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, FactorsAffecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets -Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

UNIT III MARKET SEGMENTATION 12

Market Segmentation: Levels and Bases for Segmentation, Segmenting ConsumerMarkets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning, Positioning Strategies.

UNIT IV MARKETING PROGRAMME 12

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling.

UNIT V MARKETING RESEARCH 12

Marketing Research and Control: Marketing Research – Objectives & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Demand Measurement and Sales Forecasting Methods, Estimating Current and

Future Demand. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

CASE STUDY:

1. Marketing strategy Implementation.
2. Market Segmentation / Targeting / Positioning.
3. Product Levels, Pricing

TOTAL: 60 Hrs

COURSE OUTCOMES:

CO – 1: Explain and understand the principles and importance of marketing function.

CO – 2: Summarize the importance of macro and micro environment and its influence onorganization's marketing function.

CO – 3: Develop and Compare the consumer and institutional buyer behavior.

CO – 4: Apply the essential marketing strategy required for the business.

CO – 5: Discusson the target segments for the products.

TEXT BOOKS:

1. Philip Kortler and Kevin Lane, Marketing Management, PHI 13th Edition, 2013.

2. Paul Baisen et al, Marketing, Oxford University Press, 13th edition, 2008.

REFERENCE BOOKS:

1. Micheal R. Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning,2nd edition, 2001.

2. Duglas, J. Darymple, Marketing Management, John Wiley & Sons, 7th edition, 2008.

3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.

4. Boyd Walker, Marketing Management, McGraw Hill, 5th edition, 2006.

5. Dalvymple, Marketing Management, Wiley India Pvt Ltd, 2008.

6. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998

7. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd,2006.

WEBSITES:

1. https://www.marketingeye.com.au/marketing-blog/marketing.html
2. https://www.coursera.org/learn/uva-darden-market-analytics

WEBSOURCES

1.https://www.slideshare.net/annalyngp/importance-of-marketing

2.https://www.slideshare.net/NITCALICUT_SOMS/marketing-research-ppt-15981252

21CMBF34 FINANCIAL MANAGEMENT 4 0 0 4

COURSE OBJECTIVES:

- To familiarized with the various sources of finance which a business house can mobilize.
- To Develop the ability to measure the risk and return of the various portfolios.
- To Implement investment decisions, the process and methods of evaluation of various investment proposals.
- To Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.
- To Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability.

UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT 12

Introduction to Financial Management -Objectives of financial management - financial decisions – financial planning – objectives and principles of Sound financial planning – long term and short-term financial plan – factors affecting financial plan – Sources of finance for companies.

UNIT II INVESTMENT DECISIONS 12

Investment Decisions – capital budgeting – significance – techniques of evaluation of investment- Payback, Accounting rate of return-Net Present Value- Internal Rate of Return-Profitability Index

UNIT III FINANCING DECISIONS 12

Financing Decisions – capital structure – factors influencing capital structure –leverage - Financial-Operating - Combined Leverages -Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital.

UNIT IV DIVIDEND DECISION 12

Dividend decision – Dividend policy - determinants of dividend policy -Dividend theories – Walter -Gordon and MM theory - forms of dividend – Share split – Buyback of shares.

UNIT V WORKING CAPITAL MANAGEMENT 12

Working Capital Management – meaning – importance of adequate working capital- excess or inadequate working capital – determinants of working capital requirement – sources of working capital finance.

TOTAL: 60 HRS

COURSE OUTCOMES:

CO – 1: Understanding the theoretical and practical role of financial management in business corporations.

CO – 2: Evaluate different capital budgeting techniques & its application on investment Decisions.

CO – 3: Analyse the importance of risk within the context of financial decision making

CO – 4: Applying the different dividend policy and its impact on shareholders wealth.

CO – 5: Evaluate the different factors determine the working capital requirement of the firm.

TEXT BOOKS:

1. MY Khan and P.K Jain, Financial management, Text, Problems and cases, Tata McGraw Hill. 8th Edition, 2018.

2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd. 12th Edition, 2021.

REFERENCE BOOKS:

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 3rd edition,2013.

2. James C Vanhorne, Fundamentals of Financial Management, PHI Learning. 12th Edition,2008.

3. Brigham, Ehrhardt, Financial Management Theory and Practice, Cengage Learning. 13th edition, 2010.

4. Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019.

5. Srivatsava, Mishra, Financial Management, Oxford University Press. 2nd edition, 2011.

WEBSITES:

1.https://www.managementstudyguide.com/financial-management.htm

2.https://www.toppr.com/guides/business-environment/business-functions/financial-management/

3. https://www.cfajournal.org/objective-financial-management/

WEB SOURCES:

1.https://www.managementstudyhq.com/financial-management-meaning-objectives-functions.html

2.https://www.slideshare.net/cielindia/financial-management-meaning-objectives-and-functions

21CMBF35 HUMAN RESOURCE MANAGEMENT 4 0 0 4

COURSE OBJECTIVE:

- To develop the employment relations and knowledge to resolve the issues.
- To Designing the appreciate role of HR specialist for implementing HRM policies.
- To Managing the manpower to motivate and attract them to retain in the organization.
- To develop the responsibility of employer and legal system to manage the employment relations.

UNIT I HUMAN RESOURCE MANAGEMENT 12

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM function's, HR as a Strategic Business Partner, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Roles and Responsibilities of HR Manager/Departments.

UNIT II HUMANRESOURCE PROCESS 12

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs, Training Approaches. Separation process & Exit interview.

UNIT III MANAGING CAREERS 12

Career Development vs Employee development, Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management.

UNIT IV PERFORMANCE MANAGEMENT 12

Purposes of Performance Management, Performance Appraisal Methods, Punishment and Promotion, Job evaluation. Wage & Salary administration – Concepts, Pay structure, Incentives, Bonus, Insurance.

UNIT V CONTEMPORARY ISSUES IN HRM 12

Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, Grievance Handling, Work Life Balance, Quality of Work Life, HRD in India, International HRM.

TOTAL :60 Hrs

COURSE OUTCOMES:

CO – 1: Discuss the history,evolution and functions of HRM.

CO –2: Explain the importance of HRM in the organization through their rolesresponsibilities, challenges etc.

CO –3: Discuss and understand the concept of career development and various career stages.

CO –4: Analyze the emerging trends, opportunities and challenges in performance appraisal.

CO –5 : Discuss various contemporary Issues in HRM and role of IHRM.

TEXT BOOKS:

1. Decenzo and Robbins, Human Resource Management, Wiley, 11th Edition, 2013.

2. Dessler, Human Resource Management, Pearson Education Limited,13th edition, 2007.

REFERENCE BOOKS:

1. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 5th edition, 2011.

2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2012.

3. Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2nd edition, 2008.

WEBSITES:

1.https://www.geektonight.com/human-resource-management-note/#human-resource-management-notes-pdf

2.https://theintactone.com/2019/02/26/kmb202-human-resource-management/

WEBSOURCES:

1. https://www.slideshare.net/hemanthcrpatna/human-resource-management-e-notes
2. https://www.slideshare.net/JubinJohny1/human-resource-70122137

21CMBF41 WRITTEN AND ORAL COMMUNICATION 3 0 0 3

COURSE OBJECTIVE:

- Understand the fundamentals, scope and importance of communication in business.
- Develop individual reading and listening skills
- Develop an ability to communicate correctly and effectively on matters having relevance to day-today business operations.
- Transform their communication abilities by honing their oral, written, and non communication skills.
- Develop effective public relations, write resumes, reports and face interviews.
- Understand the case method of learning.

UNIT I INTRODUCTION TO COMMUNICATION 9

Communication – Meaning, Significance & Process - Information Flow: Direction of Communication – Media and types of Communication, Communication Barriers

UNIT II NON-VERBAL COMMUNICATION 9

Non-Verbal Communication – Kinesics, Paralanguage, Proxemics, Haptics

UNIT III PRESENTATION SKILLS 9

Presentation skills – Oral and Aural Communication, Telephone Conversation, Listening, ways for Improving Listening Skills.

UNIT IV ROLE OF TECHNOLOGY IN COMMUNICATION 9

Role of Technology in communication – Various communication Devices – Telephone – Mobiles – Video Conferencing – Intercom – Fax – email – websites.

UNIT V PRACTICALS 9

UNIT I : Fish bowl, just a minute and dumb charade games.

UNIT II : Audio files and listening to audio cassettes.

UNIT III : Video files and watching clipping and analyzing communication boosters.

UNIT IV : Case Studies , record book.

UNIT V : Student presentation individually and in groups.

TOTAL : 45 Hrs

COURSE OUTCOMES:

CO – 1: Identify the barriers of communication.

CO – 2: Apply the concept of formal and informal communication.

CO – 3: Analyse the effectiveness of paralanguage and non-verbal communication.

CO –4: Display appropriate body language , presentation skills, writing, speaking and listening skills

CO – 5: Explain the role of technology in communication.

TEXT BOOKS:

1. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.

2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition, 2013.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed.2011.

2. Raman, Meenakhshi, and Prakash Singh, Business Communication. Oxford University Press, New Delhi, 2nd Edition, 2012.

3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global MarketPlace.3rd ed. John Wiley India, New Delhi, 2007.

4. Guffey, Mary Ellen., Business Communication: Process and Product, Thomson and South-western, 7th edition, 2018.

WEBSITES:

1.https://www.mooc-list.com › Course Subject/Skill

2.**https://www.businesscommunicationarticles.com/difference-between-oral-and-written-communication/**

21CMBF42 ENVIRONMENTAL STUDIES 4 0 0 4

COURSE OBJECTIVE:

- To inculcate the importance of environmental pollution, preservation of nature and environmental management for human welfare.

UNIT I MULTIDISCIPLINARY NATURE OF ENVIRONMENTAL STUDIES, NATURAL RESOURCES 12

Definition, scope and importance, need for public awareness. Renewable and non-renewable resources - Natural resources and associated problems. a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems. c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies. d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. e) Energy resources: Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies. f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification - Role of an individual in conservation of natural resources- Equitable use of resoureces for sustainable lifestyles.

UNIT II ECOSYSTEMS, BIODIVERSITY AND ITS CONSERVATION 12

Concept of an ecosystem. - Structure and function of an ecosystem Producers, consumers and decomposers. -Energy flow in the ecosystem. Ecological succession. - Food chains, food webs and ecological pyramids. Introduction, types, characteristic features, structure and function of the following ecosystem: a) Forest ecosystem b) Grassland ecosystem c) Desert ecosystem d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries) Introduction– Definition,genetic, species and ecosystem diversity. Biogeographical classification of India, Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values - Biodiversity at global, National and local levels. Inida as a mega-diversity nation. Hot-sports of biodiversity. Threats to biodiversity: habitat loss, poaching of

wildlife, man-wildlife conflicts. Endangered and endemic species of India. Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

UNIT III ENVIRONMENTAL POLLUTION 12

Definition, Cause, effects and control measures of a) Air pollution b) Water pollution c) Soil pollution d) Marine pollution e) Noise pollution f) Thermal pollution g) Nuclear hazards. Solid waste Management. Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution. Pollution case studies. Diaster management- floods, earthquake, cyclone and landslides.

UNIT IV SOCIAL ISSUES AND THE ENVIRONMENT 12

From Unsustainable to Sustainable development, Urban problems related to energy - Water conservation, rain water harvesting, watershed management- Resettlement and rahabilitation of people; its problems and concerns. Case Studies - Environmental ethics: Issues and possible solutions. Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies. Wasteland reclamation. Consumerism and waste products. Environment Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act - Issues involved in enforcement of environmental legislation. Public awareness.

UNIT V HUMAN POPULATION AND THE ENVIRONMENT 12

Population growth, variation among nations. Population explosion – Family Welfare Programme. Environment and human health. Human Rights. Value Education. HIV/AIDS. Women and Child Welfare. Role of Information Technology in Environment and human health. Case Studies. Field work - Visit to a local area to document environmental assetsriver/forest/grassland/hill/mountain, Visit to a local polluted site-Urban/Rural/Industrial/Agricultural, Study of common plants, insects, birds, Study of simple ecosystems-pond, river, hill slopes, etc.

TOTAL: 60 HRS

COURSE OUTCOME:

- To understand the nature and facts about environment.
- To find and implement scientific, technological, economic solutions to environmental problems.
- To know about the interrelationship between living organisms and environment.
- To understand the integrated themes and biodiversity, natural resources, pollution control and waste management.
- To appreciate the importance of environment by assessing its impact on the human world.

TEXT BOOKS:

1. De AK, Environmental Chemistry, Wiley Eastern Ltd.
2. Bharucha Erach, 2003. The Biodiversity of India, Mapin Publishing Pvt. Ltd, India.
3. Brunner RC, 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480pgs.
4. Clark RS, Marine Pollution, Clanderson Press, Oxofrd (TB).

REFERENCE BOOKS:

1. Agarwal KC, 2001. Environmental Biology, Nidi Publishers Ltd. Bikaner.
2. Gleick HP, 1993. Water in Crisis, Pacific Institute for Studies in Development, Environment and Security. Stockholm Environmental Institute, Oxford University Press, 473pgs.
3. Heywood VH, and Watson RT, 1995. global Biodiversity Assessment. Cambridge University Press 1140pgs.
4. Jadhav H and Bhosale VM, 1995. Environmental Protection and Laws. Himalaya Publishing House, Delhi 284pgs.
5. Miller TG, Jr. Environmental Science, Wadsworth Publishing CO. (TB)

WEB LINK AND WE SOURCE:

1. https://easyengineering.net/ge6351-environmental-science-and/
2. https://learnengineering.in/ge8291-environmental-science-and-engineering/

21CMBF43 COMPUTER APPLICATIONS 4 0 0 4

COURSE OBJECTIVE:

- This course introduces the essential concepts necessary to make effective use of the computer. Students achieve an understanding of what a computer can do, how it works, and how it can be used to create documents using word processing and spreadsheet applications for personal and business use.

UNIT I INTRODUCTION TO BASICS 12

Internet Basics, Internet Safety, Hardware/Software Basics.

UNIT II IDENTIFY COMPONENTS OF A HARDWARE SYSTEM 12

Identify Components of a Hardware System, Cables and Assembly. Application vs. Operating Software, File Management Word Processing.

UNIT III MICROSOFT WORD 12

Microsoft Word, Terminology , Word Basics , Editing , Helpful Word ,Features , Formatting Literacy at the keyboard Word Processing – Microsoft Word – Continued, Formatting , Working with Graphics & DTP , Document Commands, Mail Merge , Spreadsheets .

UNIT IV MICROSOFT EXCEL 12

Microsoft Excel , Terminology Excel Basics , Formatting Worksheets , Organizing the Worksheet ,Formulas/Functions Spreadsheets – Microsoft Excel – Continued , Formulas/Functions, Continued , Sorting, Filters, and Templates , Charts , Presentations .

UNIT V MICROSOFT POWERPOINT 12

Microsoft PowerPoint , Terminology , Design Guidelines , PowerPoint Basics , Creating & Enhancing Presentations, Design Templates/Fonts, Presentations – Microsoft PowerPoint – Continued ,Group & Individual PowerPoint Projects , Databases – Microsoft Access ,Terminology , Access Basics , Manipulating Records , Creating/Modifying Forms , Finding/Ordering Data (Queries & Filters) , Creating Reports , Web Design (If Time Permits) Basic HTML ,Web Page Editors.

TOTAL:60 Hrs

COURSE OUTCOMES:

CO–1: Evaluatethe fundamentalsofinternet withregard toitssafety.

CO – 2: Understand different components of hardware systems, cables & assemblies.

CO– 3: Create the filemanagement and wordprocessing.

CO–4: Understand thefundamentalsofMSEXCELandmanipulatevariousfunctionsandcommands.

CO–5: Createthe easetoworkwith MSPowerpoint to manipulaterecords, creatingrecordsandweb designing

TEXTBOOKS:

1. TurbanRainerandPotter,IntroductiontoInformationTechnology,JohnWiley&Sons. , , 2005.

REFERENCEBOOKS:

1.RichardDGitlin,JeremiahFHayes,StephenBWeinstein,DataCommunicationsPrinciples,Springer. 1992

2. WilliamStallings,DataandComputerCommunications,PrenticeHall.2007

3.BehrouzA.Forouzan,DeAnzaCollege,DataCommunicationsandNetworking,McGraw-Hills.2007

4.N.D.Birrell,M.A.Ould,APracticalHandbookforSoftwareDevelopment,CambridgeUniversityPress. 1988

5. SanjaySaxena,A firstcourseincomputers,VikasPublishingHousePt.Ltd.2000

WEBSITES:

1. https://mgtblog.com/computer-application-in-business/
2. http://www.ddegjust.ac.in/studymaterial/mba/cp-106.pdf

WEB SOURCES:

1. https://www.sscasc.in/wp-content/uploads/downloads/Computer-Applications-in-Business.pdf
2. https://visionarybusinessperson.com/computer-application-in-business/

21CMBF44 PRODUCTION MANAGEMENT 4 0 0 4

COURSE OBJECTIVE:

- To provide foundational knowledge associated with the operations management
- To describe the various techniques for implementation of operations management based on the forecasting, planning, quality and inventory
-

UNIT I INTRODUCTION 12

Historyand Definition – Production – Functions –Responsibilities of a Production Manager – Production Systems – Types of Production Systems: Job Shop, Mass and Continuous.

UNIT II FACILITY DESIGN 12

Introduction –Plant Location –Plant Layout – Materials Handling–Capacity Planning – Type of Capacity – Capacity Measurement.

UNIT III PLANNING 12

Introduction –Aggregate Production Planning (APP)–Production Planning and Control (PPC) – Function of PPC – Routing – Estimating – Scheduling – Loading – Sequencing – Dispatching – Expediting – Evaluating.

UNIT IV TIME & METHOD STUDY 12

Introduction –Productivity – Techniques:Work Study –Method Study or Motion Study: Definition, Techniques –Work Measurement or Time Study: Definition, Techniques.

UNIT V QUALITY CONTROL 12

Introduction – Quality Control: Definition, Techniques– Statistical Quality Control–Control Charts .

TOTAL: 60 Hrs

COURSE OUTCOMES:

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

CO – 1 : Explain the fundamental concepts of production.

CO – 2 : Describe the types of production systems.

CO – 3 : summarize the fundamental concepts of layout and location.

CO – 4 : Assess the capacity.

CO –5 :Evaluvate the fundamental concepts of the planning.

TEXT BOOKS:

1.Ajay Garg. Production and Operations Management, Tata McGraw-Hill Education, 2017.

2.Stevenson J. William, Operations Management, 9th Edition, TMH, 2007.

REFERENCE BOOKS:

1.Roger Schroeder, Susan Goldstein, M. Johnny Rungtusanatham. Operations Management,McGraw-Hill Education, 2010.

2.Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis,9th Edition, Pearson Education / Prenctice Hall of India, 2007.

WEBSITES:

1.https://www.yokogawa.com/solutions/solutions/production-management/

WEBSOURCES

1. https://www.slideshare.net/patel9078/productio-new-management
2. https://www.slideshare.net/FathimaNaseela/time-32563479

3.https://www.slideshare.net/vishakeb/quality-control-presentation-650607

21CMBF45 RESEARCH METHODOLOGY AND SPSS 4 0 0 4

COURSE OBJECTIVES:

- To develop a research orientation among the students and acquaint them with fundamentals of research methods.
- To have knowledge about research and how research is conducted.
- To understand the data collection methods, sampling methods and analysis of data through SPSS software
- To create awareness about the importance of research in all fields.

UNIT I INTRODUCTION 12

Introduction to Research – Meaning of research-Research applications in social and business sciences – Characteristics of good research study — Types of Research - Research process– Defining the Research problem -Research Questions- 'Literature Survey-. Formulating the research hypothesis.

UNIT II RESEARCH DESIGN AND DATA COLLECTION 12

Research design – Definition – types of research design – Descriptive Research Designs: Exploratory-Cross-sectional studies and Longitudinal studies; Experimental Designs, - Data Collection –Types of data –Primary and Secondary data – Construction of questionnaire – pilot study.

UNIT III SAMPLING AND MEASUREMENT 12

Sampling concepts- Sample vs Census- Sampling vs Non sampling error-Sampling Techniques – Probability and Non–probability sampling methods- Determination of Sample size- Types of Measurement Scales.

UNIT IV DATA PROCESSING AND ANALYSIS THROUGH SPSS SOFTWARE 12

Introduction to SPSS Software, Export from excel,opening a data file and viewing its contents-Creating new variables and entering data, Descriptive analysis Univariate (one variable at a time) -Describing a continuous variable: measures of central tendency and dispersion; histogram -Describing a categorical (ordinal) variable: frequency table; bar chart .–Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis-Chi-square Analysis-Analysis of Variance- t test- Procedure for testing hypothesis

UNIT V REPORT DESIGN AND WRITING 12

Introduction - Research Report - Different types – Criteria of Good Research -Structure of the research report – Title, Table of Contents – Synopsis, bibliography - Introductory Section – Research Design - Result Section – Recommendation & Implementation Section- - Bibliography – Citation rules Research ethics-Research databases –research metrics-Publication ethics-Use of plagiarism software-Turnitin-urkund and open source software tools.

TOTAL : 60 Hrs

COURSE OUTCOMES:

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

CO-1: Explain research and Demonstrate how research to be conducted in a systematic way.

CO-2: Develop hypothesis and understand procedure for experimenting hypothesis

CO-3: Construct a questionnaire, interpret the results with the help of various statistical tools and techniques and interpret the results

CO-4: Demonstrate the application of SPSS software for analyse of data and interpretation of results

CO-5: Discuss the Researchers Ethical code, publication ethics, plagiarism software tools and research databases

TEXT BOOKS:

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 12th Edition, Tata McGraw Hill, 2010.

REFERENCE BOOKS:

1. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 3rd edition, 2011.

2. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2010.

3. K. N. Krishnaswamy, AppaIyerSivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2009.

WEB LINK:

1. https://nptel.ac.in/courses/121106007/27
2. https://nptel.ac.in/courses/110107080/1
3. https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf

4. https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf
5.https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf
6. https://www.youtube.com/watch?v=LKH1Kp7TQA4
7. https://nptel.ac.in/courses/110107080/10
8. https://nptel.ac.in/courses/110107080/17
9. https://nptel.ac.in/courses/121106007/6
10.https://nptel.ac.in/courses/110107080/15
11. https://nptel.ac.in/courses/110107080/15
12. https://nptel.ac.in/courses/110107080/16
13. https://nptel.ac.in/courses/109106095/9
14. https://nptel.ac.in/courses/110107080/5
15. https://nptel.ac.in/courses/110107080/9
16. https://nptel.ac.in/courses/110107080/6
17. https://nptel.ac.in/courses/110107080/12#
18. https://nptel.ac.in/courses/110107080/19
19. https://nptel.ac.in/courses/121106007/27
20. https://nptel.ac.in/courses/110107080/1
21. https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf
22. https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf
23. https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf
24. https://www.youtube.com/watch?v=LKH1Kp7TQA4
25. https://nptel.ac.in/courses/110107080/10

21IMBF41 COMPANY ANALYSIS 0 0 0 4

COURSE OBJECTIVE:

The Company analysis module aims to provide the student with:

- A practice-oriented and 'hands-on' working experience in the real world or industry, and to enhance the student's learning experience.
- An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organisational setting.
- An opportunity to further develop and enhance operational, customer service and other life-long knowledge and skills in a real world work environment.
- Pre-employment training opportunities and an opportunity for the company or organisation to assess the performance of the student and to offer the student an employment opportunity after his/her graduation, if it deems fit.

COURSE OUTCOMES:

At the end of the course, a student will be able to

CO -1: Understanding the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s.

CO – 2: Applying real life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course.

CO – 3: Create critical thinking and problem-solving skills by analyzing underlying issue/s to challenges.

CO – 4: Understanding the ability to harness resources by analyzing challenges and considering opportunities.

CO – 5: Understanding appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders.

21CMBF51 ENTREPRENEURSHIP DEVELOPMENT 4 0 0 4

COURSE OBJECTIVE:

- First, an understanding of the concepts of "entrepreneur", "entrepreneurship" and their development in all forms and shapes;
- Secondly, a deeper understanding of the technological entrepreneurship versus traditional entrepreneurship;
- Thirdly, a discussion of two major components of a new enterprise development namely, (1) the legal issues involved while setting up an enterprise and (2) entrepreneurial financing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions;

UNIT I FOUNDATIONS OF ENTREPRENEURSHIP DEVELOPMENT 12

Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career and style of management, The changing role of the entrepreneur.

UNIT II ENTREPRENEURIAL VENTURE 12

Creating Entrepreneurial Venture - Entrepreneurship Development Cycle Business Planning Process - The business plan as an entrepreneurial tool Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization& Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones.

UNIT III ENTREPRENEURSHIP DEVELOPMENT 12

Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship. Entrepreneurial Success and Failure: Reasons and Remedies - Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs

UNIT IV PROJECT MANAGEMENT 12

Project Management Generation and Screening of Project idea; Capital Expenditure; Importance & difficulties. Market demand & situational analysis; technical analysis; analysis of project risk; social cost benefit analysis.

UNIT V NETWORK TECHNIQUES FOR PROJECT MANAGEMENT 12

Multiple projects & constraints; Network Techniques for Project management, Project Review & Administrative Aspects. Project Financing in India; problem of time & cost overrun in public sector enterprises in India.

TOTAL:60 Hrs

COURSE OUTCOMES:

CO – 1: Remembering the need and importance of entrepreneurship concepts.

CO – 2: Creating entrepreneurial venture process.

CO – 3: Creating about the various challenges faced by women entrepreneurs.

CO – 4: Evaluate the project with respect to resource mobilisation especially venture capitaland start-ups.

CO – 5: Evalating the dynamics of Network Techniques for Project management.

TEXT BOOKS

1. Gupta SL and Arun Mittal, Entrepreneurship Development, International Book HousePvt. Ltd. New Delhi, 2011.
2. SSKhanka, Entrepreneurial Development, S Chand and Company Limited, New Delhi. Second Edition, 2007.

REFERENCE BOOKS

1. Arya Kumar, Entrepreneurship, Pearson Education, New Delhi, 2012.

2. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms and Praxis, Biztrantra ,2nd Edition,2005.

3. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill. 9th Edition, 2019.

4. P Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House. Chennai, 2012.

5. Donald F Kuratko, T V Rao, Entrepreneurship: A South Asian perspective, Cengage Learning, 2012.

WEBSITE:

1. https://byjus.com/commerce/entrepreneurship-development-process/
2. https://www.ediindia.org/

Web Sources

3. p://depintegraluniversity.in/userfiles/Entrepreneurship%20Development.pdf

4.https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf

21EMBF52 ORGANIZATIONAL BEHAVIOUR 4 0 0 4

COURSE OBJECTIVE:

- To understand and learn the effective interpersonal, team building and leadership skills.
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through the effective management of human resources.

UNIT I INTRODUCTION TO ORGANIZATIONAL BEHAVIOR 12

Concept of Management , Applying Management theory in practice, Evolution of management thought, Management process and Functions – Managerial Roles – OB Model – Contributing disciplines of OB – MBO – MBWA

UNIT II INDIVIDUAL PROCESSES IN ORGANIZATIONS 12

Foundations for Individual Behaviour – Learning -Attitudes and Job satisfaction – Personality and values – Perception -Motivation and Organizational performance - Early and contemporary theories of motivation.

UNIT III INTERPERSONAL PROCESSES IN ORGANIZATIONS 12

Communication in Organization -Communication Process -Methods – Barriers -Grapevine. Group Dynamics: Typology of Groups -Conflicts in groups - Leadership Models and Concepts – leadership theories – Decision making and negotiation - Power and Politics.

UNITIV ORGANISATIONAL PROCESSES AND CHARACTERISTICS 12

Dimensions of Organization structure – Authority, Responsibility, and Accountability – Delegation – Centralization, Decentralization, Recentralization – Line and Staff Relationship.

UNIT V ORGANIZATIONAL DEVELOPMENT 12

Resistance to Change - Organizational Change -Organizational development – Stress management – Business ethics and corporate social Responsibility.

TOTAL: 60 HOURS

COURSE OUTCOMES:

At the end of the course the student should be able to:

CO – 1: Assess the fundamentals of organizational behavior, OB Model and contributing disciplines of OB

CO – 2: Examine the perceptions, learning, attitudes, and motivation of individuals and groups in organizations

CO – 3: Describe the concept of leadership, communication, power and politics and conflict resolution

CO – 4: Identify various dimensions of organization structure and its process.

CO – 5: Demonstrate the dynamics of organizational change and discuss the concept of business ethics and corporate social responsibility

TEXT BOOKS:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2012.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2005.

REFERENCE BOOK:

1, Koontz &Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. Stoner, Freeman & Gilbert, Management, PHI, 10th Edition, 2015

WEBSITES :

1. https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Organisational-Behaviour-Course-Taster.pdf
2. https://2012books.lardbucket.org/pdfs/an-introduction-to-organizational-behavior-v1.1.pdf

WEBSOURCES:

1. https://slideplayer.com/slide/4517383/
2. https://study.com/academy/lesson/organizational-structure-definition-types-examples.html

21CMBF53 INTERNATIONAL BUSINESS 4 0 0 4

COURSE OBJECTIVE:

- To discuss current conceptual and theoretical models, issues, and concerns in international business administration.
- To describe current practices, issues, and concerns in international business administration.
- To apply current business practices to the management of international businesses.
- To summarize significant differences in business practices in different parts of the world and understand how these differences affect managing companies in various countries.

UNIT I INTERNATIONAL BUSINESS ENVIRONMENT 12

International Business Environment - Globalization - Forces, Meaning, dimensions and stages in Globalization - KenchiOhmae Model - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks - Rise of new economies like Japan, South East Asia and China.

UNIT II RISK ANALYSIS 12

Country Risk Analysis - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business - Economic crisis of Brazil, Mexico, India, South East Asia and Argentina. Managing Multinational Enterprises - Problems and Potential - Multinational Service Organizations - Indian companies becoming multinationals - Potential, Need and Problems.

UNIT III INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT 12

Introduction to International Financial Management - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade.

UNIT IV TRADE LAWS 12

Bilateral and Multilateral Trade Laws - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Seattle and Doha round of talks - Dispute settlement mechanism under WTO - Problems of Patent Laws - International convention on competitiveness.

UNIT V INTERNATIONAL MARKETING 12

International Marketing - Entry strategies - Market selection – Barriers. Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems &Jewelry etc. - Potential and threats.

TOTAL:60 Hrs

COURSE OUTCOMES:

CO – 1: Define the concept of International Business environment and varioustheories of international trade.

CO – 2: Describe the concept of country risk analysis and responsibilities of Internationalbusiness.

CO –3: Explain the functions of international finance management and identify different methods of payment in International trade.

CO – 4: Enumerate the operations carried by WTO, GATT and World bank.

CO –5: Describe the International marketing strategies and impact of Globalization in International Business.

TEXT BOOKS:

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.

2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 13th editon, 2010.

REFERENCE BOOKS:

1.K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.

2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 8th edition, 2009.

3. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2nd edition, 2008.

WEBSITES:

1. https://www.geektonight.com/international-business-management-pdf/

2.https://resources.saylor.org/wwwresources/archived/site/textbooks/International%20Business.pdf

WEBSOURCES:

1.https://www.slideshare.net/social_science/globalization-and-international-business-111956266

2. https://slideplayer.com/slide/263709/

21CMBF54 E- BUSINESS 4 0 0 4

COURSE OBJECTIVE:

- To Discusses e-commerce from an enterprise point of view.
- To Evaluate key aspects of B2B e-commerce.
- To Discuss emerging e-commerce topics.
- To understand business applications of wireless and mobile technologies**.**
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UNIT I TELECOMMUNICATION NETWORKS 12

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management- Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.-benefits and limitations of e-commerce- Basics of data mining, data warehousing and network infrastructure requirements - Overview of IP, TCP, HTML, OLAP and cryptography.

UNIT II RETAILING IN E-COMMERCE 12

Retailing in E-commerce –Market research on internet customers – e-commerce for services sector-Advertising in e-commerce –B2B e-commerce. Intranet, internet & extranet- Structure, Architecture, Applications & Business models.

UNIT III ELECTRONIC PAYMENT SYSTEMS 12

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias – Electronic commerce and banking. E-payments and protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usages, E-check.

UNIT IV E-SECURITY 12

E-security: Security in the cyberspace - Designing for security - Virus – Security Protection and Recovery - Encryption - The Basic Algorithm System – Authentication and Trust - Key management - Internet Security Protocols and Standards – Other Encryption issues.

UNIT V WEB BASED BUSINESS 12

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management -– Legal, ethics and privacy issues –Protection needs and methodology –Consumer protection, Cyber laws, contracts and warranties, Taxation and Encryption polices. Case studies.

TOTAL: 60 Hrs

COURSE OUTCOMES:

CO – 1: Understanding the foundations and importance of E-Business.

CO – 2: Analyse the impact of E-business on business models and strategy.

CO – 3: Analysing various electronic payment systems.

CO – 4: Analysing various issues and privacy in E-commerce.

CO – 5: Create the web based business and technologies involved in E-business.

TEXT BOOKS:

1. Harvey M Deitel, Paul J Deitel, Kate Steinbuhler, E-Business and E-Commerce for Managers, Pearson, 2011.

2. Efraim Turban, Jae K Lee, David King, Ting Peng Liang, Deborrah Turban,Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.

Reference Books

1. Rother M and Shook J, Learning see: Value strean mapping create value and eliminate muda, The lean enterprises institute Brookline, Massachusetts, USA, 3rd Edition, 2011.
2. Liker J, The yota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education. 2nd Edition, 2021.
3. Pyzdek T and Keller P A, The Six Sigma Handbook, McGraw-Hill Professional, Fourth Edition, 2014

WEBSITES

1. https://www.toppr.com/guides/business-studies/emerging-modes-of-business/e-business/
2. https://www.wisdomjobs.com/e-university/e-commerce-concepts-tutorial-7/retailing-in-e-commerce-11855.html
3. https://www.eps-na.com/

WEB SOURCES

1. https://www.slideshare.net/dattatreyareddyperam/e-business-introduction-129553029
2. https://www.slideshare.net/VidhuArora2/ecommerce-and-online-retailing
3. https://www.slideshare.net/RiteshGoyal/electronic-payment-system

21CMBF61 OPERATIONS RESEARCH 4 0 0 4

COURSE OBJECTIVE:

- Upon completion of the subject, students will be able to
- Recognize the importance and value of Operations Research and mathematical modeling in solving practical problems in industry.
- Formulate a managerial decision problem into a mathematical model.
- Understand Operations Research models and apply them to real-life problems.
- Able to design new simple models, like: CPM, PERT to improve decision making and develop critical thinking and objective analysis of decision problems.

UNIT I INTRODUCTION TO OPERATION RESEARCH 12

Origin, Nature, Definition, Managerial applications &Limitations of OR.Linear programming – Formulation - Graphical Method.

UNIT II TRANSPORTATION MODEL 12

Transportation Model - Initial Solution - NW Corner Rule, Least Cost Method, Vogel's Approximation method - Assignment Problems.

UNIT III PERT& CPM 12

PERT & CPM – Project scheduling-Critical Path and Critical Time.

UNIT IV REPLACEMENT PROBLEM 12

Replacement Problem– Game Theory – Pure & Mixed Strategy – Maximin and Minimax – Dominance Property.

UNIT V INVENTORY MANAGEMENT 12

Introduction to Inventory management– Definition and Types of Inventory- Costs related to inventory- EOQ- simple problems.

CASE STUDY:

UNIT II : Optimum Solution in Transportation and Assignment problem.

UNIT III: PERT / CPM.

TOTAL:60Hrs

COURSE OUTCOMES:

CO – 1: Apply research techniques in a quantitative and qualitative aspects.

CO – 2: Minimize the resource allocation for project.

CO – 3: Maximize the productivity with help of least cost techniques.

CO – 4: Build the best fit route of transportation for carrying schedule of activities.

CO – 5: Apply the operations techniques in reality to market scenario.

TEXT BOOKS:

1. Problems in Operations Research by P.K.Gupta and Manmohan.

2. Problems in Operations Research by P.K.Gupta, S.P.Gupta and Manmohan.

3. A. Ravindren, Don T. Phillips and James J. Solberg, 2000, Operations Research Principles and Practice, John Wiley and Sons, 2nd edition.

REFERENCE BOOKS:

1.J.K. Sharma, 2005, Operations Research Theory and Applications, Macmillan.

2. Pannerselvam, R, 2006, Operations Research, 3rd Edition, PHI.

3. Hamdy A. Taha, 2002, Operations Research -An introduction, Pearson Education, 7th Edition / Prentice Hall of India.

WEB SOURCES:

1. https://www.bbau.ac.in/dept/UIET/EME-601%20Operation%20Research.pdf
2. https://easyengineering.net/operations-research-p-ramamurthy/

21CMBF62 STRATEGIC MANAGEMENT 4 0 0 4

COURSE OBJECTIVE:

- Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
- Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

UNIT I INTRODUCTION TO STRATEGIC MANAGEMENT 12

Strategic Management, Developing a strategic Vision, Mission Statement, Establishing Objectives, the concept of strategic Intent, Crafting a Strategy.

UNIT II ENVIRONMENTAL ANALYSIS 12

Environmental analysis - The external environment -opportunities, threats, Industry Competition, Competitor analysis, the internal environment - Resources, capabilities and core competencies.

UNIT III STRATEGIC FORMULATION 12

Strategic formulation &Implementation, Grand Strategy - stability - expansion:- Diversification,integration,concentration,Internationalisation,cooperation and digitalization & global corporate strategies.

UNIT IV STRATEGY AND COMPETITIVE ADVANTAGE 12

Strategy and Competitive advantage -Generic Strategies, Co-operative strategies, Merger and Acquisition strategies, Vertical integration strategies, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing.

UNIT V DIVERSIFICATION STRATEGIES 12

Strategy to fit specific industry and company situations -Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner -up firms, weak and crisis ridden Business. Diversification Strategies.Entreprenuership and Corporate Social responsibility.

TOTAL :60 Hrs

COURSE OUTCOMES:

CO – 1: Analyse the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition.

CO – 2: Appraise the resources and capabilities of the firm in terms of their ability to confersustainable competitive advantage.

CO – 3: Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

CO – 4: Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

CO – 5: Recognize strategic decisions that present ethical challenges and make appropriaterecommendations for ethical decision-making.

TEXT BOOKS:

1.Azhar Kazmi, Strategic Management and business policy, Tata McGraw-Hill ,3rd Edition, 2008.

3.Ramaswamy&Namakumary, ,Strategic planning and Corporate Strategy, Macmillan India, 2001

REFERENCE BOOKS:

1. Pearce and Robinson, Strategic Management, TMH, 2016

2. Banerjee, Corporate Strategies, Oxford University Press.2005.

5. R.A.Burgelman, M.A. Maidique and S C Wheel Wright, 2001, Strategic Management of Technology and Innovation, McGraw - Hill Edn.

6. Jauch, Gupta and Glueck, 2005, Business Policy & Strategic Management, frank Bros & Co.

7.Day &Reibstein, 2005, Dynamic Competitive Strategy, Wiley India.

WEBSITES:

1. https://www.collegetutor.net/notes/Strategic_management

2.https://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/

WEBSOURCES:

1. https://nptel.ac.in/courses/110/108/110108047/

2. https://slideplayer.com/slide/7677528/

21CMBF63 UNIVERSAL HUMAN VALUES 4 0 0 4

COURSE OBJECTIVES:

- To help students distinguish between values and skills, and understand theneed, basic guidelines, content and process of value education.
- To help students initiate a process of dialog within themselves to know whatthey 'really want to be' in their life and profession.
- To help students understand the meaning of happiness and prosperity for ahuman being.
- To facilitate the students to understand harmony at all the levels of humanliving, and live accordingly.
- To facilitate the students in applying the understanding of harmony inexistence in their profession and lead an ethical life.

UNIT I INTRODUCTION TOVALUE EDUCATION,SELF-EXPLORATION 12

Understanding the need, basic guidelines, content and process for Value Education,Self-Exploration–what is it? - its content and process; ' ContinuousHappiness and Prosperity- A look at basic Human Aspirations, Rightunderstanding, Relationship and Physical Facilities- the basic requirements for fulfilment of aspirations of every human being with their correct priority,Understanding Happiness and Prosperity correctly.

UNIT II UNDERSTANDING THE NEEDS OF SELF ('I') AND 'BODY' 12

Understanding human being as a co-existence of the sentient 'I' and the material'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha,Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer),Understanding the characteristics and activities of 'I' and harmony in 'I',Understanding the harmony of I with the Body: Sanyam and Swasthya; correctappraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT III UNDERSTANDING HARMONY IN THE FAMILY 12

Understanding harmony in the Family- the basic unit of human interaction ,Understanding values in human-human relationship; meaning of Nyaya andprogram for its fulfilment to ensure Ubhay-tripti; Trust (Vishwas) and Respect(Samman) as the foundational values of relationship,

Understanding the meaning ofVishwas; Difference between respect and differentiation; the othersalient values in relationship.

UNIT IV UNDERSTANDING THE HARMONY IN THE NATURE 12

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation innature, Understanding Existence as Co-existence (Sah-astitva) of mutuallyinteracting units in all-pervasive space, Holistic perception of harmony at all levelsof existence.

UNIT V HOLISTIC UNDERSTANDING OF HARMONY ON PROFESSIONAL ETHICS NATURAL ACCEPTANCE OF HUMAN VALUES 12

Implications of the above Holistic Understanding of Harmony on Professional Ethics Natural acceptance of human values, Definitiveness of Ethical HumanConduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order.Competence in Professional Ethics.

TOTAL :60 Hrs

COURSE OUTCOME:

CO-1: Describe the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content andprocess of value education, explore the meaning of happiness and prosperityand do a correct appraisal of the current scenario in the society.

CO-2:Explain between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.

CO-3: Examine and Understand the value of harmonious relationship based on trust, respect andother naturally acceptable feelings in human-human relationships andexplore their role in ensuring a harmonious society.

CO-4: Develop harmony in nature and existence, and work out their mutually fulfilling participation in the nature.

CO-5: Describe the ethical andunethical practices, and start working outthe

TEXT BOOKS:

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.

REFERENCE BOOKS:

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA.

2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth-Club of Rome's report, Universe Books.
5. A Nagraj, 1998, Jeevan Vidya EkParichay, Divya Path Sansthan, Amarkantak.
6. P L Dhar, RR Gaur, 1990, Science and Humanism, Common wealth Publishers.
7. A N Tripathy, 2003, Human Values, New Age International Publishers.
8. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
9. E G Seebauer& Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.
10. M Govindrajran, S Natrajan& V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
12. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

WEBSITES

Universal value - Wikipedia

https://en.wikipedia.org

WEBSOURCES

1. **https://www.slideserve.com/graceland/harmony-in-nature**
2. **https://www.slideshare.net/vinay3711/human-values-professional-ethics**
3. **https://slideplayer.com/slide/8580264/**

21CMBF64 EVENT MANAGEMENT 4 0 0 4

COURSE OBJECTIVE:

- To acquire an understanding of the role and purpose(s) of events management inorganizations.
- To acquire an understanding of the techniques and strategies required to plan successful
- To acquire the knowledge and competencies required to promote, implement and conduct events.
- To impart knowledge on the various events and how these events can be organized successfully.
- To acquire the knowledge and competencies required to assess the quality and success of events.

UNIT I PRINCIPLES OF EVENT MANAGEMENT 12

Historical Perspective, Introduction to event Management, Size & type of event, Event Team, Code of ethics, Principles of event Management, concept & designing, Analysis of concept, Logistics of concept, Feasibility, Keys to success, SWOT Analysis.

UNIT II EVENT PLANNING & TEAM MANAGEMENT 12

Aim of event, Develop a mission, Establish Objectives, Preparing event proposal, Use of planning tools, Protocols, Dress codes, staging, staffing, Leadership, Traits and characteristics. Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation

UNIT III EVENT BUDGETING MARKETING AND ADVERTISING 12

Budget, breakeven point, cash flow analysis, Profit & loss statement, balance sheet, panic payments, financial control system.- Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship- Nature of Marketing, Process of marketing, marketing mix, Sponsorship, Image, Branding, Advertising, Publicity and Public relations.

UNIT IV EVENT LEADERSHIP 12

Leadership skills, Managing team, Group development, Managing meetings, Written communications, (Official, demi-official, Invoice). Verbal communications.

UNIT V EVENT SAFETY AND SECURITY 12

Risk assessment –Security, Occupational safety, Crowed management, Major risks and emergency planning, Incident reporting, emergency procedures-Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction

TOTAL:60Hrs

COURSE OUTCOMES:

CO – 1: Discuss on the fundamentals of event management.

CO – 2: Evaluate about the various tools of event planning and regulations

CO – 3: Explain about the event operations and ways to set up parking and maintenance.

CO – 4: Discuss about the customer satisfaction and client service.

CO – 5: Analyze the steps in event evaluation and safety measures

TEXT BOOKS:

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003.
2. AllisonSaget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.

REFERENCE BOOKS:

1. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
2. Judy Allen, Event Planning, Wiley India.

WEB LINKS

1. https://onlinecourses.swayam2.ac.in/nou20_ge01/preview
2. https://nationaleventpros.com/the-7-signs-of-a-good-or-bad-event-leader/
3. https://www.socialtables.com/blog/event-planning/event-budgeting/
4. https://blog.bizzabo.com/event-budgeting-guide

21RMBF61 **PROJECT** **0 0 0 6**

COURSE OBJECTIVES

- Its aim is to demonstrate the skills and knowledge that students have acquired in their studies
- The Aim of the final year project is to develop student's knowledge for solving societal problem.
- It enables students to develop problem solving, analysis, synthesis and evaluation skills.

COURSE OUTCOMES:

At the end of the project, the students will be able to:

CO – 1 : Create and develop deep understanding of the interaction.

CO – 2 : Analyze and solve problems on an executive level and demonstrating critical.

CO – 3 : Design the general (core) management skills in the chosen area of specialization.

CO – 4 : Design strategies to solve business problems and pursue opportunities.

CO – 5 : Interpret a variety of ways to engage in experiential learning.

21CMBF71 LEGAL ENVIRONMENT OF BUSINESS 4 0 0 4

COURSE OBJECTIVES:

- To create the knowledge of Legal perspective and its practices to improvise the business.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To read, interpret the various acts related to business, property and business.
- To identify the rights related to copyrights and patents.

UNIT I INTRODUCTION 12

Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System.

UNIT II LEGAL ASPECTS 12

Fundamentals of contract laws-Formation of Contracts - Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts.

UNIT III CONTRACT MANAGEMENT 12

Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods.

UNIT IV TRANSFER OF OWNERSHIP PROPERTY 12

Transfer of Ownership Or Property–Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization.

UNIT V COPYRIGHTS & TRADEMARKS 12

Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions.

Total :60 hrs

COURSE OUTCOMES:

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

CO – 1: Arrange the basics elements of contracts, classifications of contract and how to

Breach and get remedies of the contract.

CO –2: Understand the awareness and knowledge about functioning of the local and global business environment and society.

CO – 3: Recognize the functioning of businesses, identifying potential business opportunities.

CO – 4: Apply knowledge on copyrights and trademarks.

CO – 5: Reflect the wisdom on various business protection laws.

TEXT BOOK:

1. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2018.

REFERENCE BOOKS:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2018.

2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 64th edition amended upto 2021-22.

3. Akhileshwar Pathak, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2013.

WEBSITES:

1.https://www.coursera.org/courses?query=business%20law

WEB SOURCES:

1.https://legalcareerpath.com/what-is-business-law/

21CMBF72 HUMAN RIGHTS 4 0 0 4

COURSE OBJECTIVES

- To understand the basics of Human rights.
- To study the nature and types of values and human rights.
- To know the various agencies of human rights.
- To acquaint students with the National poilices human rights development.
- To acquaint the students with the application of various strategies of Human Rights development .

UNIT I INTRODUCTION MEANING AND DEFINITIONS OF HUMAN RIGHTS 12

Introduction Meaning and Definitions of Human Rights – Historical Evolution of Human Rights –Formation of UNO, Universal Declaration of Human Rights 1948 – Constitutional Provision for Protection of Human Rights – Fundamental Rights and Directive Principles of State Policy – Fundamental Duties and Human Rights Education.

UNIT II CIVIL, POLITICAL AND ECONOMIC,WORK RIGHTS 12

Civil, Political and Economic Rights Right to Work – Right to Personal Freedom – Right to Freedom of Expression – Right to Property – Right to Education – Right to Equality – Right to Religion – Right to Form Association and Unions – Right to Movement – Right to Family – Right to Contract – Right to Constitutional Remedies – Right to Vote and Contest in Elections – Right to Hold Public Offices – Right to Information – Right to Criticize the Govt. - Right to Democratic Governance. Right to Work – Right to Adequate Wages – Right to Reasonable Hours of Work – Right to Fair Working Conditions – Right to Self Govt. in Industry – Customer Rights – Social and Cultural Rights – Rights to Life – Right to Clean Environment.

UNIT III HUMAN RIGHTS ACTIVITIES IN INDIA HUMAN RIGHTS ACT 1993 12

Human Rights Activities in India Human Rights Act 1993 - Structure and Functions of National Human Rights Commission - State Human Rights Commission and Human Rights Courts- Rules and regulations of state human rights commission 1997.

UNIT IV SOCIAL DEVELOPMENT INDIAN FREEDOM MOVEMENT 12

Human Rights Movements for Social Development Indian Freedom Movement – Peasant Movement – Women's Movement – SC/ST Movements – Environment Movement.

UNIT V HUMAN RIGHTS VIOLATION 12

Human Rights Violation Violation of Rights among Children, Women, Minorities, SCs and STs, HIV/AIDS Patients, Trans-genders, Convicts and Prisoners, Slavery and Disabled, Provision of constitutional rights during the arrest.

TOTAL:60Hrs

COURSE OUTCOMES:

CO-1: Describe the fundamentals of human rights .

CO-2: Explain the historic movement of Human Rights.

CO-3: Discuss the Civil, political Economic Rights to work.

CO-4: Explain about the human rights movements.

CO-5: Identify knowledge on the human rights violations and challenges.

TEXT BOOKS:

1. Baradat Sergio and Swaronjali Ghosh. Teachings of Human Rights: Dominant Publishersand Distributors, New Delhi. 2009.

2. Umesh Bhatt. Human Rights Achievements and Challenges: Vista International PublishingHouse, Delhi. 2005.

3. Roy A.N. Human Rights Tasks, Duties and Functions: Aavishkar Publishers and Distributors, Jaipur. 2007.

4. Asish Kumar Das and Prasant Kumar Mohanty. Human Rights in India: Sarup and Sons New Delhi. 2007.

5. Sankar Sen. Human Rights in a Developing Society. A.P.H. Publishing Corporation, NewDelhi. 2009.

6. Bani Borgohain. Human Rights Social Justice and Political Challenge. Kanishka Publishers N and Distributors. New Delhi. 2007.

7. Rathod, P.B. Focus on Human Rights: ABD Publishers, Jaipur. 2007.

8. Velan, G. Human Rights and Development Issues: The Associated Publishers, Ambala Cantt, 2008.

WEBSITES:

1. Business for Social Responsibility (BSR)

2. UNESDOC Digital Library (UNESCO)

WEBSOURCES

1. https://www.slideshare.net/satyavrat1994/ppt-human-rights

2. https://www.slideshare.net/AnuSha64/human-rights-violations-129752540

3. https://www.slideshare.net/rocktanish/the-indian-freedom-struggle

21CMBF73 BUSINESS COMMUNICATION 4 0 0 4

COURSE OBJECTIVES

- To study the fundamentals concept of business communication
- To understand the types of communication
- To explore the writing skills needed for effective business communication

UNIT I INTRODUCTION 12

Fundamentals of Communication, Business Communication, The Communication Model, Communicating in teams, Overcoming the Barriers to Communication. Just-A-Minute Presentation Workshop-Jam Feedback and overcoming Glossophobia-Presentation–1 (Planning & Preparing).

UNIT II OVERVIEW 12

Non-verbal communication, Introducing the 7 Cs of business writing – Candid, Clarity, Complete, Concise, Concrete, Correct and Courteous, Writing business messages, The Stages in writing, Pre writing, Writing and Post writing.

UNIT III REVISING AND CHECKING MESSAGES 12

Revising to improve the content and sentence structure, Avoiding redundant phrases and words, Proof-reading to correct grammar, spelling, punctuation, format, and mechanics, Evaluating whether the message achieves its purpose.

UNIT IV EMAIL WRITING 12

The Process of Writing E Mails, Breaking it Down – The PAIBO Technique, Structuring an E Mail – The 3 T's – Introduction, Body and Conclusion, Effective Subject lines, Salutation and Signing off. Presentation–3 (Delivery)-Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning.

UNIT V REPORTS AND PRESENTATIONS 12

Writing Business Communication basics-Writing Reports, Proposals Business reports and Proposals, Format, visual aids and contents, Oral Business presentations. Individual Presentations- Group 1- Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes, Presentation-Visual Aids.

Total :60 Hrs

COURSE OUTCOMES

At the end of the course the student should be able to:

CO – 1: Recall the basics of communication and its process, elements and importance.

CO – 2: Design a better leader and guide the team with effective communication skills.

CO – 3: Evaluate the effectiveness of revising and checking the messages and emails.

CO – 4: Use of appropriate technology (business presentations, digital communication, Social network platforms.

CO – 5: Employ the art of report preparation and writing various types of letters.

TEXT BOOKS:

1.Sanjay Kumar &Pushpalatha, Communication Skills, 2nd edition,Oxford University Press, 2015.

2.Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006

REFERENCES:

1. Lesikar R.V & Flately M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.
2. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.

WEBSITES:

1.https://www.edx.org/learn/business-communications

2.https://www.udemy.com/topic/business-communication/

WEB SOURCES:

3.https://www.managementstudyguide.com

21CMBF74 FINANCIAL REPORTING, STATEMENTS AND ANALYSIS 4 0 0 4

COURSE OBJECTIVES:

- The course encourages to think in a new and more creative way when analyzing or forecasting financial information.
- Introduce new tools common to financial statement analysis and how to use them in practical applications.
- Understand how financial statement information can help solve business problems and increase the ability to read and understand financial statements and related information.

UNIT I INTRODUCTION 12

Introduction to Management Accounting-Need and Importance — Accounting concepts & conventions - Accounting Standards - Overview of IFRS and GAAP. Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Balance Sheet.

UNIT II ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

UNIT III FUNDS FLOW AND CASH FLOW ANALYSIS 12

Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement. Cash Flow Analysis (as per Accounting Standard 3): Meaning – uses – Preparation of Cash Flow Statement.

UNIT IV CAPITAL BUDGETING AND MARGINAL COSTING 12

Capital budgeting – meaning –steps – different types of investment decisions - Different methods – Payback, Net Present Value, Internal rate of return, Profitability index, Average rate of return – Capital rationing Marginal costing – Cost Volume Profit analysis – Break Even analysis – Applications of marginal costing.

UNIT V BUDGETING AND FINANCIAL REPORTING 12

Budgeting – Different types of budgeting – Cash budget – Flexible budget. Financial reporting –Concepts – users, Objectives of financial reporting – Qualitative characteristics of information in financial reporting – basic problems of disclosure – Role of SEBI in IFRS – Statutory disclosures in IFRS – Corporate reporting practices in India- Challenges in financial reporting

TOTAL :60 Hrs

COURSEOUTCOMES:

At the end ofthe coursestudents will be able to:

CO– 1: Interpret the common accounting standards and accounting process

CO–2:Preparefinancialstatementsthroughratioanalysis.

CO– 3: Analyzecash flow and fund flowstatement

CO– 4: Application of Capital Budgeting and Marginal Costing

CO–5:Estimate Budgeting and Financial Reporting

TEXTBOOKS:

1.R.S.N.Pillai,Bagavathi,ManagementAccounting,Chand&Co.Ltd.,NewDelhi. 6THedition, 2010.

2.TSReddy,YHariPrasadReddy,FinancialandManagementAccounting,Marghampublications. 12THedition, 2004.

REFERENCE BOOKS:

1. M Y.Khan,P K Jain,ManagementAccounting,TataMcGrawHillpublishingcompanyLtd. 10th edition, 2017.

2. R Narayanaswamy,Financialaccounting–AManagerialPerspective,PrenticeHallIndia Ltd, New Delhi. 6th edition, 2017.

3. PareshShah,BasicFinancialAccountingforManagement,OxfordPublications.3rdedition, 2019.

WEBSITES:

1.https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial-statements/

2.https://zu.edu.jo/UploadFile/Library/E_Books/Files/LibraryFile_91615_13.pdf

WEB SOURCES:

1.https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process

2.https://analystprep.com/cfa-level-1-exam/financial-reporting-and-analysis/roles-financial-reporting-financial-statement-analysis/

21CMBF81 LEAN SIX SIGMA 4 0 0 4

COURSE OBJECTIVE:

- To introduce the fundamental Lean manufacturing and Six Sigma principles.
- To explain the tools and technique for the implementation of Lean manufacturing and Six Sigma.
- To explain the synergy of Lean manufacturing and Six Sigma.

UNIT I LEAN MANUFACTURING: PRINCIPLE AND TOOLS 12

Evolution of Just-In-Time and Lean Manufacturing – Principle – Seven wastes – Just-In-Time (JIT) – One-Piece or Continuous Flow – Kanban or Pull System – Basic tools such as 5S, Kaizen, Poka-Yoke and Single-Minute Exchange of Dies (SMED).

UNIT II TECHNIQUE: VALUE STREAM MAPPING 12

Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols – Identification of Product or Product Family – Current-State Mapping – Future-State Mapping by key questions – Plan and Implementation.

UNIT III SIXSIGMA 12

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

UNIT IV DMAIC: TOOLS 12

Define – Measure – Analyze – Improve – Control – SIPOC model – VOC – CTQ – Seven Quality or SPC tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. – Process Capability Analysis such as Cp, Cpk – Design of Experiments (DoE).

UNIT V LEAN SIX SIGMA 12

The Synergy of Six Sigma and Lean – Lean Six Sigma – Principle – Lean tools in DMAIC – Implementation of Lean Six Sigma.

TOTAL: 45 Hrs

COURSE OUTCOMES:

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

CO-1: Explain the principle and wastages of lean and implementation of lean tools.

CO-2: Design the current and future state mapping of Value Stream Mapping (VSM).

CO-3: Record knowledge of the concepts of TQM and Six Sigma.

CO-4: Explain the implementation of SPC tools using Six Sigma methodologies.

CO-5: Explain the DMAIC based on the implementation of tools and techniques.

TEXT BOOKS:

1. Feld, W. M., Lean Manufacturing tools, Techniques and How to Use Them, St. Lucie Press, Florida, 2000.
2. Michael L. George, et al., The Lean Six Sigma Pocket tool book: A Quick REFERENCES Guide Nearly 100 tools for Improving Process Quality, Speed, and Complexity, McGraw- Hill, 2005.

REFERENCE BOOKS:

1. Rother, M. and Shook, J., Learning see: Value strean mapping create value and eliminate muda, The lean enterprises institute Brookline, Massachusetts, USA, 1999.
2. Liker, J., The yota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education, 2004.
3. Pyzdek, T. and Keller, P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional, 2014.

WEBSITES:

1.https://www.simplilearn.com/overview-of-lean-six-sigma-tutorial

2.https://asq.org/quality-resources/six-sigma/tools

WEBSOURCES:

1.https://nptel.ac.in/courses/110/105/110105039/

2.https://www.slideshare.net/goleansixsigma/webinar-introduction-to-lean-six-sigma

21CMBF82 CORPORATE SOCIAL RESPONSIBILTY & SUSTAINABILITY 4 0 0 4

COURSE OBJECTIVE:

- To introduce a number of macro-level and institutional variables such as capital market legal system, investor's rights and historical evolution of corporate governance.

UNIT I INTRODUCTION 12

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT II FRAMEWORK FOR CSR 12

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

UNIT III CSR LEGISLATIONS 12

CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

UNIT IV REGULATORY ENVIRONMENT 12

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

UNIT V STAKEHOLDERS OF CSR 12

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of

Non-profit &Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

TOTAL:60 Hrs

COURSE OUTCOME:

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

CO–1: Discuss the key legal, political and economic features of the major CSR systems found around the world

CO–2: Describe the evolution of CSRand also discuss different goals in CSR

CO–3: Sketch the moral and social responsibility dimensions of CSR

CO–4: Identify the provisions of Section 135 of Indian Companies Act related to CSR

CO–5: Enumerate CSR legislations across the globe and compare the CSR practices in various countries.

TEXT BOOKS:

1.Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz

2.The World Guide to CSR - Wayne Visser and Nick Tolhurst

3.Innovative CSR by Lelouche, Idowu and Filho

4.Corporate Social Responsibility in India - Sanjay K Agarwal

5.Handbook on Corporate Social Responsibility in India, CII.

REFERENCE BOOKS:

1.Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique

2.Growth, Sustainability, and India's Economic Reforms – Srinivasan

3.Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, AjitPrasad

4.Mallin, Christine A., Corporate Governance (Indian Edition), Oxford UniversityPress, New Delhi.Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford UniversityPress.Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social

5.Responsibility-A European Perspective, Edward Elgar. University of Delhi.Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd,

6.New Delhi.Sharma, J.P., Corporate Governance and Social Responsibility of Business, AneBooks Pvt Ltd, New Delhi.

WEBSITES:

1.https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf

2.https://www.ukessays.com/lectures/business/business-management/csr

WEBSOURCES:

1.https://www.slideshare.net/madangkiramaswaamy/bgs-7

2.https://www.slideshare.net/rcay/csr-for-sustainable-business

21CMBF83 OPERATIONS MANAGEMENT 4 0 0 4

COURSE OBJECTIVES:

- To provide foundational knowledge associated with the operations management
- To describe the various techniques for implementation of operations management based on the forecasting, planning, quality and inventory
-

UNIT I INTRODUCTION 12

History and Definition – Production Vs. Operations – Manufacturing Vs.Service Operations – Functions –Production Systems – Types of Production Systems – Operations Strategy– Operations Management Vs. Operations Strategy

UNIT II LOCATION, LAYOUT AND FORECASTING 12

Plant Location – Factors influencing location –Plant Layout – Types of Layout –Forecasting – Forecasting technique: Qualitative and Quantitative – Delphi Method – Regression Analysis– Forecasting Error.

UNIT III PLANNING 12

Capacity Planning – Aggregate Production Planning (APP) – Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP) – Production Planning and Control (PPC).

UNIT IV QUALITY 12

Evolution of Quality – Quality Definition and Contributions by W. Edwards Deming, Joseph M. Juranand Philip B. Crosby – Dimensions of Quality – Process Quality Vs. Product Quality – Seven Basic Quality Tools – Plan-Do-Check-Act (PDCA) Cycle**.**

UNIT V INVENTORY MANAGEMENT 12

Inventory Management – Types of Inventory Models – Independent Demand Vs.Dependent Demand –Basic Economic Order Quantity (EOQ)Model – Analysis:ABC and VED – Push Vs. Pull system – Just-In-Time (JIT) Vs. Material Requirement Planning (MRP)

TOTAL : 60 Hrs

COURSE OUTCOMES:

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

CO – 1: Understanding the fundamental concepts of operations and production.

CO – 2: Evaluate the fundamental concepts of layout and location.

CO – 3: Analyse the fundamental concepts of various planning.

CO – 4: Understanding the different types of quality tools and techniques.

CO – 5: Applying the different types of inventory analysis.

TEXT BOOKS

1. Ajay Garg, Production and Operations Management, Tata McGraw-Hill Education, 2017.

2. Stevenson J William, Operations Management, TMH. 11th Edition, 2017.

REFERENCE BOOKS

1.Roger Schroeder, Susan Goldstein, M Johnny Rungtusanatham, Operations Management, McGraw-Hill Education. 2010.

2.Lee J krajewski and Larry P.Ritzman, Operations Management strategy and analysis, Pearson Education / Prenctice Hall of India, 9th Edition, 2007.

WEBSITES:

1. https://www.coursera.org/learn/wharton-operations

2.https://www.managementstudyguide.com/facility-layout.htm

3.https://www.planettogether.com/blog/functions-of-master-production-scheduling-mps

4.https://www.unleashedsoftware.com/inventory-management-guide

WEB SOURCES:

1.https://www.slideshare.net/profmanishparihar/introduction-to-operations-management-9685100

2.https://www.slideshare.net/NishantAgrawal14/facility-capacity-layout-planning

3.https://www.slideshare.net/mrpeasy/what-is-master-production-schedule

21CMBF84 BUSINESS ANALYTICS 4 0 0 4

COURSE OBJECTIVE:

- To understand the role of business analytics within an organization.
- To analyse data using statistical and data mining techniques and understand relationships between the underlying business processes of an organization.
- To Use advanced analytical tools to analyse complex problems under uncertainty.
- To manage business processes using analytical and management tools.

UNIT I BUSINESS ANALYTICS 12

Business Analytics – Meaning - Overview of business analytics – Importance of analytics in business – Deployment of business analytics.

UNIT II STRATEGY 12

Strategy – Meaning – Link between strategy and business analytics – Data, information and knowledge - Prioritizing the information for better judgment.

UNIT III BUSINESS ANALYST 12

Business analyst – Role of business analyst in structuring the BA model – Data warehousing – tips and techniques of data warehousing .

UNIT IV BUSINESS INTELLIGENCE 12

Collecting the data for compiling the BA model – Business intelligence – Adoption of business analytics in centralized and decentralized organization.

UNIT V STRATEGIC PROJECT 12

Assessing the BA model – Strategic project – Uncovering the value creation of the business project – Future of business analytics.

TOTAL:60Hrs

COURSE OUTCOMES:

CO – 1: Analyze the data using tools and techniques to provide meaningful business insights.

CO – 2: Identify opportunities, needs and constraints for data analytics within organizational contexts.

CO – 3: Compose data-analytic tools and concepts to create innovative data-analytic solutions.

CO – 4: Demonstrate knowledge of statistical data analysis techniques utilized in business decision making.

CO – 5: Apply principles of data science to the analysis of business problems.

TEXT BOOKS:

1. Business Analytics for Managers by GertLaursen, Edition.

REFERENCE BOOKS:

1. E.Turban, R.Sharda, J.Aronson, and D.King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery,"SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011.
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition.
4. Computer Applications in Business by S. V. SrinivasaVallabhan – Sultan Chand & Sons.

WEB SOURCES:

1.http://analyst.by/wp-content/uploads/2013/02/Course-Technology-The-Business-Analysts-Handbook.pdf

2. https://www.tutorialspoint.com/business_analysis/business_analysis_tutorial.pdf

3.https://www.ninefeettall.com/wp-content/uploads/2017/02/The-little-book-of-Business-Analysis.pdf

21IMBF81 INTERNSHIP 0 0 0 6

COURSE OBJECTIVE:

The internship module aims to provide the student with:

- A practice-oriented and 'hands-on' working experience in the real world or industry, and to enhance the student's learning experience.
- An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organisational setting.
- An opportunity to further develop and enhance operational, customer service and other life-long knowledge and skills in a real world work environment.
- Pre-employment training opportunities and an opportunity for the company or organisation to assess the performance of the student and to offer the student an employment opportunity after his/her graduation, if it deems fit.

COURSE OUTCOMES:

At the end of the course, a student will be able to

CO -1: Understanding the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s.

CO – 2: Applying real life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course.

CO – 3: Create critical thinking and problem-solving skills by analyzing underlying issue/s to challenges.

CO – 4: Understanding the ability to harness resources by analyzing challenges and considering opportunities.

CO – 5: Understanding appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders.

21CMBF91 ENTERPRISE RESOURCE PLANNING 4 0 0 4

COURSE OBJECTIVES:

- To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP. Students will also be develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
- Data innovation is basic to the act of general administration.
- To understand and able to build an understanding of the fundamental concepts of ERP system.
- Business process knowledge has become a prerequisite to conducting sound business using the computer system as a tool to aid decision making.
- To learn ERP architecture, and working of different modules in ERP.
- To comprehend to create and plan the modules utilized in ERP frameworks, and can redo the current modules of ERP frameworks.
- Core activities in the systems development process; To learn about BPR concepts.
- Cultivate skills and experience in the development and implementation of ERP projects.
- To provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems.
- The spotlights on the advantages that might be acknowledged from an ERP framework and on the administration of advantages from the ERP framework.

UNIT I INTRODUCTION TO ERP 12

Introduction to ERP, Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Advantage of ERP.

UNIT II OVERVIEW OF ENTERPRISE 12

An overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Business, ERP for make to order companies, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection for ERP Implementation.

UNIT III ERP AND RELATED TECHNOLOGIES 12

ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM)

UNIT IV ERP MODULES 12

ERP Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, ERP Market, Introduction, SAP AG, Baan Company, Oracle Corporation,People Soft, JD Edwards World Solutions Company. A Comparative Assessment and Selectionof ERP Packages and Modules.

UNIT V ERP IMPLEMENTATION 12

ERP implementation lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode).

TOTAL:60 Hrs

COURSEOUTCOMES:

CO– 1: UnderstandthetechnicalaspectsofERP systems.

CO– 2:Analysethemodule indistinguishing thecharacteristicsofERP software

CO3:Evaluatetheconceptsofreengineeringandhowtheyrelateto ERPsystemimplementation

CO– 4: Application oftypicalfunctionalityinanERPsystem.

CO– 5: Evaluatethe ERPimplementation packages

TEXTBOOKS:

1. AlexisLeon,ERPdemystified,TataMcGraw-Hill .SecondEdition,2007.

REFERENCE BOOKS:

1. JaganNathanVaman, ERP inPractice,TataMcGraw-Hill.2008
2. AlexisLeon,EnterpriseResourcePlanning, TataMcGraw-Hill. Secondedition,2008.
3. MahadeoJaiswaland GaneshVanapalli,ERP,Macmillan India.2009.
4. VinodKumarGragandN KVenkitakrishnan,ERP-ConceptsandPractice,PrenticeHallofIndia. 2 nd Edition, 2006.

WEBSITES:

1. https://www.qad.com/what-is-erp
2. https://www.selecthub.com/enterprise-resource-planning/why-erp-systems-are-important/

WEB SOURCES:

1. https://www.bistasolutions.com/resources/blogs/purpose-advantages-of-an-erp-system/
2. https://toperppartners.com/blog/erp-implementation-process/
3. https://www.slideshare.net/engineerrd/enterprise-resource-planning-1747634

21CMBF92 KNOWLEDGE MANAGEMENT 4 0 0 4

COURSE OBJECTIVES :

- To understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- To appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
- To know the core concepts, methods, techniques, and tools for computer sport of knowledge management.
- To understand how to apply and integrate appropriate components and functions of various knowledge management systems.

UNIT I UNDERSTANDING KNOWLEDGE 12

Understanding Knowledge - Knowledge Management Systems Life Cycle - Knowledge Creation & Knowledge Architecture - Capturing Tacit Knowledge - Knowledge Codification - System Testing/Deployment - Transferring and Sharing Knowledge - Knowledge Transfer in E - Learning from Data - KM Tools and Knowledge Portals.

UNIT II OVERVIEW OF KNOWLEDGE MANAGEMENT 12

Overview of Knowledge Management - The Nature of Knowledge - Knowledge Management Solutions - Organizational Impacts of Knowledge Management - Factors Influencing Knowledge Management - Knowledge Management Assessment of an Organization

UNIT III TECHNOLOGIES TO MANAGE KNOWLEDGE 12

Technologies to Manage Knowledge: Artificial Intelligence, Digital Libraries, Repositories, etc. - Preserving and Applying Human Expertise: Knowledge-Based Systems - Using Past History Explicitly as Knowledge: Case-Based Systems - Knowledge Elicitation: Converting Tacit Knowledge to Explicit.

UNIT IV KNOWLEDGE DISCOVERY 12

Knowledge Discovery: Systems that Create Knowledge - Knowledge Capture Systems: Systems that Preserve and Formalize Knowledge; Concept Maps, Process Modelling, RSS,

Wikis, Delphi Method, etc.- Knowledge Sharing Systems: Systems that Organize and Distribute Knowledge; Ontology Development Systems, Categorization and Classification Tools.

UNIT V LEADERSHIP AND MANAGEMENT 12

Leadership and Management of Knowledge Creation - The Effective Management of Knowledge Creation and Transfer - Xion Exercise - Hierarchy Exercise - Technologies for Knowledge Management (2) - Knowledge Networks - Knowledge Networks and Communities of Practice - Global Organizational Knowledge Creation and Management - Global Organizational Knowledge Creation and Management.

TOTAL:60 Hrs

COURSE OUTCOMES:

CO – 1: Discuss the nature and topology of knowledge and knowledge management

CO – 2: Explain the technologies for managing knowledge and challenges and opportunitiesposed by them.

CO – 3: Describe the impacts of knowledge management on process, employee and Organization.

CO – 4: Explain how the knowledge management strategy is linked with the organization strategy.

CO – 5: Explain various tools and techniques for knowledge capture.

TEXT BOOKS:

1.Elias M. Awad, Hassan M. Ghaziri. Knowledge Management. Prentice Hall, 1st edition, 2004.

2.Madanmohan Rao Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. 1st edition, 2004.

REFERENCE BOOKS:

1.Kimiz Dalkir, Jay Liebowitz, **Knowledge Management** in Theory and Practice,

2.Stuart Barnes. Knowledge Management Systems Theory and Practice. Thomson Learning, 1stedition 2002.

3.Thomas H. Davenport, Laurence Prusak,.Working Knowledge. Harvard Business School Press. (2000)

WEBSITES:

1.TED Talks

WEBSOURCES:

1. https://www.slideshare.net/mobimarketing/lecture-3-knowledge-creation-and-knowledge-management-architecture

2. https://www.slideshare.net/apoorvarashmi17/knowledge-leader-73041459

3. https://cs.uwaterloo.ca › ~apidduck › Lectures

21PMBF10 DATA ANALYSIS FOR BUSINESS DECISIONS 2 0 4 4

COURSE OBJECTIVES

- To understand the fundamentals of descriptive analysis.
- To be able to use SPSS output to produce scientifically sound research reports.

S.No.	Exp. No.
1	Descriptive Statistics
2	Inferential statistical analyse
3	Hypothesis – Parametric &Non Parametric Variable
4	Correlation ,Regression,ANOVAetc
5	Business Analytics Lab
6	LPP,Transportation Model
7	Financial Modelling , e Views

TOTAL:30 Hrs

COURSE OUTCOMES

CO-1 :To understand basic function of descriptive statistics.

CO-2 : To study fundamentals of business analytics lab.

CO -3 : To understand the concepts of financially modelling.

CO -4 : Visualize the data using different plots

CO – 5: Analyse data using parametric and non-parametric tests.

TEXTBOOKS:

1. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dream tech, 2011.

REFERENCE BOOKS:

1. David M. Levine et al, "Statistics for Managers using MS Excel' (6th Edition) Pearson, 2010 .
2. David R. Anderson, et al, 'An Introduction to **Management** Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.

3. William J. Stevenson, CeyhunOzgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009

.

4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.

WEBSITES:

1. https://www.researchoptimus.com/article/what-is-correlation.php
2. https://www.researchgate.net/publication/287275305_Data_Analysis_for_Effective_Decision_Making

WEBSOURCES:

1. https://www.slideshare.net/31mikaella/presentation-analysis-and-interpretation-of-data
2. https://www.slideshare.net/MuhammadIbrahim15/data-analysis-using-spss

21RMBF10 **PROJECT** **0 0 20 10**

COURSE OBJECTIVES

- Its aim is to demonstrate the skills and knowledge that students have acquired in their studies
- The Aim of the final year project is to develop student's knowledge for solving societal problem.
- It enables students to develop problem solving, analysis, synthesis and evaluation skills.

COURSE OUTCOMES:

At the end of the project, the students will be able to:

CO – 1 : Create and develop deep understanding of the interaction.

CO – 2 : Analyze and solve problems on an executive level and demonstrating critical.

CO – 3 : Design the general (core) management skills in the chosen area of specialization.

CO – 4 : Design strategies to solve business problems and pursue opportunities.

CO – 5 : Interpret a variety of ways to engage in experiential learning.

LIST OF DISCIPLINE SPECIFIC ELECTIVES

21EMBF01 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3003

COURSE OBJECTIVES:

- To Analyse and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behaviour.
- To provide a theoretical and practical background in the field of investments.
- To design and managing the optimal portfolio selection and the relation between risk and return.
- To Analyse bond prices and yields and fixed-income portfolio market efficiency

UNITI BASICS OF INVESTMENT 9

Introduction - need for Investment – investment process - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - the investment triangle -Mutual funds, ETFs, and hedge funds - Benefits and costs of fund investing -Choosing a fund type

UNITII RISK AND RETURNOF PORTFOLIO 9

Concepts of risk and return - Risk and return measurement of the portfolio -Minimizing the risk and maximizing the return - Risk and reward of stocks and bonds - The normal distribution -Predicting asset returns -Optimal portfolios with two risky assets combining risky assets

UNITIII SECURITY ANALYSIS & TRADING 9

Determinants of stock price -Fundamental analysis, Inflation-Macroeconomic and Industry Analysis -Equity Valuation Models- Financial Statement Analysis Industry life cycle, Characteristics--Technical Analysis- Event studies - Behavioral finance- Trading and markets Exchanges -Trading game instructions - Market and limit orders -Short selling and margin - Trading simulation

UNITIV THEORY FOR INVESTMENT PORTFOLIO FORMATION 9

Quantitative methods of investment analysis -Capital Allocation to Risky Assets - Optimal Risky Portfolios -Portfolio Theory -Markowitz portfolio theory -The expected

rate of return and risk of portfolio - Capital Asset Pricing Model - Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis - - Multifactor Models of Risk and Return-

UNITV PORTFOLIO MANAGEMENT AND EVALUATION 9

Portfolio risk and return, Benefits of portfolio Diversification-Active versus passive portfolio management - Strategic versus tactical asset allocation - Monitoring and revision of the portfolio - Portfolio performance measures– Portfolio Revision

Total :45 hrs

COURSE OUTCOMES:

CO – 1: Describe and to analyze the investment environment, the investment management and planning

CO – 2: Assess wide knowledge on use the quantitative methods for investment decision making and to calculate risk and expected return of various investment tools to evaluate the investment portfolio;

CO – 3: Evaluate relevance of stocks, bonds, options for the investments and Differentiate elements standard deviation and beta concepts as to securities.

CO – 4: Assess the psychological issues in investment decision making.

CO – 5: Apply the theories on investment analysis

TEXT BOOKS:

1. Donald E.Fischer& Ronald J.Jordan, "Security Analysis and Portfolio Management", PHI Learning, 8th Edition,2011.

2.Prasannachandra, "Investment Analysis and Portfolio Management", Tata McGraw Hill, 4th Edition, 2012.

3.S.Kevin, "Securities Analysis and Portfolio Management", PHI Learning, 13th Edition, 2015.

REFERENCES:

1.Reilly& Brow, "Investment Analysis and Portfolio Management", Cengage Learning, 9th Edition, 2011.

2.V.A.Avadhan, "Securities Analysis and Portfolio Management", Himalaya Publishing House, 2011.

3.V.K.Bhalla, “Investment Management “, S.Chand&Company Ltd., 2012

WEB LINKS

1. https://thismatter.com/money/investments/portfolios.htm
2. https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/
3. https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/
4. https://gurukpo.com/Content/MBA/SAPM.pdf
5. https://old.amu.ac.in/emp/studym/99993840.pdf

21EMBF02 **3 0 0 3**

MANAGING BANKSAND FINANCIAL INSTITUTIONS

COURSE OBJECTIVES:

- This course is designed to develop an understanding of financial institutions and financial markets and their relationship to public policies and management policies.
- To understand various Banking Products and Innovative banking services available
- To study market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management.

UNIT-I OVERVIEW OF THE BANKING SYSTEM 9

History of Indian banking -Organization and Structure of Banking -Overview of Changing Financial-Services - Financial Statements-The Lending Function- Business Loans -Consumer Loans - The Investment Function -Bank Sources of Funds - Deposit Liabilities -Non-deposit Liabilities- Services of Banks- Advancements of loans-Cheque payments-Discounting on bills of exchange-Collecting and paying the credit instruments-Guarantee by banks-Consultancy-Credit cards-Funds remittance-Debit cards.

UNITII CENTRAL BANKING AND BANK REGULATION 9

Bank Regulations and Policies- RBI Guidelines and directions-Committees on Banking Sector Reforms -Bank regulation and supervision - Bank failures and banking crises- Banking risks - Managing risk in banking.

UNITIII BANKING AND FINANCIAL INSTITUTIONS 9

Importance of Banking to Business-Types of Banks-Structure of Indian Financial System-Financial Intermediaries and Its Role- International Banking - Trust Banking -Investment Banking –Banc assurance-Non-Banking Finance Companies (NBFCs)- Development Finance Institutions- Insurance Companies- Mutual Funds- Merchant Bankers- Credit Rating Agencies- NABARD roles and functions.

UNITV NON-PERFORMING ASSETS MANAGEMENT 9

Non-performing assets – Assets classifications- NPA Crisis –causes of NPA —Reserve Bank of India (RBI) guidelines and regulations for NPA-Insolvency and Bankruptcy Code -Internal restructuring of stressed assets- Strategic Debt Restructuring-Capital

adequacy norms.

UNITV RECENT TRENDS IN BANKING, INNOVATIVE BANKING AND FINANCIAL SERVICES 9

RTGS – Real Time Gross Settlement - EFT – Electoral Funds Transfer - ATM – Automatic Teller Machine - Mobile Banking - Internet Banking -Crypto currency- Blockchain- Digital transformation-collaboration with FinTech, - artificial intelligence and robotics Chatbots- Big Data- Block chain Integration- (AI)- Cyber Security- Robotic Process Automation (RPA)- Cloud Computing-E services

TOTAL 45 HRS

COURSE OUTCOMES:

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

CO – 1: Evaluate organization structure and functions of banking

CO – 2: Discuss RBI Regulations and Policies and Committees on Banking Sector Reforms

CO – 3: Examine Indian Financial System and the role of Financial Intermediaries

CO – 4: Critically analyze NPAs. (RBI) guidelines and regulations for NPA Available

CO – 5: Assess recent trends in Banking and Financial Services

TEXT BOOKS:

1.Joel Bessis, "Risk Management in Banking", John Wiley & Sons, 4th Edition, 2015.

2.Singh, Bhattacharya, Banking Sector Management, Discovery Publishing House.

REFERENCES:

1. SethiJyotsna, "Elements of Banking and Insurance", PHI Learning, 2012.

2. Scott Harrington, Gregory Niehaus, "Risk Management and Insurance", McGraw Hill, 2nd Edition, 2003.

3. PhilippeJorion, "Financial Risk Manager Handbook", Wiley, 6th Edition, 2011.

4.Parameswaran R, Natarajan S, Kandasami K P, Banking Law and Practice, S.Chand Publications

5.Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003.

6.Pathak : Indian Financial Systems – Pearson Education

WEB LINKS:

1.https://www.youtube.com/watch?v=t8VH8QNToBw

2.https://www.youtube.com/watch?v=uLiWKXBqeU4

3.https://www.youtube.com/watch?v=VwYBvLLcTMo

4.https://www.journals.elsevier.com/journal-of-banking-and-finance

5.https://onlinelibrary.wiley.com/journal/15384616

6.https://www.journals.elsevier.com/journal-of-banking-and-finance

7.https://www.emerald.com/insight/publication/issn/0265-2323

8.https://www.cribfb.com/journal/index.php/ijfb

9.https://www.springer.com/journal/42786

10.https://onlinelibrary.wiley.com/journal/15384616

21EMBF03 PROJECT APPRAISAL AND FINANCE 3 0 0 3

COURSE OBJECTIVES:

- To understand the techniques used for appraising a project.
- To understand the various modes of financing a project.
- To assess the various types and measures of risk.
- To understand the nuances involved in assessing working capital requirement.

UNIT I PROJECT FORMULATION 9

Project – Concepts –Types of projects - Generation and Screening of Project Ideas – Project identification – Preliminary Analysis, Market, Technical, Financial, Economic and Ecological – Pre-Feasibility Report and its Clearance, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report.

UNIT II PROJECTAPPRAISAL 9

Techniques of appraising projects. DCF and non-DCF methods – NPV, PI, IRR and MIRR, Payback Period and Discounted Payback Period, Accounting Rate of Return – Socio-Cost Benefit Analysis – Types and various measures of risk - Problems involving decision making.

UNIT III COST OF CAPITAL 9

Meaning and significance – Factors influencing cost of capital - Calculation of cost of Capital - CAPM, Weighted Average Cost of Capital – Meaning - Book Value & Market Proportions - Problems involving decision making.

UNIT IV ASSESSING WORKING CAPITAL REQUIREMENTS 9

Concept of Working Capital – Significance – Types of Working Capital - Various factors influencing working capital requirements – Computation of Working Capital – Operating Cycle – Dangers of excess and inadequate working capital – Sources of working capital finance - Approaches to working capital management.

UNIT V PROJECT FINANCE 9

Traditional sources of financing - Equity shares, preference shares, Debentures/bonds, loan from financial institutions - Alternative sources of financing -Foreign Issues, FDI & FII, Private Equity, Securitization, Venture Capital - Public Private Partnerships.

TOTAL:45 Hrs

COURSEOUTCOME:

At theend ofthe course the students will be able to:

CO-1:Evaluatethemethods for generationand screeningof Projectideas

CO - 2: Analyse the various techniques of appraising projects, including socio-cost benefitanalysis.

CO-3: Understandthenuancesinvolvedincostingthecapitalraised forthe project.

CO – 4: Evaluate the dynamics involved in working capital management.

CO- 5: Createthevarioustraditionalsourcesof financingaproject.

TEXTBOOK:

1.ChandraPrasanna,ProjectsPlanning,Analysis,Financing,ImplementationandReviewTata McGrawHill.7thEdition,2017

REFERENCE BOOKS:

1. ChoudharyS.,ProjectManagement, Tata McGrawHill. ThirdEdition,2016
2. Desai,Vasant,ProjectManagement, HimalayaPublishingHouse. FourthEdition,2016
3. N.JanardhanRao, AmitSinghSisodiya,PublicPrivatePartnershipModelinIndia:
4. Concepts,Issues and Outlook, Icfai UniversityPress, 2017.
5. NagarajanK,ProjectManagement,NewAge International(P)Ltd. Second Edition,2017.

WEBSITES:

1. HTTPS://www.ifac.org/system/files/publications/files/PAIB-IGPG-ED-Project-and-Investment-Appraisal-for-Sustainable-Value-Creation_0.pdf
2. https://corporatefinanceinstitute.com/resources/knowledge/finance/project-finance-primer/

WEB SOURCES:

1. https://www.slideshare.net/RajeshAdatravu/project-appraisal-68998118
2. https://www.slideshare.net/bssmanagement/project-financial-appraisal-technique

21EMBF04 BUSINESS VALUATION 3 0 0 3

COURSE OBJECTIVES:

- The objective of the course is to provide students with hands on experience in financial statements valuation.
- Students will be exposed to general tools of financial analysis, theoretical concepts, and practical valuation issues.
- Students should be comfortable with using firm's financial statements to develop understanding of their performance and to establish basis for making reasonable evaluation estimates.

UNIT 1 INTRODUCTION TO FINANCIAL ANALYSIS 9

Finance and accounting – meaning –Types of companies - Financial statement analysis – on the basis of materials used – on the basis of modus operandi – Comparing financial and non-financial listed companies performance through annual as a bench marking against competitor and industry.

UNIT II FINANCIAL ANALYSIS THROUGH RATIOS 9

Accounting analysis – Factors influencing accounting quality – Steps in accounting analysis – Drivers of firms profitability and growth – Measuring overall profitability – Decomposing profitability – Measuring earnings - Evaluating Investment management – Liquidity analysis and net trade cycle - Evaluating financial management& leverage analysis – Assessing sustainable growth rate of companies – Assessing historical pattern of key ratios among financial (CAMEL analysis) and non-financial firms – Analysis of cash flow.

UNIT III PROSPECTIVE AND CREDIT ANALYSIS 9

Prospective analysis – Techniques - Elements of detailed forecast – Sensitivity analysis –- Decision tress analysis of capital budgeting - Credit analysis – Market for credit –Credit analysis process –Factors driving debt rating – Kalpan – Urwitz model of debt rating – Prediction of distress and turnaround – MDA, PCA and RPA.

UNIT IV M & A AND EQUITY ANALYSIS 9

Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio – PEG analysis – F Score .

UNIT V EQUITY VALUATION 9

Risk and return of equity – Dividend pattern analysis – Valuation of Options & Futures – BS model, Binomial model – Hedging.

TOTAL:45Hrs

COURSE OUTCOMES:

CO1 -- Applying value-relevant information contained within financialstatements;

CO2 - Applying value-relevant information contained within financialstatements;

CO3 –Evaluate and explain the fundamental role of accounting numbers in thevaluationofentities andthekeyfinancialclaims ontheseentitiesassets(equityand debtsecurities);

CO4 – Analyse the ratios Mergers & Acquistion & restructuring

CO 5 - Apply the concept ofPEGand othervaluation models

TEXT BOOKS:

1. Koller, Goedhart, Wessels, Valuation: Measuring and Managing the Value of Companies, McKinsey & Company Inc. University Edition. 7th Edition, 2020.
2. Copeland T E, T Koller and J Murrin, Valuation: Measuring and Managing the Value of Companies. John Wiley and Sons. 7th Edition, 2020.

REFERENCE BOOKS :

1. Richard A Brealey, Stewart C Myers and Franklin Allen, Principles of Corp Finance, Irwin/McGraw-Hill. 12th Edition, 2017.
2. Pitabas Mohanty, Business Valuation – Text and Cases. Taxmann, 2021

WEBSITES:

1. http://support.uclaextension.edu

WEB SOURCES:

1. https://www.researchgate.net/publication/338306623_Introduction_to_Business_Valuation
2. http://www.stern.nyu.edu/~adamodar/New_Home_Page/papers.html

21EMBF05 FINANCIAL MARKETS &SERVICES 3 0 0 3

COURSE OBJECTIVES:

- To understand the role, scope and growing contribution of financial services in the service sector of the economy.
- To comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation ofNAV.
- To understand the role of intermediaries and its regulating bodies.
- To know the impact and role of Credit rating in the corporate world.

UNITI STRUCTURE OF FINANCIAL SYSTEM: **9**

Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations –Secondary Markets- Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNITII FINANCIAL SERVICE 9

Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – – Functions of Merchant Banking -Regulation of Merchant Banking in India-SEBI guidelines-Merchant banking in India .

UNIT III VENTURE CAPITAL & LEASING 9

Concept of Venture Capital – Features of Venture Capital – Scope of Venture Capital – Importance of Venture Capital – Origin – Initiative in India – Guidelines – The Indian Scenario – Present Position – Suggestions for the Growth of Venture Capital Funds Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing .

UNIT IV MUTUAL FUND 9

Mutual funds: concepts and objectives – Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.- guidelines for mutual funds – working of public and private mutual funds in India - performance measure of a mutual fund – Performance Evaluation of Mutual Funds – Sharpe's Model for Evaluation – Treynor's

Model for Evaluation – Jenson Model – Other Parameters of Performance.

UNITV SPECIALIZED FINANCIAL SERVICES 9

Microfinance,-Private Placement, Private Equity, Securitization & Asset Reconstruction Company- Overview of Credit Information Reporting- Factoring and bill discounting concept process and forms-Functions of a factor.-Legal aspects of factoring and bill discounting.. - Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting.

TOTAL 45 HRS

COURSE OUTCOMES:

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

CO – 1: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

CO – 2: Develop insights regarding concept and mechanism of various financial markets and services

CO – 3: Utilize the guidelines provided by various legal and regulatoryframeworks to analyze the different financial services.

CO – 4: Develop insights regarding concept and Mechanism of various financial markets and services

CO – 5: Build skills to evaluate an individual's assets, needs and prepare plans for efficient wealth management.

TEXT BOOKS:

1. C Rama Gopal, "Management of Financial Services", Vikas Publishing House, 1st Edition, 2014.

2. M.Y.Khan, "Financial Services", Tata McGraw Hill, 12th Edition, 2012.

3. Machiraju, "Indian Financial System", Vikas Publishing House, 2nd Edition, 2010.

REFERENCES:

1. Rajesh Kothari, "Financial Services in India – Concepts and Application", Sage India. 2010.

2. J.C.Verma, "A Manual of Merchant Banking", Bharath Publishing House, New Delhi, 2001.

3. B.S Bhatia, G.S.Batra,"Management of Financial Services", Deep and Deep Publications,1996.

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1. https://nptel.ac.in/courses/110/105/110105121/
2. http://www.himpub.com/documents/Chapter1321.pdf
3. https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Institutions

4. https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Markets
5. http://tumkuruniversity.ac.in/oc_ug/comm/notes/FINANCIALMARKETANDSERVICES.pdf
6. http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf
7. https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/[Jeff_Madura]_Financial_Markets_and_Institutions_11.pdf

21EMBF06 **3 0 0 3**

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

COURSE OBJECTIVES:

- To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.
- To illustrate the leading methods used in the valuation of a firm for merger analysis

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UNIT I MERGERS 9

Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.-Characteristics of Merger, Divestitures, sell off, spin off, Equity carveout, Going private, demergers and Leveraged buyouts.

UNIT II ACQUISITIONS 9

Negotiation/Approach for Merger, Acquisition and Take-over - Contracting - Implementation of Merger and Acquisition - Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over – Defensive tactics for mergers. Takeovers, types, takeover strategies, -– financial defensive measures – methods of resistance – anti-takeover amendments – poison pills

UNIT III CORPORATE RESTRUCTURING 9

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance- buyback of shares.

UNIT I V ACCOUNTING FOR AMALGAMATION & LEGAL AND REGULATORY FRAMEWORK OF M & A 9

Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits--Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.

UNIT V THEORIES OF MERGER 9

Theories of Merger –tax aspects in mergers & acquisitions –Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers – Case studies in M & A.

TOTAL 45 HRS

COURSE OUTCOMES:

CO-1: Investigate the major strategic, economic, financial, and governance issues of mergers and acquisitions

CO-2: Evaluate the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, and create shareholder value.

CO-3 Apply the valuation techniques to M&A assessment and decision making

CO-4: Provide a framework for analyzing transactions including understanding strategic rationale, valuation methodologies, deal structures, bidding strategies, and the need for a value proposition.

CO-5: Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes

TEXT BOOKS:

1. Patrick A.Gaughan, "Mergers and Acquisitions Corporate Restructuring", Wiley Publishers, 6th Edition, 2015.
2. Rabi Narayan Kar/Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices Paperback – , TAXMANN, 2017
3. Donald M. DePamphilis, "Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions", Academic Press, 6th Edition, 2011.
4. Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
5. Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
6. Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
7. Mergers, Ramanujam et al, TMH, 2003. • Advanced Accounts Vol. 2 – Shukla&Grewal, S.Chand& Sons.
8. Mergers and Acquisitions, Rajinder S. Aurora, KavitaShetty and Sharad R. Kale, Oxford University Press, 2011.

REFERENCES:

1. Karn Gupta, "Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position", Lap Lambert Academic Publishing, 2013.
2. Donald M. DePamphilis, "Mergers, Acquisitions, and Other Restructuring Activities", Academic Press, 5th Edition, 2010.
3. SheebaKapil (Author), Kanwal N. Kapil (Author), Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing (WIND)Paperback WILEY, 2015
4. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
5. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley
6. The Theory of Corporate Finance, Jean Tirole, Princeton University Press "Corporate Takeovers" by Betton, Eckbo, Thorburn,
7. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy &Vishwanath. S.R – Sage Publication.
8. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
9. Corporate Restructuring, Bhagaban Das, DebdasRaskhit and SathyaSwaroopDebasish, Himalaya Publishing, 2009.
10. Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4/e, Vikas Publishing House, 2013.

WEB LINKS

1. https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-six-types-of-successful-acquisitions#
2. https://www.jstor.org/stable/27747463?seq=1
3. https://sci-hub.do/https://doi.org/10.1016/B978-0-12-385487-2.00015-5
4. https://sci-hub.do/https://doi.org/10.1016/B978-0-12-385487-2.00004-0

21EMBF07 FINANCIAL DERIVATIVES 3 0 0 3

COURSE OBJECTIVES:

- To understand the role of financial risk management as well as the techniques available for its measurement in financial and non-financial corporations.
- To review the set of financial instruments available in modern financial markets as well as the strategies that a firm can use to optimize the management of the risks the company is faced to and
- To build a framework that will help integrate financial risk management into the overall corporate strategy of the firm.

UNIT I INTRODUCTION TO DERIVATIVES 9

Purpose, Definition of Badla, Evolution , Introduction to Forward Contracts & its demerits, Types of Futures instruments, Pricing of Futures, Lot sizes, Contract months, Expiry, Margins –initial & marked-to-market with calculations, Cost of carry, Roll over, Stop loss, Convergence, Trend indicators. Trading Mechanism, Hedging Mechanism, Arbitrage Mechanisms, and Utility of Hedging Mechanism in managing market risk.

UNIT II OPTIONS MARKET 9

Types of Options, Call & Put Options, Premiums, Strike Prices, Put-Call ratios, SEBI's regulatory framework, Options Strategies, Profit and loss in options, Option pricing, factors affecting option pricing, Option Overwriting, Exotic Options and other derivatives, Mortgage backed Securities, Nonstandard swaps, Weather Derivatives, Energy Derivatives, Insurance derivatives.

UNIT III SWAPS 9

Definition of SWAPs, uses in risk Management and Hedging, different kind of swaps like currency Swaps and interest rate swaps and their working.

UNIT IV OVERVIEW OF RISK MANAGEMENT 9

Meaning, Definition, Risk identification, Risk identification and Risk Evaluation, Risk assessment &Management.Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability, Risk Management, Risk control. Types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging.Price variation, Short Term borrowing, Pricing in Foreign Currency, Assets Liability

Management, Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and theirapplications, Pricing techniques, Operational aspects.Meaning, Process, concept of Probability, PML, Decision Making Criteria, Importance of valuation of a risk, Risk Control, Loss Prevention, various methods.

UNIT V MEASUREMENT OF RISK AND RETURN 9

Meaning, Types of Risk, Measurement of Risk, Behavioural view of risk, Sensitivity Analysis, Probability, statistical measures of risk, Standard deviation, Variance, Coefficient of Variation, Beta, Coefficient of Beta, probability. Portfolio Expected Return, Portfolio Variance and Standard Deviation, Concept of Modern portfolio theory.Value at Risk (VAR), Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing. CAPM, Arbitrage Pricing Theory, Sharpe Ration, Treynor Ration, Jensen Index.

TOTAL :45 Hr

COURSEOUTCOMES:

Atthe endofthecourse,thestudents willbeableto

- CO1Applyknowledgeofkeyfinancialbuildingblocksusedinconstructingcomplexderivativeinstruments (Eg. Futures,Forwards, Options andSwap)
- CO2 – Analyse and evaluate the options market
- CO 3 – Evaluate different kinds of swaps
- CO4–Analyzethe overview of risk management.
- CO5–Applyandanalyzethepricingofindividualandcombinationofderivativesecurities.

TEXTBOOKS :

1. SundaramandDas,DerivativesPrinciplesand Practice,McGrawHill,2017

2. N R Parasuraman, Fundamentals of Financial Derivatives, WileyPrecise Textbook Series. 3ed (WIND), 2014.

3. Sundaram Janakiramanan, Derivatives and Risk Management, Pearson Education.1st Edition, 2011.

REFERENCE BOOKS

4. DhaneshKumarKhatri,InvestmentManagement&SecurityAnalysis:TextandCases, Macmillian India Ltd.2nd Edition, 2012.

5. S L Gupta, Financial Derivatives: Theory, Concepts and Problems, PHI. 2nd Edition,2017

WEBSITES

1. https://www.stat.fi/meta/kas/johdannaiset_en.html
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FD_NOTES.pdf

WEB SOURCES

1. https://www.slideshare.net/mebinoyjohn/financial-derivatives-45001725
2. https://www.slideshare.net/vwedelich/financial-derivatives-and-options

21EMBF08 INTERNATIONAL FINANCE 3 0 0 3

COURSE OBJECTIVES:

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management.
- It enables the students to understand the crux of international financial market.

UNIT I INTERNATIONAL FINANCIAL ENVIRONMENT 9

Global Economy – Evolution, financial Globalization, rewards and risks, Openness of Indian Economy - International Monetary system, Multilateral financial institution – Overview, Importance and role in developing economies, Balance of Payments (BOP) – Fundamentals, Principles and its various components, The Current Account Deficit and Surplus- International Business methods – Exposure to international risk.

UNIT II FOREIGN EXCHANGE MARKET 9

Evolution of foreign exchange market -International Monetary System -Introduction- Forex Market participants- Foreign Exchange Rate regime-Fixed and Floating- Advantages and Disadvantages, Foreign Exchange Contracts - Spot and Forward Contracts – Swap and options, Forex Dealers/market makers and brokers-Forex Trading and SWIFT- Forex market in India- FERA Vs. FEMA.

UNIT III EXCHANGE RATE DETERMINATION 9

Exchange Rate Determination - Exchange rate movements - Factors that influence exchange rates – Forward Rate and Cross Rate - Concepts of International arbitrage - Interest rate parity - Purchasing power parity - International Fisher effect.

UNIT IV INTERNATIONAL FINANCIAL MARKETS & INSTRUMENTS 9

International Financial Markets - basic concepts of the International Money Market –International Equity and Bond Market- GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate

Agreements-Foreign Trade Finance - Financing methods for import of capital goods- Export trade documents - Payment terms – Letter of credit, Pre shipment and post shipment finance, factoring, forfeiting and Countertrade.

UNIT V MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE 9

Concept of exposure forward and foreign exchange exposure- nature and measurement of foreign exchange exposure- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure-Management of Interest rate exposure- -various tools and techniques of foreign risk management - risk management products.

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TOTAL :45 HRS

COURSE OUTCOMES:

CO –1: Analyze and interpret knowledge of basic theorems of exchange rate determination, interest rates and inflation and the role of arbitrage in keeping the foreign exchange market efficient..

CO –2: Identify risk related to exchange rate fluctuations and develop strategies to deal with them.

CO –3: Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms..

CO –4: Analyze and evaluate various foreign exchange management exposures

CO –5: Demonstrate the ability to produce a clear and concise written report that demonstrates higher order understanding of key concepts in international finance.

TEXTBOOKS:

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Eun, Cheol S., Bruce G. Resnick, International Financial Management, McGraw-Hill, 6th edition, 2012, ISBN-13: 978-0-07-803465-7.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
4. Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, Multinational Business Finance, Prentice Hall, 12th edition, 2009.
5. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 10th Edition, 2013.
6. Levich, Richard, International Financial Markets, McGraw-Hill/Irwin, 2nd Edition, 2001.
7. MadhuVij International Financial Management, Excel BOOKS, 2010.
8. Apte P. G International Financial Management –, 6/e, TMH, 2011
9. Eiteman, Moffett and Stonehill Multinational Business Finance , 12/e, Pearson, 2011.

REFERENCE BOOKS:

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
3. International Financial Management – VyuptakeshSharan, 6/e, PHI, 2011.
4. Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
5. International Financial Management – Jain, Peyrard&Yadav, Macmillan 2010.
6. International Finance – Thomas O'Brien, Oxford University Press, 2010.

WEB LINKS:

1. https://drodrik.scholar.harvard.edu/publications/rebalancing-globalization
2. http://www.imf.org/
3. http://www.worldbank.org
4. http://people.stern.nyu.edu/igiddy/valueatrisk.htm
5. http://people.stern.nyu.edu/igiddy/fxrisk.htm
6. https://iare.ac.in/sites/default/files/LECTURE%20NOTES-IFM.pdf

21EMBF09 BEHAVIOURAL FINANCE 3 0 0 3

COURSE OBJECTIVES :

- To help students identify persistent or systematic behavioural factors that influence investment behaviour
- To provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance.
- To help students appreciate the limitations of 'rational' models of investment decision making
- The course is also focused on the specific features of decision-making process in a market that is not strongly efficient

UNIT I BEHAVIORAL FINANCE: INTRODUCTION 9

Basics of Securities and Stock market - Psychology and market people-Investors, portfolio managers, analysts: are they rational? -Bounded rationality in real market conditions.-Decision-making process and behavioral biases.-Simple experiments on anchoring.

UNIT II EFFICIENT MARKET HYPOTHESIS 9

Theoretical foundations of efficient market hypothesis (EMH) - Rational investors, irrational investors – arbitrage - The future of irrational investors - Empirical tests of efficient market hypothesis - Price reactions to the news - The value of stale information - Three forms of EMH - Testing the semi- form of EMH

UNIT III FAILING EMH: EVIDENCE 9

Theoretical challenges to the EMH. Empirical challenges to EMH - Insider information and corporate scandals. Return predictability in the stock markets-Seasonal anomalies.-January effect. Common risk factors in the returns on stocks and bonds - Stock prices overreaction and correction - First glance proofs of insider trade - Making money on insiders' information

UNIT IV HEURISTICS AND BEHAVIORAL BIASES OF INVESTORS 9

Heuristics and behavioral bias - Anchoring bias-Limited attention, storing and retrieving information, availability bias-Familiarity bias- Risk preference, framing bias. Mental accounting- Representativeness.-Ambiguity aversion-Overconfidence and excessive trading-The analysis of potential consequences.

UNIT V BEHAVIORAL CORPORATE FINANCE 9

The decision-making process in reality - First level rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing.-Second level - less than rational managers. Behavioral biases of managers. Capital structure choice - behavioral aspects. Investment policy - real investments and M&A deals.

TOTAL 45 HRS

COURSE OUTCOMES:

CO – 1: Describe how behavioral biases of managers affect the decision-making process in a Corporation

CO – 2: Describe the alternate framework for understanding price discovery in the markets

CO – 3: Explain and demonstrate using empirical data the challenges to the efficient market hypothesis;

CO – 4: Apply this understanding to help promote more efficient financial decisions for different categories of actors such as individual investors, professional traders.

CO – 5: Describe the process of behavioral biases contribution to the asset prices models;

TEXTBOOKS

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2. Fama, E. F. (1991). Efficient Capital Markets: II. Journal of Finance, 46(5), 1575-1617.
3. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
4. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.

REFERENCES :

1. Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.
2. Prasanna Chandra Behavioural Finance McGraw Hill 2016 / 1st
   M. M. Sulphey Behavioural Finance PHI 2014 / 1st

WEB LINK:

1. https://www.coursera.org/lecture/biases-portfolio-selection/what-are-heuristics-driven-biases-QhE4x
2. https://www.coursera.org/learn/behavioral-investing/lecture/2tyOk/1-overconfidence-bias
3. https://www.coursera.org/lecture/financial-markets-global/introduction-to-behavioral-finance-yz35t
4. **https://www.ripublication.com/irbf17/irbfv9n1_11.pdf**

21EMBF10 TAXATION 3 0 0 3

COURSE OBJECTIVES:

- To compare and contrast sole proprietorships, partnerships, and corporations to advise clients in organizing a new business .
- To describe how choice of entity relates to the type of records to keep, noting issues related to substantiation and documentation.
- To outline the available accounting periods and methods and the methods for identifying and valuing inventory items.

UNIT I CONCEPT OF TAXATION 9

Objectives of taxation-canons of taxation-tax systems in India-Direct and Indirect taxes-meaning and types.

UNIT II INTRODUCTION TO TAX 9

Income tax act 1961-Basic concepts and definitions-income, Assesse person, previous year Assessment year. Income Tax authorities-Return of Income-Procedure for assessment-Types of assessment-Appeals-Deduction of Tax at Source-Advance payment of Tax-Interest and penalties-Prosecution-Refund of Tax.

UNIT III CONCEPTS OF DUTY 9

Excise duty-customs duty-Advalorem duty and specific duties-Entry tax-service tax.

UNIT IV NET WEALTH 9

Definitions-Net Wealth-Deemed Wealth-Exempted wealth valuation of asset-Assessment penalties .Service tax – concepts and general principles - Charge of service tax and taxable services -Valuation of taxable services -Payment of service tax and filing of returns - VAT – concepts and general principles -. Calculation of VAT Liability including input Tax Credits -. Small Dealers and Composition Scheme - VAT Procedures.

UNIT V AN OVERVIEW OF TAX AUDIT 9

An overview of tax audit- tax incentives and exports promotions deductions and exemptions.

TOTAL :45 HRS

COURSEOUTCOMES:

CO – 1: Understanding the tax system prevailing in India

CO–2:Evaluate various taxes available in India

CO– 3:Understand the concept of exciseduty and customsduty

CO–4: AnalyseVAT Liability including input Tax Credits

CO– 5: Apply the procedure of tax audit.

TEXT BOOKS:

1.BhatiaH L,PublicFinance,Vikas Publishing. 27th Edition, 2012.

REFERENCEBOOKS

1. LakhotiaR N,Howto SaveWealth Tax, VisionBook. 9th Edition, 2005.
2. PrasadBhagwati,IncomeTaxLaw&Practice, WishwaPrakashan. 34th Edition, 2000.
3. SinghaniaV K, Kapil Singhania, Direct TaxesLaw & Practice, Taxmann. 64th Edition, 2021.

WEBSITES:

1. https://www.britannica.com/topic/taxation
2. https://groww.in/p/tax/

WEB SOURCES:

1. https://www.slideshare.net/ujjmishra1/taxation-28840659
2. https://www.slideshare.net/MeenalGupta46/taxation-system-of-india
3. https://www.slideshare.net/caedduterte/taxation-summary

21EMBF11 CONSUMER BEHAVIOUR 3 0 0 3

COURSE OBJECTIVES:

- To study about the historical background and concepts vital for understanding Consumer Behavior.
- To identify the role of various variables that determine Consumer Behavior in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer Behavior.
- To study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer Behavior.

UNIT I INTRODUCTION OF CONSUMER BEHAVIOUR 9

Introduction of Consumer Behaviour- Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer segmentation-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy.

UNIT II BEHAVIOUR CHANGE 9

Behaviour Change - Beliefs, Attitudes, and Behaviour Change: Persuasion, Personality and Consumer behaviour, Social class, Group dynamics, Households and Families, Cultural and Subculture. [Consumer motivation, personality, perception and learning].

UNIT III CONSUMER DECISION MAKING PROCESS 9

Consumer Decision Making Process - Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Communication and Consumer Behavior - Components of communications process Brand Loyalty and Repeat Purchase Behavior. Opinion leadership dynamics of opinion leadership, the situational environment of opinion leadership.

UNIT IV CONSUMER MODELING 9

Consumer modeling - Consumer modelling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2 Stanford model.

UNIT V CONSUMER RIGHTS **9**

Consumer Rights - Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

TOTAL :45 Hrs

COURSE OUTCOMES:

CO – 1: Recall the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour.

CO – 2: Infer various methods to do the consumer research process.

CO – 3: State how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior.

CO – 4: Innovates the different ideas in social brain research to comprehend the conduct of customers.

CO – 5: Demonstrate the concept of consumerism.

TEXT BOOKS:

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003 .
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2009.

REFERENCE BOOKS:

1. Schiffman, L.G and Kanuk L.LConsumerBehaviour, 8/e, Pearson Education, New Delhi, 2020.
2. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

WEBSITES:

1.https://www.coursera.org/courses?query=consumer%20behavior

2.Websources:https://www.business2community.com

21EMBF12 B2B MARKETING 3 0 0 3

COURSE OBJECTIVE:

- To know B2B markets are often characterized by the fact that a limited number of counterparts make up for a large portion of a company's business.
- To identify the conscious choices of models of analysis and other theoretical tools designed for the challenges that companies in B2B markets face.
- To studies the basic examination firm explicit issues in B2B markets.

UNIT I FUNDAMENTALS OF INTER-ORGANIZATIONAL MARKETING 9

Fundamentals of inter-organizational marketing: B2B Direct Marketing- the Basics; Tasks, Forms. Review of inter-organizational markets, Demand on inter- organizational markets, Hands-on inter-organizational markets, Classification commercial practices, Classification of markets, B2B and e-commerce.

UNIT II THE BEHAVIOR OF CUSTOMERS AT THE B2B MARKETS 9

The behavior of customers at the B2B markets:purchasing process,purchasing role,the development of needs atthe organizations. Research on B2B markets,Marketing Information System,Research facilities,Analysis of competition-Benchmarking.

UNIT III STRATEGIC MARKETING PLANNING 9

Strategic marketing planning: Segmentation of the market, Methods and devices of strategic marketing planning. Product Policy of established products-Classification of the product types,the life cycle of the product, Management products, Strategies for established products. Product policy of new product development: Strategies for the development of new products -Marketing systems, marketing of engineering services.

UNIT IV PRICING 9

Pricing: Price; Pricing; Pricing strategies, the pricing policy, Price on the Internet, Financialmarketing. The policy of distribution- direct sales, indirect sales, Management of conflicts on the way, Internet as a distribution channel, Multi-channeldistribution. Vertical specialization- Choosing industry, specialization, expanding to other verticals in theindustry..

UNIT V SELLING 9

Selling: Sales department, keeping the sales department, Customer relationship management. Strategies of communication-The communication process in B2B,Publicrelations,Advertising,Tradefairs and exhibitions.

TOTAL:45Hrs

COURSE OUTCOMES:

CO – 1: Recognize the use of technologies and strategies in the market.

CO – 2: Interpret the various segments in the markets for products and services.

CO – 3: Deliver out the elements that affect the business.

CO – 4: Different aspects and procedures to comprehend the B2B.

CO – 5: Sketch various research methods used in business 2 business surveys.

TEXT BOOKS:

1. William Leake, B2B online Marketing, Sybex 2017.
2. Christopher Ryan, Winning B2B marketing, Fusion Marketing Press, 2014.
3. John COE, Fundamentals of Business 2 Business Sales and Marketing, McGraw-Hill Education, 2017.

REFERENCE BOOKS:

1. Sharma Dheeraj,, B2B Marketing, Cengage Publications, 2014.
2. James C. Anderson, Business Market Management (B2B), Pearson Education, 2016.

WEBSITES:

1.:https://www.udemy.com/course/b2b-marketing/

WEBSOURCES:

1.https://learn.g2.com/b2b-marketing

21EMBF13 RETAIL MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To bring out the importance of traditional retailing-brick and Motor stores.
- To create awareness on various retailers strategies.

UNIT I RETAILING 9

Retailing – Definition & Importance –retail Environment-The wheel of Retailing-Retail Formats-store and non- store Retailing, Factors affecting retailing in India.Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing –Types of retail formats – franchising in retailing.

UNIT II MARKETING MIX 9

Retail Marketing mix - Retail consumer buying behaviour – types – factors influencing - buying behavior – Segmentation –Retail organization structure – Major functional areas – careers in retailing - Retail strategy- Region wise analysis of Indian Retailing.

UNIT III RETAIL LOCATION 9

Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies, issues of location, Retail store layout, Types of layouts – Factors affecting store layout Merchandising, Category management, Role of private label.

UNIT IV DESIGN 9

Store design – Interiors & exteriors - Retailing image mix – Store Façade, Retail Marketing Mix Strategies: Retail Product Category, Pricing,Retail Communication mix – Sales promotion – Advertising - Public relation – Personal Selling – Steps in planning retail communication Promotion and advertising in retail marketing- Retail Operations-Customer service management in Retail.

UNIT V STRATEGIES 9

Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies, Store image and display, purchasing, negotiating purchases, consumerism and moral values in retailing. Patronage and generating loyalty, Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems.

TOTAL :45 Hrs

COURSE OUTCOMES:

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

CO-1 : Illustrate the various types of retailing formats.

CO-2 : Sketch the growth of the retail sector in India.

CO-3 : Depict the retail industry in India –a complete region wise analysis.

CO-4 : Demonstrate the career growth prospects in the retail industry.

CO-5 : Emphasize the importance of retail location.

TEXT BOOKS:

1.Retail Management,Barry Berman,Joel R Evans,Patrali Chatterjee,Ritu Srivastava,Thirteenth Edition ,Pearson Paperback – 27 July 2017.

2.Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2003.

3.Dunne, Retailing, South Western Learning, 2011.

REFERENCES:

1. Suja Nair, Retail Management, TMH, 2012.
2. Retailing Management : Text and Cases ,Swapna Pradhan, 6th Edition Paperback 20 July 2020
3. Michael Levy, Barton A. Weitz, Retailing Management, COBS Publishing, 2018.

WEBSITES:

1.https://www.coursera.org/search?query=Retail+management&page=1

WEB SOURCES:

1.https://www.tradegecko.com › retail-management

21EMBF14 SALES & DISTRIBUTION MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To comprehend sales forecasting techniques, sales managers functions and responsibilities.
- To describe the procedures and criteria used for recruiting, training, motivating and compensating the sales force.
- To outline the techniques used for measuring the performance of the sales force.
- To clarify the various forms of physical distribution and the activities involved in it.

UNIT I INTRODUCTION 9

Sales Management : Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions.

UNIT II SALES ORGANISATION 9

Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, planning for major customers and sales Budget, Specific Characteristics of a successful salesman.

UNIT III SALES FORCE DEVELOPMENT 9

Developing the Sales Force for Industrial Customers and Consumer products: - Recruiting, Selection and Training of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. - Areas of sales Training: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, and Customer education. - Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising.

UNIT IV SALES FORCE PERFORMANCE 9

Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity Personal Selling: Basics, Salesmanship-definition- prospecting, resistance selling process and skills for effective salesmanship, Sales leads, Sales presentations, Types of calls, effective selling techniques, role of relationship marketing in personal selling, tools for personal selling.

UNIT V PHYSICAL DISTRIBUTION 9

Physical distribution - Definition, Importance – participants in physical distribution process Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels, Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi-channel marketing Systems - International Marketing Channels, Supply Chain Management – concept – significance – components– Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics - Channel Selection Process & criteria.

TOTAL :45 Hrs

COURSE OUTCOMES:

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

CO - 1: State objectives, strategies and tactics of sales management.

CO - 2: Discern emerging trends in sales management.

CO -3: Evaluate the role of sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.

CO -4: Explicate the concepts, attitudes, techniques and approaches required for Effective decision making in the areas of sales and distribution.

CO -5: Demonstrate skills acquired, critical for designing, evaluating and selecting sales and distribution strategies in practical settings.

TEXT BOOK:

1. Gini Graham & Scott, Building a Winning Sales Team, Probus Publishing, 2016.

REFERENCES:

1. Mr.S.L.Guptha-S & DM-Third Edition-XL Books, 2016.
2. Mr.Pingali Gopal-S &DM-Sage publication, 2017.

WEBSITES:

1.https://nptel.ac.in/courses/110/105/110105122/

WEB SOURCES:

2.https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_introduction.html

21EM BF15 MARKETING TO THE BASE OF PYRAMID CONSUMERS 3 0 0 3

COURSE OBJECTIVE:

- To understand the outline the principal challenges and opportunities in serving BOP markets.
- To illustrate the business models that satisfy the requirement of the lower segment.

UNIT I BOP MARKET 9

Nature - Market Development imperative - Business opportunities –National & Global, Business and the New Social Compact.

UNIT II PRODUCT & SERVICES FOR BOP 9

Philosophy for developing products & services- Principles of Innovation- Mass market – Niche market differentiation & product positioning.

UNIT III THE ECOSYSTEM FOR WEALTH CREATION 9

Market oriented ecosystem- ecosystem for developing country- learning the sanctity of contracts- reducing inequities in contracts- Building governance capabilities among the poor.

UNIT IV REDUCING CORRUPTION 9

Transaction Governance Capacity- building TGC- Andhra Pradesh e-Governance Story- eSeva - Center for Good Governance- Lessons from the Andhra Pradesh Experiment.

UNIT V SOCIAL TRANSFORMATION 9

Development as social transformation- Breaking down Barriers to communication- BOP consumer upgrade- Gaining access to knowledge -identity for the individuals & Women- Evolving checks & Balances.

TOTAL:45 Hrs

COURSE OUTCOMES:

CO-1: The students will be able to provide a theoretical and practical basis for assessing service performance using company examples.

CO-2: Identify business opportunities nationwide and global wide.

CO-3: Justify the product & services for BOP.

CO-4: Analyze how ecosystems are developing the country.

CO-5: To create a social compact in business.

TEXT BOOK:

1. The Fortune at the Bottom of Pyramid: Eradicating poverty through profits, C K Prahalad, Pearson education.Inc, 2010.

REFERENCE BOOKS:

1. Entrepreneurship at the Bottom of the Pyramid, by Carol Dalglish & Marcello Tonelli, Routledge; 1 edition, 2016.
2. Marketing to the Bottom of the Pyramid: Text and Cases, by Ramendra Singh, Business expert press, 2014.
3. Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value by Ted London & Stuart Hart, Pearson education. Inc, 3 rd print, 2010.
4. The Customer Loyalty Pyramid by Michael W. Lowenstein, Praeger Publishers Inc, 1997.

WEB SITES:

1.https://www.coursera.org › lecture › 1-6-marketing-to-

WEB SOURCES:

2.https://hbr.org/2014/10/profits-at-the-bottom-of-the-pyramid

21EMBF16 INTEGRATED MARKETING COMMUNICATIONS 3 0 0 3

COURSE OBJECTIVES:

- To understand the basic concepts of Integrated Marketing Communication
- To discuss the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

UNIT I INTRODUCTION TO MARKETING PROCESS 9

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.

UNIT II ADVERTISING AGENCY 9

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

UNIT III ADVERTISING OBJECTIVES AND BUDGETING 9

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

UNIT IV MEDIA PLANNING 9

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

UNIT V DIRECT MARKETING 9

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

TOTAL:45 Hrs

COURSE OUTCOMES:

CO – 1: Discuss the advertising objectives and advertising strategies

CO –2: Examine the elements of creative strategies

CO –3: Discuss the direct marketing concepts

CO – 4: Apply the Media Plan strategies

CO – 5: Examine the features of Media and its evaluation, types of media.

TEXT BOOKS :

1. Integrated Marketing Communication: Advertising and Promotion in a Digital World, Jerome M. Juska, Routledge; 1 edition 2017.
2. The Handbook of Strategic Public Relations and Integrated Marketing Communications, Clarke Caywood, McGraw Hill Education; 2 edition 2012.

REFERENCES:

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 11th Edition, 2011.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7 th Edition, 2007.

WEBSITES:

1.https://www.coursera.org › ... › Business › Marketing

WEB SOURCES:

1. https://courses.lumenlearning.com

21EMBF17 DIGITAL AND SOCIAL MEDIA MARKETING 3 0 0 3

COURSE OBJECTIVES:

- Explain the conceptual foundations of Digital Marketing Management as a functional area of business.
- Study the application of digital and social media marketing concepts in making strategicdecisions.

UNIT I UNDERSTANDING DIGITAL MARKETING 9

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT II CHANNELS OF DIGITAL MARKETING 9

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

UNIT III DIGITAL MARKETING PLAN 9

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

UNIT IV MARKETING IN THE DIGITAL ERA 9

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT V SOCIAL MEDIA MARKETING 9

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

TOTAL:45 Hrs

COURSE OUTCOMES:

CO1 – Illustrate the various types of digital & social marketing formats.

CO2 – Depict the social media industry and the growth of digital sector in India

CO3 – Demonstrate the career growth prospects in media industry.

CO4 - Enumerate the significance of social promoting brands through digital marketing.

CO5 – Revise and update the latest technological intervention in marketing that enhances the performance of computerized clients.

TEXT BOOKS:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015.
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

REFERENCES:

1. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
2. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
3. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

WEBSITES:

1. https://courses.lumenlearning.com/boundless-marketing/chapter/introduction-to-social-media-and-digital-marketing/
2. https://theintactone.com/2019/05/25/kmbmk03-digital-social-media-marketing/#google_vignette
3. https://www.tutorialspoint.com/social_media_marketing/index.htm

WEBSOURCES:

1. https://www.slideshare.net/nusantara99/digital-and-social-media-marketing-50378705
2. https://www.slideshare.net/e.erasmus/social-media-amp-sm-marketing

21EMBF18 PRODUCT AND BRAND MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To understand the changing business environment.
- To identify the indicators of management thoughts and practices.
- To understand fundamental premise underlying market driven strategies.

UNIT I PRODUCT MANAGEMENT 9

Product- Meaning, Classification of Products, Levels of Products- Product Hierarchy- Product Development Strategies- Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development.

UNIT II ROLES OF PRODUCT STRATEGY 9

Product management roles and responsibilities Product strategy, roadmaps, and portfolio planning- Product development processes - Product life cycle management in manufacturing sector - Failures of product management in the organsiation – roles of product manager.

UNITIII INTRODUCTION TO BRAND MANAGEMENT 9

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty. Brand Extension: Need for Extension, Types of Extensions, Brand Creation, Managing Brands.

UNITIV BRAND EQUITY & BRAND IDENTITY 9

Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

UNITV BRAND ASSOCATION 9

Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination. Brand Positioning and Repositioning Concepts – Types and Strategic Implications, Market Segmentation and Brand Positioning.

TOTAL :45 HRS

COURSE OUTCOMES

CO 1: Identify the fundamental concepts of product management

CO 2: Examine basic concept of product mix, product decisions and product line

CO 3 : State the importance of brand extensions and branding relationship

CO 4 : Identify brand equity , brand identity and brand name

CO 5: Analyse the concept of brand association and branding in the current scenario.

TEXT BOOKS:

1. Product Policy and Brand Management Text and Cases,A. K. Chitale, PHI Learning, 3rdRevised edition 2016.

2. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.

REFERENCES:

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons,5th Edition 2017.

2. Product and Brand Management,Tapan K. Panda, Oxford University Press, First edition,2016.

WEBSITES:

1. https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-Concise-Note-n-everything-about-Product-and-Brand-Management
2. https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-and-branding/

WEBSOURCES:

1. https://www.slideshare.net/jwayne2013/branding-ppt-16015717
2. https://www.slideteam.net/brand-management-powerpoint-presentation-slides.html

21EMBF19 SERVICES MARKETING 3 0 0 3

COURSE OBJECTIVES:

- Develop understanding among students about various concepts and importance of Services Marketing.
- Understand the contribution of service sector in solving marketing problems.
- Identify the role and impact of services on the customers and employees.
- Understand the communication strategies adopted by the organizations at Global front.
- Enhance knowledge about emerging issues in the service sector

UNIT I INTRODUCTION TO SERVICES MARKETING 9

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to GAPS model.

UNIT II FOCUS ON CUSTOMERS 9

Creating the Right Service Philosophy – Fundamental of Customer satisfaction, Understanding Customer Service – Monitor & Measuring Customer satisfaction, Service Recovery.

UNIT III MARKETING MIX IN SERVICE MARKETING 9

Level of service product – service life cycle – new service development – service blueprinting – physical evidence – People in services – service process and distribution – channel functions, channel selection – designing communication mix for promoting services.

UNIT IV MARKETING STRATEGIES FOR DIFFERENT SERVICES 9

Formulating service marketing strategies for health, Hostel and hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

UNIT V SERVICE PRODUCTIVITY 9

Efficiency vs. effectiveness, Elements of service quality, Service quality gaps , Physical evidence in services: Types of service scopes, Role of service scapes, Frame work for understand service scapes& its effect on behaviour, Guidance for physical evidence strategies.

TOTAL:45 Hrs

COURSE OUTCOMES:

CO – 1: Differentiate between product and service characteristics and identify service quality management as the basis for developing customer satisfaction.

CO – 2: Develop an understanding of the links between the service providers (people), the procedures (processes), and the physical evidence of the service offering

CO – 3: Classify the application of customer service philosophy, fundamentals of customer satisfaction and customer retention.

CO – 4: Accumulate the effect of administration item, service life cycle and new administration advancement.

CO – 5: Discuss the roles of channel selection, service process and distribution, communication mix and strategies pertaining to health , hospitality and tourism sector

TEXT BOOKS:

1. Valarie A.Zeithaml& Mary Jo-Bitner: Services Marketing-Integrating Customer Focus Acros the Firm, 3/e, TMH, 2003.
2. Thomas J.Delong&Asish Nanda: Managing Professional Servies-Text and Cases, McGraw-Hil International, 2002.
3. Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
4. Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hal of India Pvt. Ltd., 2002.
5. James A Fitzsimmons, Services Management-Operations, Strategy and Information Technology, 3/e, McGraw-Hilll International, 2003.
6. Halen Woodroffe, "Service Marketing", Macmillan Publishing Co, New Delhi, 2003.
7. Chiristropher H. Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
8. Nimit Chowdhary and Monika Choudhary, "Text book of marketing of services", The Indian experience, Macmillan publishing house, New Delhi, 2005.
9. Kenneth E Clow, et. Al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
10. Christian Gronroos, :Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.
11. Bhattacharjee, "Services Management, An Indian Perspective" Jaico publishing house, Chennai, 2005.

WEBSITES:

1. https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf
2. https://www.economicsdiscussion.net/marketing-2/service/service/32466

WEBSOURCES:

1. https://onlinecourses.nptel.ac.in/noc20_mg07/preview
2. https://www.slideshare.net/iipmff2/services-marketing

21EMBF20 INTERNATIONAL MARKETING 3 0 0 3

COURSE OBJECTIVES:

- International marketing is important as the world becomes increasingly globalized. In an international context, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations.
- The fact that a transaction takes place "across national borders" highlights the difference between domestic and international marketing.
- The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

UNITI INTRODUCTION TO INTERNATIONAL MARKETING SCOPE AND SIGNIFICANCE 9

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade.

UNIT II INTERNATIONAL MARKET ENVIRONMENT 9

International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

UNIT III CANALISING AND TARGETING INTERNATIONAL MARKET OPPORTUNITIES 9

Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.

UNIT IV INTERNATIONAL MARKET ENTRY STRATEGIES 9

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

UNIT V INTERNATIONAL PRODUCT MANAGEMENT 9

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

TOTAL :45 Hrs

COURSE OUTCOMES:

CO-1: Analyze the environmental variables that influence international marketing;

CO-2: Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints;

CO-3: Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;

CO-4: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and "mix" adaptations;

CO-5: Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation.

REFERENCES:

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.

2. SakOnkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.

3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.

4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.

5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.

6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

WEBSITES:

1. https://www.enotesmba.com/2015/08/international-marketing-management-notes.html
2. https://marketinglessons.in/international-marketing-definition-examples/

WEBSOURCES:

1. https://www.slideshare.net/Paye_101/international-marketing-53454536
2. https://slideplayer.com/slide/6327418/

21EMBF21 SUPPLY CHAIN AND LOGISTICS MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To learn different stages of supply chain.
- To understand the sourcing activities, vendor management and drivers of the supply chain.
- To learn about the sourcing, location and inventory management.
- To learn about the latest trends in supply chain.

UNIT I SUPPLY CHAIN 9

Introduction – Supply chain: Importance, Decision Phases, and Process View – Push/Pull View – Macro Process – Drivers of supply chain performance: Framework for Structuring drivers, Roles and Components.

UNIT II NETWORK & TRANSPORTATION 9

Distribution Network Design – Role, Factors influencing – Design Optionsfor Distribution Network Design –Logistics costs for a Supply Chain Network – Framework for Network Design –Models for facility location and capacity location – Transportation: Role – Mode of Transportation – Transportation Network Structure.

UNIT III LOGISTICS 9

Introduction – Scope of logistics in Business – Logistics system: In-bound and Out-bound logistics – Components of Logistics Management – Logistics and Supply Chain Management – Logistics drivers: Location, Inventory and Transportation **–** Logistics costs **–** Integrated Logistics.

UNIT IV PLANNING DEMAND AND SUPPLY 9

Demand forecasting in the supply chain: Factors, Method, Error – Aggregate planning in the supply chain: Role, Aggregate planning problem, Strategies – Managing predictable variability–Managing Supply Chain–Managing Demand.

UNIT V INVENTORY & SOURCING 9

Planning and Managing Inventories – Lot Sizing: Single Product (Economic Order Quantity), Multiple Products or Customers – Multiechelon Cycle Inventory – Inventory costs – Safety inventory – Sourcing: Role, In-house and Outsourcing – Third- and Fourth-Party Logistics (3PL and 4PL) – SupplierSelection.

TOTAL :45 hrs

COURSE OUTCOMES:

CO – 1: Describe and Understand the implementation of Supply chain based on the drivers.

CO – 2: Assess the knowledge as to logistics in organizations.

CO – 3: Discuss the required knowledge as to supply chain management.

CO – 4: Apply practical and possible alternative solutions for the challenges faced in logistics.

CO – 5: Analyse the supply chain network for logistics towards enhanced performance.

TEXT BOOKS:

1. Martin Christopher Logistics and supply chain management, Pearson Education, 5th edition, 2016.
2. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
3. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

REFERENCES:

1. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.

WEBSITES:

1. http://www.scmdojo.com/supply-chain-blogs
2. https://theferrarigroup.com/supply-chain-matters/

WEBSOURCES:

1. https://www.slideshare.net/myzamri01/inventory-management-14534693
2. https://www.slideshare.net/hazman/supply-chain-management
3. https://slideplayer.com/slide/7414153/

21EMBF22 QUALITY TOOL KIT FOR MANAGERS 3 0 0 3

COURSE OBJECTIVE:

- To explain the Quality concept, principles, and its various tools.
- To explain the statistical process control for the implementation of quality management.

UNIT I INTRODUCTION 9

Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feiganbaum, Ishikawa and Taguchi – Dimensions of quality – Cost of Quality – ISO 9000

UNIT II STATISTICAL PROCESS CONTROL 9

Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Checksheet – Process Flow Chart – Histogram – Scatter Diagram – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as C_p and C_{pk} – Control Charts for Attributes.

UNIT III MANAGEMENT TOOLS 9

Introduction – Affinity Diagram [KJ method] – Interrelationship Diagram – Tree Diagram Prioritization Matrix – Matrix Diagram – Process Decision Program Chart – Activity Network Diagram

UNIT IV TOOLS AND TECHNIQUES 9

Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method

UNIT V SIX SIGMA 9

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

TOTAL: 45 HOURS

COURSE OUTCOMES:

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

CO – 1 : Analyze the implementation of quality management.

CO – 2 : Explain the implementation of SPC tools.

CO – 3 : Explain the implementation of management tools.

CO – 4 : Record knowledge on the various techniques of quality management.

CO – 5 : Explain the implementation of SPC tools using Six Sigma methodologies.

TEXT BOOKS:

1. Besterfiled, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.

REFERENCE BOOKS:

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

WEB SOURCES:

1. https://www.scribd.com/document/383519351/Total-Quality-Management-By-Dr-V-Jayakumar-Dr-R-Raju-pdf
2. http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf

21EMBF23 PRICING AND REVENUE MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- This course provides an introduction to both the theory and the practice of revenue management and pricing.
- Fundamentally, revenue management is an applied discipline; its value derives from the business results it achieves. At the same time, it has strong elements of an applied science and the technical elements of the subject deserve rigorous treatment.
- The plan of this course is to discuss both these practice and theory elements.

UNIT I INTRODUCTION 9

Introduction - The Revenue Management Process - Classification and introduction to the models, course plan The Theories of Pricing: Brief review of microeconomic and marketing theories on consumer behavior and pricing - Product design, bundling and demand segmentation - Dynamic pricing policies.

UNITII PRICING POLICIES AND REVENUE MANAGEMENT MODEL 9

Pricing Policies in Action: Markdown policies and liquidations - Pricing with supply constraints - Customized pricing and e-commerce An Operational Model of Revenue Management: Stochastic Inventory Management and the Newsvendor Model - Single resource Revenue Management, expected marginal value to control sales – Overbooking.

UNIT III NETWORK REVENUE MANAGEMENT 9

Network Revenue Management: Network revenue management, control mechanisms - Linear Programming approach to Revenue Management - Applying network Revenue Management to different industries. Implementing a Revenue Management System: Solving Revenue Management Problems - Computational methods in Revenue Management - Performance Measurement.

UNIT IV DEMAND FORECASTING AND DATA ANALYSIS 9

Demand Forecasting and Data Analysis: Data, sources, systems, automation - Time-series forecasting and perfect demand segmentation models - Estimation techniques - Unconstraining for unobservable no-purchases--concept and the EM technique Competitive Factors: Imperfect segmentation model: Discrete choice models - Customer management and strategic purchasing behavior - RM Process management (organizational issues).

UNIT V INDUSTRY APPLICATIONS 9

Industry Applications: Various case studies related to capacity management in airlines, hotels, car rentals, cruises. Industry implementations and practices New Directions in Revenue Management: Business Analytics - Applications in new industries: Event sales, casinos, Display advertising - Bundling and Revenue Management.

TOTAL:45Hrs

COURSE OUTCOMES:

CO-1 :Describe the strategic and tactic roles of pricing in relevant business contexts.

CO-2 :Assess the models as to real-world pricing decision making processes.

CO-3 :Evaluate the implementation pricing solutions in organizations.

CO-4 : Assess the resourcesand recognize the strategic impact of revenues on business.

CO-5 :Applye-commerce tools and software effectively to support sales and marketing.

TEXT BOOKS:

1. Robert L. Phillips., "Pricing and Revenue Optimization", Stanford Business Book, 1st edition, 2005.
2. Paul Rouse, William Maquire and Julie Harrison, "Revenue Management in Service Organizations", 1st edition, 2011.

REFERENCES:

1. K. TalluriandG. Van Ryzin., "The Theory and Practice of Revenue Management" , Kluwer Academic Publishers, 2004.
2. STudorBodea (Author), Mark Ferguson (Author), Segmentation, Revenue Management and Pricing Analytics Paperback, Routledge publications, 2014.

WEBSITES

1.https://link.springer.com/journal/41272/volumes-and-issues

WEBSOURCES

1.https://www.slideshare.net/americanangel/revenue-management-6411474

2.https://www.slideshare.net/chinichiang0707/revenue-management-overview-16694172

21EMBF24 OPERATIONS STRATEGY 3 0 0 3

Course Objective:

- To provide foundational knowledge associated with the operations strategy
- To describe the various Performance Objectives for implementation of operations strategy
- To describe the decision areas for strategy

UNIT – I INTRODUCTION 9

Introduction – Strategy: Definition, Levels – Operations and Strategy – Operations Management Vs. Operations Strategy – Four perspectives on Operations Strategy – Decision areas: Structural and Infrastructural – The Process of Operations Strategy

UNIT – II PERFORMANCE OBJECTIVES 9

Introduction – Quality: Hard, Soft – Speed: Time – Dependability: Time – Flexibility: Type –Internal and external benefits – The Operations Strategy Matrix – Performance Objectives and Competitive Factors – Product/Service Life Cycle on Performance Objectives

UNIT – III NEW APPROACHES 9

Total Quality Management (TQM): Fit into Operations Strategy – Lean Manufacturing: Fit into Operations Strategy – Business Process Reengineering (BPR): Fit into Operations Strategy – Six Sigma: Fit into Operations Strategy

UNIT – IV DECISION AREAS – I 9

Capacity Strategy: Levels of capacity decision, Factors influencing the overall level of capacity, Location of capacity – Purchasing and Supply Strategy: Supply Networks, Do (Make) or Buy? the vertical integration decision

UNIT – V DECISION AREAS – II 9

Process Technology Strategy: Classification, Three dimensions of process technology – Improvement Strategy: Breakthrough Improvement and Continuous Improvement, The Importance–Performance Matrix

Total 45 hrs

COURSE OUTCOME:

CO – 1: Understand the process of operations strategy.

CO – 2: To gain the fundamental concepts of Performance Objectives.

CO – 3: Explore how the lean manufacturing fit into Operations Strategy.

CO – 4: Identify the decision areas of Purchasing and Supply Strategy.

CO – 5: Classify the decision areas of Improvement Strategy.

TEXT BOOKS:

1. Nigel Slack, Michael Lewis, Mohita Gangwar Sharma. Operations Strategy, Pearson Education Limited, England, 5th edition, 2018.

REFERENCES

1. David Walters. Operations Strategy, Palgrave Macmillan Publisher, 2015.
2. JA Van Mieghem and Gad Allon. Operations Strategy: Practices and Principles, Dynamic Ideas LLC 2nd edition, 2015.

WEB SOURCES:

1. https://ocw.mit.edu/courses/sloan-school-of-management/15 769-operations-strategy-fall-2010/lecture-notes/

2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf

21EMBF25 SALES AND OPERATIONS PLANNING 3 0 0 3

COURSE OBJECTIVES:

- To describe the various concepts of the sales and operations planning.
- To describe the techniques of the sale forecasting.
- To explain about the techniques employed in the operations planning.

UNIT I SALES AND OPERATIONS PLANNING 9

Introduction to Sales and operations planning – Objective of sales and operations plans – Need for Operations planning and control – Various Planning method.

UNIT II DEMAND FORECASTING 9

Introduction – Forecasting technique: Qualitative and Quantitative – Delphi Method – Regression Analysis – Time series analysis – Application.

UNIT III OPERATIONS PLANNING – I 9

Capacity Planning – Types of Capacity – Measurement of Capacity: Efficiency and Utilization – Capacity change: Expansion and Reduction – Make or Buy decision – Aggregate Production Planning (APP) : Chase and Level, Techniques.

UNIT IV OPERATIONS PLANNING – II 9

Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP) – Production Planning and Control (PPC): Phase, Function.

UNIT V ENTERPRISE RESOURCE PLANNING 9

Manufacturing Resources Planning (MRP-II) – Evolution of ERP – Module – Material Management (MM) Module: Purchase Management, Purchasing or Procurement cycle, Purchase Order (PO).

TOTAL:45 Hrs

COURSE OUTCOMES:

The students will be able to:

CO – 1: Identifythe sales and operations planning process.

CO – 2: Apply the concepts of operations planning.

CO – 3: Analyze the difference between qualitative and quantitative forecasting method.

CO – 4: Display the demand based on the appropriate forecasting method.

CO – 5: Explain the Capacity Planning.

TEXT BOOKS:

1. Stevenson J. William, Operations Management, TMH, 9th Edition,2007.

2. Hanna, D.Mark& Rocky Newman, Integrated Operations Management-Adding value forCustomers, PHI, 2nd edition, 2001.

3. Aswathappa K. and Sridhara Bhat, Production and Operations Management, Himalaya Pub.House, 2nd edition,2003.

REFERENCES:

1. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis,, Pearson Eduction / Prenctice Hall of India, 9th Edition2007.

2. Everett.Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts,Models and Behaviour, 5th Edition, PHI. 2003.

3. Edward M. Knod and Richard J. Schonberger, 2001, Operations Management meeting customers' demands, Mc Graw hill international, 7th Edition, 2001.

WEBSITES

1. https://www.demandcaster.com/about-sales-and-operations-planning/

WEBSOURCES

1. https://www.slideshare.net/HarshalBadgujar/sales-operations-planning-process
2. https://www.slideshare.net/muhammednowfals1/operational-plan-49363551

21EMBF26 BEHAVIOURAL OPERATIONSMANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To understand the Behavioural concepts in Operations Management
- To learn about the Behavioural concepts in production and service context.

UNIT I INTRODUCTION 9

Behavioural Operations Management – Definition – The study of Behavioural Operations – History and the Contemporary Knowledge Base – Virtuous Cycles of Experimental Learning.

UNIT II PRODUCTION AND SERVICE CONTEXTS – I 9

Synch and Swim: Managing and Mismanaging Process Constraints and Variability – Process and Perception: Kristen's Cookie Company from a Behavioral Point of View .

UNIT III PRODUCTION AND SERVICE CONTEXTS – II 9

The Wait or Buy Game: How to Game the System That's Designed to Game You Back – Sharing the Load: Group Behavior and Insights into Simulating Real-World Dynamics.

UNITIV SUPPLY CHAINS 9

Sharing the Risk: Understanding Risk – Sharing Contracts from the Supplier's Perspective – Supply Chain Negotiator: A Game of Gains, Losses, and Equity.

UNIT V INTEGRATIVE/ENABLING TECHNOLOGY 9

Dynamic Pricing in Revenue Management – Intertemporal choices in Project based organisations – Impulsiveness and Emotions – Behaviour Assessment Test on Conflict Management – Kicking the mean Habit – A chain of hands.

TOTAL :45 Hrs

COURSE OUTCOMES:

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

CO – 1: Describe about the fundamental production in Behavioural concepts.

CO – 2: Explain the Behavioural Operations.

CO – 3: Assess the Process Constraints and Variability as to business operations.

CO – 4: Explain the Process and Perception.

CO – 5: Display proper Group Behavior.

TEXT BOOKS:

1. Elliot Bendoly, Wout van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press, 2015.

REFERENCES:

1.Christoph H. Loch, Yaozhong Wu, Behavioral Operations Management, Now Publishers Inc, 2007

WEBSITES:

1.www.edx.com

2.www.coursera.com

WEBSOURCES:

1.https://en.wikipedia.org/wiki/Behavioral_operations_management

21EMBF 27 OPERATIONSRESEARCH APPLICATION 3 0 0 3

COURSE OBJECTIVE:

- To acquaint the student with the applications of Operations Research to business and industry
- To help them to grasp the significance of analytical techniques in decision making.
- To test on the application of Operations Research to business related problems.

UNIT – I DYNAMIC PROGRAMMING 9

Dynamic programming – Type – Forward and Backward Recursion – Application: Shortest-Route Problem, Knapsack Model, Work-Force size problem

UNIT – II SCHEDULING SYSTEMS 9

Flow shop: Johnson ’s Method – Two Machines, Three Machines, More than three Machines Graphical Method – Only Two Jobs – Job shop

UNIT – III PROJECT SCHEDULING 9

PERT & CPM – Project scheduling by PERT/CPM – Cost considerations in PERT/CPM

UNIT – IV QUEUING & SIMULATION 9

Queuing System – Four elements – Kendall’s Notation – Queuing models – Birth and Death Model – Simulation – Type: Discrete and Continuous simulation – Simulation models

UNIT – V ADVANCED 9

Branch and bound method – Vehicle Routing Problems – Quadratic Programming – Staff transfer problem – Two-stage supply chain distribution problem

Total 45 hrs

Course Outcomes:

The students will be able to:

CO – 1: Analyze the applications of Dynamic programming.

CO – 2: Evaluate Flow shop in Two Machines.

CO – 3: Understand the applications of Project scheduling by CPM and PERT

CO – 4:Gain the knowledge about Queuing System.

CO – 5: Explain the Vehicle Routing Problems.

TEXT BOOKS:

1. Hamdy A. Taha, Operation Research, Pearson Prentice Hall, 2003.
2. Singh & Kumar, Operation Research, UDH Publisher, 2013.

REFERENCES:

1. S.R. Yadav, A.K. Malik, Operations Research, Oxford University Press; First edition, 2014.
2. G.V.Shenoy,U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.

WEB SOURCES:

1. https://www.slideshare.net/Sajidaliduet/advanced-operation-research
2. https://www.slideshare.net/dharmendragahwai/operational-reseach-ppt
3. https://www.slideserve.com/rbillingsley/advanced-operations-research-powerpoint-ppt-presentation

21EMBF28 MANAGEMENTOF MANUFACTURING SYSTEMS 3003

COURSE OBJECTIVE:

- To explain for satisfaction of the customer who wants. Every commercial organization is to focus on making profit.
- To explain the world class manufacturing strategy within these enterprises because they make their products themselves.

UNIT – I INTRODUCTION 9

Management of Manufacturing Systems: An Overview – Manufacturing Systems: Type – Challenges – Evolution of Manufacturing Systems – Nine laws in Manufacturing – Various methodologies

UNIT – II CELLULAR MANUFACTURING SYSTEMS 9

Principle – Group Technology (GT) – Cellular Manufacturing Systems – Layout – Cell Design: formation, operator allocation, sequencing and scheduling – Part Classification and Coding – Production flow analysis

UNIT – III JUST-IN-TIME 9

Evolution of Just-In-Time – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull System – CONWIP – Tools and Techniques

UNIT – IV SYNCHRONOUS MANUFACTURING 9

Synchronous Manufacturing or Theory of Constraints – Principle – Definition of Goal by Goldratt – Role of a constraint – Types of resources: bottlenecks and capacity constrained resource – Drum Buffer Rope System

UNIT – V FLEXIBLE MANUFACTURING SYSTEMS (FMS) 9

Concept of Flexible Manufacturing System (MS) – Flexibility – Types: Single machine cell, Flexible manufacturing cell, Flexible manufacturing system – Components – Applications – Benefits – Implementation issues

Total 45 hrs

Course Outcomes:

The students will be able to:

CO – 1: Describe the types of Manufacturing style.

CO – 2: Explain the layout based on cellular manufacturing.

CO – 3: Gain the knowledge about the principle and wastages of JIT

CO – 4: Understand the Theory of Constraints.

CO – 5: Describe the Flexible manufacturing system.

TEXT BOOKS:

1. Mikell P. Groover, Automation, Production Systems and Computer-Integrated Manufacturing, Pearson Education; Fourth edition, 2016.
2. Richard J. Schonberger, World Class Manufacturing, Free Press Publication, 2008.
3. 3. Feld, W. M., Lean Manufacturing Tools, Techniques and How Use Them, St. Lucie Press, Florida, 2000.

REFERENCES:

1. Richard J. Schonberger, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Free Press Publication, 2013.
2. R.P.Mohanty&S.G.Deshmukh, Advanced operations management, Pearson education (Singapore) P.Ltd

WEB SOURCES:

1. https://theintactone.com/2019/12/10/kmbom05-management-of-manufacturing-system/
2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
3. https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/BBA%20III%20-%20BBA%203004%20Production%20and%20Materials%20Management.pdf

21EMBF29 VALUE CHAIN MANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To help students understand the concept of Value Chain.
- To help students understand various activities that help bring the product or service from conception stage to delivery to final consumer and disposal after that, particularly in the rural ecosystem.
- To familiarise the students with cooperative movement in value chain development.
- To help students map value chains in rural set-ups for creating sustainable business models.
- To help them learn profitable service strategies.

UNIT IINTRODUCTION TO VALUE CHAIN PORTER'S VALUE CHAIN MODEL 9

Introduction to Value Chain Porter's Value Chain Model: Elements in value chain – Opportunities to increase value – Importance of a strong Value Chain Transaction Methodology: Classroom teaching and discussion.

UNIT II VALUE CHAIN ANALYSIS MEANING 9

Value Chain Analysis Meaning – Basic concepts of Value Chain Analysis – Primary Activities – Support Activities – Competitive Advantage – Link between Primary and Secondary Activities – Value Chain Diagrams – Application of Value Chain analysis for Products and Services.

UNIT III COOPERATIVE MOVEMENT IN VALUE CHAIN DEVELOPMENT MEANING 9

Cooperative Movement in Value Chain Development Meaning, importance and evolution of Cooperatives – Introduction to the Cooperative Movement in India – Issues and Challenges of Traditional Value Chain – Value Chain Development through the Cooperative Model – Model followed by Amul.

UNIT IV VALUE CHAIN FOR SERVICE SECTOR INTRODUCTION TO SERVICE SECTOR 9

Value Chain for Service Sector Introduction to Service Sector – Forces transforming the service market – Broad categories of services – The traditional marketing mix applied to services, the extended services marketing mix for managing the customer interface, a framework for developing effective service marketing strategies.

UNIT V PROFITABLE SERVICE STRATEGIES MANAGING RELATIONSHIPS AND BUILDING LOYALTY 9

Profitable Service Strategies Managing relationships and building loyalty – Understanding the customer firm relationship – Strategies for developing loyalty bonds with customer – Complaint Handling and Service Recovery – Improving Service Quality and Productivity – Striving for service leadership Transaction Methodology: Case analysis and discussion.

TOTAL :45Hrs

TEXT BOOKS :

1. Anderson R. (2001): Customer Relationship Management, New York, McGraw Hill.
2. Madan, G. R. (2007). Co-operative movement in India.Mittal Publications.

REFERENCES

1. Miller, C., & Jones, L. (2010). Agricultural value chain finance: Tools and lessons. Food and Agriculture Organization of the United Nations and Practical Action Pub.

WEB SOURCES:

1. https://www.slideshare.net/studsplanet/value-chain-management
2. https://www.slideshare.net/monishrm/value-chain-analysis-23849383

21EMBF30 SOURCINGMANAGEMENT 3 0 0 3

COURSE OBJECTIVES:

- To explain the strategic role of sourcing management in creating and enhancing a firm's competitive advantages.
- To understand the sourcing activities, supplier management.
- To learn about the global sourcing management.
- To learn about the latest trends in sourcing.

UNIT II GLOBAL SOURCING 9

Introduction to Global Sourcing – Trends in Global Sourcing – Global Sourcing – Negotiation – Performance Measurement and Evaluation (Concepts and Metalcraft Case).

UNIT III SUPPLY CHAIN 9

Supply Chain: The Role of Sourcing – Components – Key Process – Outsource: Various Mechanism – Third-party logistics (3PL): Service.

UNIT IV ANALYTICAL TOOLS 9

AnalyticalTools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case)) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) – Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis).

UNIT V RISKS & TRENDS 9

Sourcing Risk Management (Concepts) – Electronic Sourcing – Sustainability and Sourcing (Green Sourcing; Walmart-China Case).

TOTAL:45 Hrs

COURSE OUTCOMES:

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

CO – 1: Explain the fundamental Sourcing concepts and selection of suppliers

CO – 2: Define the Global Sourcing and its trends in the current scenario.

CO – 3: Discuss the Sourcing in Supply Chain and its mechanism

CO – 4: Describe the various Analytical Tools in Sourcing.

CO – 5: Identify the Sourcing Risk Management and its trends

TEXT BOOKS:

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

REFERENCES:

1. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Eduction / Prenctice Hall of India, 2007.
2. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.
3. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016.

WEBSITES:

1. https://theintactone.com/2019/12/10/kmbom04-sourcing-management/
2. https://perso.crans.org/fortineau/ressources_maxnce_nouchet/Introduction%20to%20Materials%20Management.pdf

WEBSOURCES:

- https://www.slideshare.net/PresentationLoad/strategic-sourcing-ppt-slide-template
- https://www.slideshare.net/anandsubramaniam/purchasing-sourcing

21EMBF31 SUPPLY CHAIN ANALYTICS 3 0 0 3

COURSE OBJECTIVE:

• To provide foundational knowledge associated with the supply chain analytics

• To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory

• To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk

• To provide the applications of analytics in supply chain

UNIT I INTRODUCTION 9

Introduction – Overview on Supply Chain, Analytics and Supply Chain Analytics – Dashboards with relevant KPIs for Supply Chain – Optimization – Classification of optimization problems – Optimization for Analytics – Operations Research Techniques for Analytics

UNIT II LOCATION AND LAYOUT 9

Plant/Warehousing Decisions – Location Methods – Location Models – Network Models – Layout Methods – Line Balancing: KPIs (Cycle time, Idle time) – Inventory Management

UNIT III TRANSPORTATION NETWORK MODEL 9

Notion of graphs –Minimal Spanning Tree-shortest path Algorithms –Maximal flow problems and transportation problems-set covering-set partitioning problems-travelling salesman algorithms-Advanced Vehicle routing problems-scheduling algorithm-linking algorithms-Data envelopment analysis- Analytical Network process

UNIT – IV PLANNING & MULTI ATTRIBUTE DECISION MAKING 9

Capacity Planning – Measurement of Capacity: KPIs (Efficiency and Utilization) – Aggregate Production Planning (APP): Model, Techniques – Multi Attribute Decision Making (MADM) – Analytic Hierarchy Process

UNIT V SIMULATION & DOE 9

Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models – Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design)

TOTAL 45 HRS

COURSE OUTCOMES:

CO – 1: Explain the fundamental concepts of Optimization.

CO – 2. Identify the different types of analytics for operations and supply chain.

CO – 4: Analyze the inventory using aggregate production model

CO – 5 Assess the level of uncertainty associated with the supply of products and services to targeted customer.

TEXT BOOKS:

1.James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.

2.G.V.Shenoy,U.K.Srivastava,S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.

3.Supply chain management by Sunil Chopra, and Peter Meindl, Pearson

4.Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013

5.Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning

6. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

7. Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.

REFERENCES:

1. GeradFeigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011
2. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American MgmtAssn, 2007
3. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American MgmtAssn, 2011

WEB LINKS :

1. https://www.researchgate.net/publication/338336513_Transportation_network_model_and_Network_analysis_of_road_networks
2. https://prod-edxapp.edx-dn.org/assets/courseware/v1/e1cb43ff2380f268546dc0d2a4c0aaf9/asset-v1:MITx+CTL.SC0x+3T2016+type@asset+block/KeyConcept_SC0x_V3.pdf
3. https://www.capgemini.com/wp-content/uploads/2017/07/supply_chain_analytics_0.pdf
4. https://www.genpact.com/downloadable-content/insight/driving-supply-chain-excellence-through-data-to-action-analytics.pdf

21EMBF32 **3 0 0 3**

MANPOWER PLANNING, RECRUITMENTAND SELECTION

COURSE OBJECTIVE:

- The objective of this course is to provide student with a sound knowledge on the concepts, dimensions and approaches of human resources development and manpower planning.
- To understand the purpose, process and applications of Manpower planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements.
- To create practical awareness about the current trends in human resource planning of global companies.

UNIT-I MANPOWER PLANNING AND RESOURCING 9

Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

UNIT-II MANPOWER FORECASTING: INTRODUCTION 9

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting.

UNIT-III ROLE OF HUMAN RESOURCE IN MANPOWER PLANNING 9

Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements, Strategic Human Resources Planning-HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning

UNIT-IV RESOURCING STRATEGY: INTRODUCTION 9

Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

UNIT-V RESOURCING STRATEGY: INTRODUCTION 9

Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP‘s, Job rotation, Auditing MDP‘s management development methods, challenges of succession management, Replacement analysis.

TOTAL 45 HRS

COURSE OUTCOMES:

Co-1: Describe the importance of human resources development and manpower planning for both social and economic planning

Co-2: Discuss on different types of human resources and strategies of human resources development and manpower planning in rural and urban sector

Co-3: Solve the challenges as to forecasting HR requirements and measuring and responding to over and undersupply of critical human resources

Co-4: Analyze and assess tactical and strategic human resource needs in organizations.

Co-5: Estimate the future human resource requirements through proper action plan.

TEXT BOOKS:

1. Sharma D K, Manpower Planning, Centrum Press, 2012.
2. Deepak Kumar Bhattacharya, Human Resources Planning, Excel Book Publishers, 3rd edition,2016.

REFERENCES:

1. Ross Sparkman, Strategic workforce planning- Developing Optimised talent Strategies for future growth, Kogan page, 1st edition, 2018

WEBSITES

1. https://www.shrm.org/
2. https://HR HERO

WEBSOURCES:

1. https://www.slideshare.net/SonaliSubhadarshini/manpower-planning-64350363
2. https://www.slideshare.net/prashantmehta371/human-resource-strategy

21EMBF33 HUMAN RESOURCES METRICS AND ANALYTICS 3 0 0 3

COURSE OBJECTIVE:

- The course introduces students to the fundamental logic, metrics, analysis, and interpretation that is central to HR analytics.
- The course introduces techniques to link HR measures and outcomes of business strategy and organizational performance through the applied research in organizations
- This course is designed to teach critical thinking about analytics by applying basic statistics principles to HR- related data
- Students should be capable of integrating, analyzing and interpreting data to make more informed decisions about managing human resources.

UNIT I EVOLUTION OF HR METRICS 9

Definition, Significance, Concepts & Objectives - Historical evolution of HR metrics- Defining Metrics -Describe the components of metrics - Understand the different measures in metrics - explain the HR measurement model

UNIT II APPROACHES FOR DESIGNING HR METRICS 9

Approaches for designing HR metrics: The Inside-Out Approach - The Outside-In Approach - Align HR metrics with business strategy, goals and objectives- Link HR to the strategy map. - Creating levels of metrics measures:

UNIT-III BUILDING HR FUNCTIONS METRICS 9

Building HR functions metrics - Workforce Planning Metrics - Recruitment Metrics- Training & Development Metrics - Compensation & Benefits Metrics - Employee relations & Retention Metrics-Employee profiling

UNIT IV THE HR SCORECARD AND RELATED METRICS 9

The HR Scorecard and Related Metrics - Describe the HR Scoreboard - Understand the HR value chain measurements -Describe the key elements of the HR scoreboard - Describe the difference between HRM and HCM.

UNIT-V HR METRICS AND KPIS 9

HR Metrics and KPIs -Define metrics from strategy to KPI -understanding performance matrix in HR- Understand several key metrics for your business- establishing HR Analytics unit in organizations- Present scenario in HR Analytics.

TOTAL 45 HRS

COURSE OUTCOMES:

CO-1: Relate the importance of using data-based reasoning to support HR decisions

CO-2: Describe the strategic role of HRM

CO-3: Formulate decisions about human resource initiatives using data-based reasoning and analysis.

CO-4: Identify the quantitative analyses suitable for the analysis of employee data.

CO-5: Interpret statistical output involving HR data.

TE**XT BOOKS:**

1. Ramesh Soundarajan, Kuldeep Singh, Winning on HR Analytics, Sage publications Pvt Ltd, 1st edition, 2017.
2. Jac Fitz-Enz & John R.Mattox II, Predictive Analytics for Human Resources, Wiley publications, 1st edition, 2014.
3. Cascio, W. & Boudreau. Investing in People: Financial Impact of Human Resource Initiatives, Upper Saddle Ridge, NJ: Pearson Education, 2nd Edition, 2011.

REFERENCE BOOKS:

1. Barry Wolfe, HR Metrics , The Expressive Press, 2015
2. Bernard Marr,Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan page, 1st edition, 2018.

WEBSITES:

1. https://www.coursera.org/learn/wharton-people-analytics
2. https://www.greatlearning.in/

WEBSOURCES:

1. https://www.coursera.org/learn/wharton-people-analytics/lecture/zoneJ/talent-analytics-the-importance-of-context
2. https://hbr.org/topic/balanced-scorecard

21EMBF34 COMPENSATION AND BENEFITS MANAGEMENT 3 0 0 3

COURSE OBJECTIVE:

- The course examines how compensation and benefits programs are changing.
- The course looks at how the total rewards system is becoming more popular and assesses how organizations need to revisit their compensation and benefits program to better fit their strategic goals and objectives.
- The course should try to explore latest trends in compensation and benefits management.

UNIT I INTRODUCTION 9

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT II COMPENSATION STRUCTURE AND DIFFERENTIALS 9

Managing Employee Benefits: Benefits- meaning, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, Theories of wages - wage structure - wage fixation - wage payment - salary administration.

UNIT III REWARD SYSTEM, INCENTIVES AND PAY RESTRUCTURING 9

Design of Performance-linked Reward System, Incentives for Blue and White Collars, Allowances and Benefits, Bonus, Profit Sharing, Downsizing and Voluntary Retirement Scheme

UNIT IV LEGAL FRAMEWORK OF WAGE AND SALARY ADMINISTRATION 9

Law relating to Payment of Wages, Salary and Bonus, Regulation of Minimum Wages and Equal Remuneration, Law Relating to Retrial Benefits

UNIT V EMERGING ISSUES AND TRENDS 9

Tax Planning, Overview of Future Trends in Compensation Management – International compensation – Expatriate compensation.

TOTAL 45 HRS

COURSE OUTCOMES:

CO – 1: Describe the management approach as an art and science of compensation practice and its role in promoting a company's competitive advantage.

CO – 2: Summarize the basic compensation concepts and the context of compensation practice

CO – 3: Apply different ways to strengthen the pay-for-performance link that are required for employee benefits.

CO – 4: Elaborate the implications for strategic compensation and possible employer approaches to managing legally required benefits

CO – 5: Appraise on the trends, new practices of compensation management.

TEXTBOOKS:

1.Performance Management , Herman Aguinis, Prentice Hall, 3rd Edition, 2013

REFERENCEBOOKS:

1. Compensation & Reward Management, BD Singh, Excel Books, 2012
2. Compensation, Milkovich & Newman, McGraw-Hill Education, 10th edition, 2010
3. Strategic Compensation: A Human Resource Management Approach,Joe Martocchio, Prentice Hall, 6th Edition, 2010.

WEBSITES:

1. 1.https://www.digitalhrtech.com
2. 2.https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-benefits-satisfaction.aspx

WEBSOURCES:

1. https://www.slideshare.net/hrtalksblog/compensation-benefits-6680362
2. National HRD Network

21EMBF35 PERFORMANCE MANAGEMENT SYSTEMS 3 0 0 3

COURSE OBJECTIVE:

- The course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
- The course intends to give insights on ways to identify, integrate, and retain talent in an organization to deliver high performance.
- To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

UNIT I INTRODUCTION 9

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

UNIT II PERFORMANCE APPRAISAL SYSTEM IMPLEMENTATION 9

Setting objectives - Organizational and individual performance plans - determinants of performance - Components of Managing performance and development plan - setting mutual expectations and performance criteria. Approaches to measuring performance, diagnosing the causes of poor performance.

UNIT III PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT 9

Purpose of Appraising - Methods of appraisal, objectives, and skill required, the role of the appraiser, Appraisal methods, raters errors, Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems.

UNIT IV COMPETENCY BASED PERFORMANCE MANAGEMENT SYSTEM 9

Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, performance based compensation performance - Based career planning & promotion policy

UNIT V CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM 9

Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management.Building and

leading High performing teams - team oriented organizations - developing and leading high performing teams.

Total :45 hrs.

COURSE OUTCOME:

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

CO – 1: Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.

CO – 2: Analyse job-related performance standards and performance indicator that reflect the employee's range of responsibilities.

CO – 3: Clarify and communicate appropriate actions with employees (e.g.training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

CO – 4: Identify some common myths associated with workplace conflicts, common reasons that conflicts arise, and types of workplace conflict

CO – 5: Apply the appropriate behavioral targets as well as other more quantifiable targets.

TEXT BOOKS:

1. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 2011.
2. Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 2003.

REFERENCES:

1. Herman Aguinis, Performance Management, Pearson Education, 2012.
2. Dixit Varsha, Performance Management, Vrinda Publications Ltd,2009
3. Michael, Armstrong , Performance Management, Kogan Page,2003

WEBSITES:

1. https://www.udemy.com/topic/employee-performance-management/

WEB SOURCES:

1. https://www.hrhelpboard.com › performance-managem..

21EMBF36 TEAM DYNAMICS AT WORK 3 0 0 3

COURSE OBJECTIVES

- To focus on high performance goals in the organization
- To understand the stages of team development & its importance
- To analyze how to manage conflict and teams at work place

UNIT I: INTRODUCTION TO TEAM MANAGEMENT 9

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Teamwork for individuals at work

UNIT II: TEAM BUILDING AT WORK 9

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

UNIT III: MANAGING CONFLICT & DESIGNING EFFECTIVE TEAMS 9

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

UNIT IV: TEAM COMMUNICATION 9

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements -

UNIT V: GROUP BEHAVIOR AND GROUP DYNAMICS WORK GROUPS 9

Group Behavior and Group Dynamics Work groups' formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group decision making. Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams

TOTAL :45 HRS

COURSE OUTCOMES :

CO – 1: Identify the drives & situational needs of the team at work

CO – 2: Apply critical thinking skills to evaluate group dynamics and team processes.

CO – 3: Identify, demonstrate, analyze, manage, and evaluate team skills within the context of the class project.

CO – 4: Analyze the skills for understanding group dynamics and working effectively in groups.

CO – 5: Apply the principles of team processes by serving on a class project team.

TEXT BOOKS :

1. Daniel Levi, Group dynamics for teams, 5th Edition, Sage Publication,2019, ISBN-13: 978-1483378343,ISBN-10: 1483378349.
2. Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017, ISBN-13: 978-0134484204 ,ISBN-10: 0134484207

REFERENCE:

1. Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice,and Leadership. San Francisco: Jossey-Bass, 2003
2. T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

WEBSITES:

1. https://www.coursera.org/lecture/leading-teams/03-08-recap-manage-team-dynamics-IZiYZ

WEB SOURCES:

1. https://www.notredameonline.com/resources/leadership-and-management/understanding-the-importance-of-team-dynamics/

21EMBF37 STRATEGIC HRM 3 0 0 3

COURSE OBJECTIVE:

- To develop an understanding and appreciation of the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues.
- To demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational effectiveness.
- To identify and analyze human resource management problems in organizations and develop strategic solutions to these problems.

UNIT I HUMAN RESOURCE DEVELOPMENT 9

Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.

UNIT II TRAINING AND DEVELOPMENT 9

Training – Types of training - Formulation and statement of training and development policies – Job Analysis and Job Design -Performance appraisal methods – technical personnel and workers – management development methods – Evaluation of training and development programmes – e-training – Cross culture.

UNIT III CAREER & COMPETENCY DEVELOPMENT 9

Career Concepts – Roles – Career stages – Career planning – career development – Competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model - Equity and Competency based Compensation– succession planning – potential appraisal assessment centre.

UNIT IV COMPENSATION AND INCENTIVES 9

The Motivational Role of Pay and Rewards: A Psychological Framework - Content Perspectives Compensation and Incentives - Pay Structures - Types of Pay - Linking Compensation to the HRM Process - HR Laws Governing Compensation - Opportunities, Challenges, and Recent Trends in Compensation. The Strategic Importance of Benefits - Types of Benefits - Communication and Monitoring Costs - Linking Benefits to the HRM Process- Opportunities, Challenges, and Recent Developments in Benefits and Benefit Administration.

UNIT V HRD IN ACTION 9

HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, Future Trends in Human Capital and Talent Management– employee health and welfare programs work stress – Employee coaching and counselling.

TOTAL 45 HRS

COURSE OUTCOMES:

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

Co 1: Highlight the strategic HR planning and the HRM process to the organization's strategic management and decision making process.

Co 2: Summarize and illustrate and reason with the key human resource management concepts like HR Audit etc.

Co 3: Execute the training modules that leads to employee performance.

Co 4:Appraize on the behaviour and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

Co 5: Facilitate employees on careers opportunities within the organization.

TEXT BOOKS:

1. Ekta Sharma, "Strategic Human Resource Management and Development" Publisher: Pearson Education; First edition, 2018.
2. Dessler/Varkkey, '' Human Resourse Management'', Pearson Education India; 14 edition, 2015.

REFERENCES:

1. Jeffrey A Mello, 'Strategic Human Resource Management', Publisher: Cengage; 3 edition, 2012.
2. P. Subb Rao , "International Human Resource Management", Himalaya Publishing House; Second Edition, 2015.
3. Ghanekar Anjali , "Essentials of Strategic Human Resource Management" 2nd edition, Everest Publishing House, 2014.

WEBSITES:

1. https://www.hrzone.com/
2. https://hrtrendinstitute.com/

WEBSOURCES:

1. https://www.slideshare.net/sheetalgwagh/strategic-human-resource-management-shrm
2. https://www.slideshare.net/ankuruppadhayay/hrd-culture?qid=4765f78e-4b6b-4ccd-a248-67af22a2f7d0&v=&b=&from_search=2
3. https://www.slideshare.net/SlideTeam1/workers-compensation-and-incentives-powerpoint-presentation-slides
4. https://slideplayer.com/slide/13699499/

21EMBF38 INTERNATIONAL HRM 3 0 0 3

COURSE OBJECTIVE:

- The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms.
- To discuss the growth of international business operations and the development of multinational firms with their formal and informal approaches.
- To describe the HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks

UNIT I INTRODUCTION TO IHRM 9

Introduction to IHRM Definition- The drivers of internationalization of business- different setting of International Human Resource Management. Development of IHRM- Difference between IHRM and Domestic HRM- Models of IHRM- Socio-cultural context, Organizational dynamics and IHRM- Role of culture in International HRM- Country and Regional Cultures, Country Culture versus MNE Culture- impact of Country culture on IHRM.

UNIT II INTERNATIONAL WORKFORCE PLANNING AND STAFFING 9

International Workforce planning and staffing- International labour market International Recruitment function- cross-national advertising, e-recruitment; International staffing choice- different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques- use of selection tests- interviews for international selection, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

UNIT III DEVELOPING GLOBAL MINDSET 9

Developing Global Mindset: Global Leadership- Cross cultural context and international assignees - Current scenario in international training and development- training & development of international staff- types of expatriate training-sensitivity training- Career Development- repatriate training -developing international staff and multinational teams- knowledge transfer in multinational companies.

UNIT IV PERFORMANCE MANAGEMENT 9

Performance Management-Performance Management and MNE- Constraints in goal attainment, performance management cycle- Performance Management of International Assignees, third and host country employees- issues and challenges in international performance management- country specific performance management practices.

UNIT V INTERNATIONAL WORKFORCE AND INTERNATIONAL HRIS 9

International Workforce and International HRIS-Working with multicultural and ethnic groups, Health and safety and International Assignees- Crisis Management-Global HR Shared Services, Managing HR in virtual organization-HRIS: Meaning, Role of IT in HR- Designing of HRIS, Applications of HRIS in Employee Management- Limitation of HRIS

TOTAL 45 HRS

COURSE OUTCOMES:

CO-1: Describe, explain and compare perspectives and theories related to IHRM

CO-2: categorize the various IHRM concepts theories, perspectives, and practical problems facing contemporary firms.

CO-3: Appraise on the various activities in MNCs as to IHRM

CO-4: Integrate theories and methods practical applications of IHRM.

CO-5: Write and discuss on, the impact of IHRM in MNCs

TEXT BOOKS:

1. Srinivas R.Kandula ," International Human Resources Management", Sage Publication, 2018.

2. Peter.J.Dowling, Marion Festing, Allen.D.,Engle "International Human Resources Management",7th Edition, Cengage Learning, 2017.

REFERENCE BOOKS:

1.Christopher Brewster, Elizabeth Houldsworth , Paul Sparrow and Guy Vernon, “International Human Resources Management”, 4th Edition, Kogan page, 2016.

WEBSITES:

1. https://www.ahri.com.au/
2. https://www.hcamag.com/ca

WEBSOURCES:

1. https://www.slideshare.net/preeti52/chapter-1-introduction-to-ihrm
2. https://www.slideshare.net/AshokBishnoi1/ppt-on-human-resources-management-recruitment
3. https://www.slideshare.net/TerriFriel/developing-a-global-mindset-60030309
4. https://slideplayer.com/slide/3980239/

21EMBF39 CROSS CULTURAL MANAGEMENT 3 0 0 3

COURSE OBJECTIVE:

- To provide conceptual framework of global business environment
- To understand the cross culture and its effects on organizations
- To highlight the culture-communication link
- To understand negotiation styles and manage negotiation
- To learn about developing international and global strategies
- To understand the nuances of staffing for global operations and building global management teams.

UNIT I CROSS CULTURAL MANAGEMENT 9

Cross cultural management – meaning, definition – Scope,– anthropology – Cultural Synergy – National culture – cross culture and philosophy - tradition and its values – interdisciplinary orientation.

UNIT II CULTURE AND BEHAVIOUR 9

Culture and behaviour - An effect of culture on behavior, Adjusting to the New Culture, Cultural relativity of management Theory, Competencies for Global Manager - Cultural competence – job dissatisfaction.

UNIT III ORGANISATIONAL CROSS CULTURE 9

Organisational cross culture – International culture - Leadership - Motivation – behavioural dynamics – Inter-culture exposure – religion – caste & sub-caste methods – superstitious procedures.

UNIT IV LINGUISTICS AND RELATED ISSUES 9

Linguistics and related issues – communication barriers – misunderstanding – difference in practices, attitude, perception, communication – working modes and styles.

UNIT V PSYCHOLOGICAL SOLUTIONS 9

Psychological solutions – mal adaptive behaviour – translation - counselling, training and development - psychological disorders and illness formed from cultural negative adaptability and affecting personal and organisational performance.

TOTAL 45 HRS

COURSE OUTCOMES:

CO – 1: Define the values of tradition in spheres of culture.

CO – 2: Summarize on cross cultural competencies required for managers to work in MNC'S.

CO – 3: Integrate the new cultural settings in a cross cultural work environment.

CO – 4: Appraise cross cultural training to expatriates while taking overseas assignments

CO – 5: Building behavioral dynamics to enhance organizational performance.

TEXT BOOK:

1. Harold Koontz and Heinz Weihrich, Essentials of ,7th Edition 2007.
2. Shobhana Madhavan, Cross-Cultural Management, Oxford University press, 2nd edition, 2016.

REFERENCE BOOKS:

1. Mary Ellen Guffey, Kathy Rhodes, Patricia Rogin. "Communicating Across Cultures." Mary
2. Ellen Guffey, Kathy Rhodes, Patricia Rogin. Business Communication Process and Production. Nelson Education Ltd., 2010.
3. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson , 2006.

WEBSITES:

1. https://www.ahri.com.au/
2. https://www.hcamag.com/ca

WEBSOURCES:

1. https://www.slideshare.net/preeti52/chapter-2-cross-cultural-management
2. https://www.slideserve.com/atalo/chapter-11-cross-cultural-management

21EMBFR40 UNDERSTANDING SELF: INDIAN PERSPECTIVE 3 0 0 3

COURSE OBJECTIVE:

- To understand and learn the personality, attitudes and values
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through understanding emotions and managing stress.

UNIT 1 – INTRODUCTION 9

Personality – Definition and Determinants, Personality Traits, Personality Attributes, Importance and factors influencing perception, perception and making judgement about others.

UNIT 2 – INDIVIDUALBEHAVIOR 9

Learning and its application, Learning Theories, Motivation – Importance – Types - Contemporary theories in motivation .

UNIT 3 – ATTITUDE AND VALUES 9

Attitude - Characteristics – Components – Formation – changing Attitudes - Values - Power – Politics – Ethics of power and politics - Conflict - Negotiation - situational factors favouring negotiation - Negotiation and conflict resolution

UNIT 4 – UNDERSTANDING SELF 9

Misbehaviour – Types – Emotions – Emotional Labour – Emotional Intelligence – Theories - Self Esteem – Self Knowledge

UNIT 5 – STRESS 9

Stress – The stress experience – Work stress model – Stressors – Sources of stressors - Ways to overcome stress - Stress management – Individual strategies – Stress and performance

TOTAL 45 HRS

COURSE OUTCOMES:

CO – 1: Find the suitable management concept in practice as to understanding self in

Indian perspectives.

CO – 2: Associate between self-knowledge and self-esteem as to understanding self.

.CO – 3: Clarify upon the personality theories

CO – 4:Test the motivational theories through practical application to solve organizational challenges.

CO – 5: Buildeffective communication systems for a pluralistic, multicultural workforce.

TEXT BOOKS:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2016.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2005.

REFERENCE BOOKS:

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 12th Edition, 2011.
2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education,2008.
3. Mc Shane & Von Glinov, Organisational Behaviour, 6th Edition, Tata Mc Graw Hill, 2012.
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2011.

WEBSITES:

1. https://www.encyclopedia.com
2. https://gcwgandhinagar.com

WEBSOURCES:

1. https://www.encyclopedia.com/humanities/encyclopedias-almanacs-transcripts-and-maps/self-indian-philosophy
2. .https://gcwgandhinagar.com/econtent/document/1588232666UNIT%20III((0PSYGENE02)pdf.pdf
3. https://www.slideshare.net/rajasshrie1/motivation-theories-72357206
4. https://www.slideshare.net/farhanchougle/attitudes-and-values

21EMBF41 ORGANIZATIONAL CHANGE AND DEVELOPMENT 3 0 0 3

COURSE OBJECTIVE:

- To learn the concepts of organization development and different approaches for organization change and development.
- To have an in depth knowledge in process consultation, individual and team interventions.
- To gain knowledge about interventions used in different sectors of the business.

UNIT I ORGANISATION CHANGE 9

Development: Organizational change and process Consultation, Organization Development-OD process, Action Research orientation, Evaluating OD Effectiveness. Organizational Change & Development: Concept, History, Organizational Change, Process, Lewins Model, Organizational Life Cycle, Values and Assumption of O.D.

UNIT II COMPONENTS 9

Operational Components of OD: Diagnostic Components, Action Component, Process - Management Component. Characteristics & Foundation of OD Process On – going interactive process, Form of Applied BS, Strategy of changing, Systems approach, Approach to planned change, Experience based, Goal Setting & Planning, Focus on work teams. OD Interventions: Nature of OD interventions, The OD Cube, Major families of OD interventions, dimensions, individual - Group & Task – Process.

Team Interventions: Teams and work groups, team building interventions, Diagnostic meeting, Team building meeting, Role analysis technique, Role negotiation techniques, and Gestalt orientation to team building, intergroup interventions. Personal, Interpersonal & Group Process Interventions: Process Consultation, Third - party intervention, Sensitivity training, Transactional Analysis, Career Planning Interventions. Comprehensive Interventions.

UNIT III MEETINGS 9

Confrontation meeting, Survey feedback, Four System Management, Grid, Contingency approach. Structural Interventions: Job design, MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering.Issues in OD, OD facilitator's role, OD Consultant, Consultant -Client Relationship, Problems in OD Interventions.

UNIT IV CHANGE AGENTS 9

Managers as change agents, Internal and external change agents, Organizational Change and its management in manufacturing and service sectors - Power sector Reforms in Orissa. Organizational Change: Concept, forces and types of organizational change -External and Internal, Recognizing the need for change, problem diagnosis, The Six Box organizational Model, The 7 S framework, Identifying alternate change techniques , Resistance to change, Managing resistance To change, The process of organizational change.

UNIT V CHANGE MANAGEMENT 9

Incremental Change Vs Disruptive Change. Managing Change : Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing Work activities, strategies, process oriented strategies, competitor and customer Oriented strategies.

TOTAL:45 HRS

COURSE OUTCOME:

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

CO – 1: Gain knowledge on organizational changes and development, Organizational life cycle.

CO –2: Recognize about the concepts of team building, career planning and transactional analysis.

CO – 3: Converse with MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering and Internal Resource Persons (IRP).

CO – 4: Describe the basic change process and the issues that require attention at various stages of change.

CO – 5: Explain the environmental forces that motivate organizational change and describe the factors that organizations can change.

TEXT BOOK:

1. Managing Organizational Change-A Multiple Perspectives Approach, Palmer Dunford Akin, McGraw-Hill Education; 2nd edition 2008

REFERENCES:

1. Management of Organizational Change: Leveraging Transformation, V. Harigopal, Sage Response; Second edition, 2006

2. Organization Change & Development, Kavita Singh, Excel Books, 2005
3. Organization Development: The Process of Leading Organizational Change, l David Anderson, Sage South Asia; Second edition, 2013
4. Organization Development: Behavioral Science Interventions for Organization Improvement, Wendell L. French, Cecil H Bell, Prentice Hall, 1998

WEBSITES:

1. http://www.mcs.gov.kh/wp-content/uploads/2017/07/Organization-Development-and-Change.pdf
2. https://www.citehr.com/176892-organization-development-pdf-download.html

WEBSOURCES:

1. https://www.slideshare.net/jamesbriones/organizational-change-37824658
2. https://slideplayer.com/slide/263292/

21EMBF42 LEADERSHIP 3 0 0 3

COURSE OBJECTIVES:

- This course helps to enhance leadership – to improve individuals' ability to lead with purpose, to communicate effectively, and to work well with others.
- The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership.
- The course also explores leadership challenges and opportunities in relation to individual and team performance.

UNIT I BASICS OF LEADERSHIP 9

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

UNIT II LEADERSHIP SKILLS 9

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

UNIT III LEADERSHIP THEORIES 9

Leadership – concepts -Approaches to defining leaders and leadership: Trait, Behavioural Approach, Skills approach- Contingency Theories Path Goal Theory, Leader-member exchange theory- creating effective leaders.

UNIT IV LEADERSHIP AND BODY LANGUAGE 9

Importance of non-verbal messages for the leader, positive-negative impressions a leader can form with subtle messages perceived by people- Persuasion including body language, posture, facial expressions, gestures and their interpretation.

UNIT V LEADERSHIP AND EFFECTIVE COMMUNICATION 9

Principles of effective communication: authenticity, clarity, credibility, and empathy - Effective feedback (vs. criticism) - Communication in various settings (face to face, team, audience) - Creating a personal relationship (message-audience-speaker) - Impact speech:

effective and convincing lines of argument - Changing behavior in critical situations - Effective communication in meetings

TOTAL :45 HRS

COURSE OUTCOMES:

CO-1: Analyze the numerous approaches of leadership development and critically evaluate how they may be applied in practice.

CO-2: To understand how the most successful leaders are able to influence followers through effective communication of well-reasoned ideas, proposals and values.

CO-3: Systematically train and improve one's leadership effectiveness.

CO-4: Describe key leadership theories and models

CO-5: Apply concepts of leadership and effective communication to individuals, groups, and organization.

TEXT BOOKS:

1. Peter G.Northouse," Leadership: Theory and Practice", 7th Edition, Sage Publication,2016.
2. Andrew J. DuBrin , "Principles of Leadership with Course Mate", 7th Edition, Cengage Publication,2017

REFERENCE BOOKS:

1. `James M.Kouzes& Barry Z.Posner, " The Student Leadership Challenge", 2nd Edition, Jossey- Bass Limited, 2018

WEBSITES:

1. https://www.iedunote.com/learn-leadership
2. https://www.mbaknol.com/management-principles/leadership-theories/
3. https://www.toppr.com/guides/business-studies/directing/leadership/

WEBSOURCES:

1. https://www.slideshare.net/tutor2u/business-leadership-12281544
2. https://www.slideshare.net/20019092/leadership-in-the-workplace

21EMBF43 STRATEGIC MANAGEMENT OF SERVICES 3 0 0 3

COURSE OBJECTIVE:

- Investigating the primary auxiliary highlights of an industry and create methodologies that position the firm most positively in connection to rivalry and impact industry structure to upgrade industry engaging quality.
- Perceive the distinctive phases of industry development and prescribe systems proper to each stage.
- Assess the assets and capacities of the firm as far as their capacity to give feasible upper hand and detail techniques that use an association's center capabilities.
- Recognize the two essential kinds of upper hand: cost and separation and plan procedures to make an expense or potentially a separation advantage.

UNIT I STRATEGIC MANAGEMENT 9

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

UNIT II STRATEGIC MANAGEMENT PROCESS 9

Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT III ENVIRONMENTAL SCANNING AND ANALYSIS 9

Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

UNIT IV GENERIC COMPETITIVE STRATEGIES 9

Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

UNIT V ORGANIZATIONAL STRUCTURE 9

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

TOTAL: 45 HRS

COURSE OUTCOMES:

CO – 1: Dissect the principle basic highlights of an industry and create systems that position the firm most positively in connection to rivalry.

CO – 2: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

CO – 3: Distinguish the primary competitive advantage of cost and differentiation and formulation strategies.

CO – 4: Analyze dynamics in competitive rivalry including competitive action and response, and first-mover advantage.

CO–5: Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

TEXT BOOKS:

1. Crafting and Executing Strategy – Arthur A.Thomson, A.J. Strick land III, John E. Cambel Business policy

REFERENCES:

1. Business policy and strategic management concept and application – Vipin Gupta, Kamala Gollakota, R. Srinivasan. 2015
2. Strategic Management An integrated approach – Charles W.L..Hill, Gareth R.Jones.
3. Business policy and Strategic Management – SukulLomesh, P.K.P.K. Mishra. 2017

WEB SITES:

1. https://www.collegetutor.net/notes/Strategic_management
2. https://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/lecture-notes/

WEB SOURCES:

1. https://nptel.ac.in/courses/110/108/110108047/
2. https://slideplayer.com/slide/7677528/

21EMBF44 COMPETING IN GLOBAL MARKETS 3003

COURSE OBJECTIVES:

- The primary goal of the course is to introduce present day ideas of worldwide administration to the understudies.
- To develop skills in analysis of global business both in terms of its internal functioning and interaction with the different types of environment.
- The reason for order to familiarize understudies with standards of universal administration. Comparable.
- To demonstrate the use of management tools in the international markets and decision-making in this field.

UNIT I INTRODUCTION TO THE GLOBAL BUSINESS 9

Internationalization of the economy and the globalization of business, Features, purposes and objectives of the international business.

UNIT II INTERNATIONAL BUSINESS ENVIRONMENT 9

Features of the international business environment, Economic factors of international business environment, Political factors and principles of state regulation, Legal international environment, Socio-cultural environment of international business

UNIT III INTERNATIONAL BUSINESS STRATEGY 9

Methods of obtaining and processing information in international business, Attractiveness of international markets and organizational capacity, Entry penetration strategies, Creation of subsidiaries abroad.

UNIT IV INTERNATIONAL BUSINESS MANAGEMENT 9

Organizing international business, International dimensions of human resources management, Motivation and compensation in international management, Global sourcing of production and services.

UNIT V INTERNATIONAL GLOBAL BRANDING 9

Branding Services sector, Brand rejuvenation, Role of Brand Manage, Branding in industrial and consumer Products.

TOTAL:45HRS

COURSE OUTCOMES :

CO – 1: Describe the basics of global marketing and core concepts.

CO – 2: State and differentiate the consumer and institutional buyer behaviour.

CO – 3: Framework of advertising will have the capacity to characterize the objective portions for the items.

CO – 4: Inspect the importance of integrated marketing communications.

CO – 5: Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls.

TEXT BOOKS :

1. Peng, M. and K. Meyer International business. London: Cengage Learning, 2011.
2. Willcocks, L. Global business management foundations. Stratford: Steve Brookes Publishing, 2013
3. Hill, C. International business: competing in the global marketplace. New York: McGraw Hill, 2017.

REFERENCES :

1. Dunning, J., Lundan S. Multinational enterprises and the global economy. Cheltenham: Edward Elgar Publishing, 2008.
2. Mintzberg, H. Managing. London: Financial Times/Prentice Hall, 2017.

WEB SOURCES:

1. https://www.slideshare.net/welcometofacebook/iclass23competinginaglobalmarket20140501finalposting
2. https://slideplayer.com/slide/3816986/

21EMBF45 DYNAMICS OF FRAMING AND EXECUTING STRATEGY 3 0 0 3

COURSE OBJECTIVE:

- To understand strategy process dynamics
- To understand the dynamics involved in framing strategies
- To comprehend the dynamics of framing and implementing in MNCs.
- To understand the nuances involved in strategic management in the new internet economy.

UNIT I STRATEGY AND PROCESS DYNAMICS 9

Conceptual framework for dynamism in strategic management, the Concept of Strategy and the Dynamic Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Dynamic role of Corporate Governance and Social responsibility in strategy formulation and implementation.

UNIT II FRAMING OF STRATEGIES 9

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combinationstrategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and 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 - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT III DYNAMISM IN EXECUTING STRATEGY & EVALUATION 9

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategicchange-Politics-Power and Conflict-Techniques of strategic evaluation & control - Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

UNIT IV STRATEGIES FOR MULTINATIONAL CORPORATIONS 9

Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Multiple Strategies employed by MNCs to Manage Markets, MNC, TNC and Global Companies – Challenges in managing dynamic strategies in MNCs.

UNIT V OTHER STRATEGIC DYNAMICS **9**

Managing Technology and Innovation-Strategic issues for Non Profit organizations. New BusinessModels and strategies for Internet Economy- Organizational Development and Change, Change Management, Models of contemporary Leadership Styles and its Roles, Dynamic role of Strategic management in a new globalized economy

TOTAL:45 HRS

COURSE OUTCOME:

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

CO -1: Develop appropriate strategies within a changing context to meet stake Interests

CO - 2: Comprehend the various dynamic strategic alternatives.

CO - 3: Evaluate the dynamism involved in implementing strategy.

CO -4: Reflect the dynamics involved in managing strategies in MNCs.

CO -5: Identify The new business strategies for Internet Economy.

TEXTBOOKS :

1. Hill. Strategic Management: An Integrated approach, Edition Wiley (2016).

2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2017).

3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2016

REFERENCES :

1. Adrian HAberberg and Alison Rieple, Strategic Management Theory & Application, Third Edition, Oxford University Press, 2017.
2. Lawrence G. Hrebiniak, Making strategy work, Second Edition, Pearson, 2016.
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, Fourth Edition, KoGent Learning Solutions Inc., Wiley, 2016.
4. John Pearce, Richard Robinson and Amrita Mittal, Strategic Management, McGraw Hill12th Edition, 2017

WEBSITES:

1. https://www.coursera.org/learn/uva-darden-strategic-planning-execution

WEB SOURCES:

1. https://hbr.org/1980/07/strategic-management-for-competitive-advantage

21EMBF46 ENTREPRENEURSHIP IN PRACTICE 3 0 0 3

COURSE OBJECTIVE:

- To develop and strengthen entrepreneurial quality and motivation in students
- To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
- To understand the concept and process of entrepreneurship and its contribution in and role in the growth and development of individual and the nation.

UNIT I ENTREPRENEURSHIP 9

Entrepreneurship concept – Entrepreneurship as a career – Entrepreneur – Personality characteristics of successful entrepreneur- Types of Entrepreneurs – Knowledge and skills required for an entrepreneur Difference between EntrepreneurandIntrapreneur – Entrepreneurship in Economic Growth, Factors Affecting EntrepreneuricalGrowth.

UNIT II BUSINESS 9

Small Enterprises – Definition, Classification – Characteristics, Ownership Structures – Project Formulation – Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies.

UNIT III BUSINESS PLAN PREPARATION 9

Sources of product for business – Pre feasibility study – Criteria for selection of product – Ownership – Capital – Budgeting project profile preparation – Matching entrepreneur with the project – Feasibility report preparation and evaluation criteria.

UNIT IV SUPPORT TO ENTREPRENEURS 9

Sickness in small Business – Concept, Magnitude, Causes and Consequences, Corrective Measures – Business Incubators – Government Policy for Small Scale Enterprises – Growth Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and Sub Contracting.

UNIT V ENTPRENEURSHIP DEVELOPMENT PROGRAMME 9

Meaning-Objectives-Phases of EDP- steps in EDP-Problems in conduct of EDP- Strategies for Entrepreneurship development. Institutions in aid of Entrepreneurship Development Programme – Management Development Institute (MDI)-The National Institute for Entrepreneurship and Small Business Development (NIESBUD)- Entrepreneurship Development Institute of India (EDII) Science and Technology Entrepreneurship Parks (STEPS) -Use of IT enabled services in entrepreneurship - E Licensing, E filing.

TOTAL:45 HRS

COURSE OUTCOMES:

At the end of the course, a student will be able to

CO – 1: Remembering the need and importance of entrepreneurship concepts.

CO – 2: Creating entrepreneurial venture process.

CO – 3: Creating the business plan.

CO – 4: Evaluate the project with respect to resource mobilisation especially venture capital and start-ups.

CO – 5: Understanding Entrepreneurship Development Programme.'

TEXT BOOKS:

1. Hisrich R D, Peters M P, Entrepreneurship, Tata McGraw-Hill, 9th Edition, 2017
2. Khanka SS, Entrepreneurial Development, S Chand & Company; 4th Edition, 2016

REFERENCE BOOKS:

1. Sharma,Entrepreneurship Development, PHI LEARNING PVT LTD, 2017.
2. Abhinav Ganpule, Aditya Dhobale, Entrepreneurship Development, Kindle Edition, Jatayu Publication. 1st Edition,2018.
3. Sangeeta Sharma, Entrepreneurship Development, Kindle Edition
4. PHI Learning, 10th Edition, 2018.
5. Poornima M Charantimath, Entrepreneurship Development and Small Business Enterprises, Kindle Edition, Pearson, 2nd edition, 2014
6. Shishir Gupta , The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com, 1stedition, August 2017
7. .Thomas Grebel , Entrepreneurship: A New Perspective, Kindle Edition Routledge, 1st Edition, 2015.

WEBSITES

1. https://medium.com/startup-grind/7-ways-to-practice-entrepreneurship-before-you-start-a-company-db7d3a83bdf6
2. .https://www.businessgig.com/business-plan-preparation
3. .https://www.yourarticlelibrary.com/entrepreneurship/entrepreneurship-development-programmes-meaning-need-and-objectives-of-edp/40707

WEB SOURCES

1. https://www.slideshare.net/deepu2000/entrepreneurship-69710512
2. https://www.slideshare.net/nijazn/business-plan-37341464
3. https://www.slideshare.net/SimranKaur116/entrpreneurial-development-programme

21EMBF47 FOUNDATIONS OF STRATEGY CONSULTING 3 0 0 3

OBJECTIVES :

- To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.
- To understand strategy consulting firms of various management functional areas.
- To understand the strategy consultant in IT sector
- To know the key roles and strategies play by functional areas.

UNIT 1 INTRODUCTION TO STRATEGY & CONSULTANT 9

Introduction to Strategy - Define Strategy, Strategic Management Process - Levels of Strategies - Corporate, Business and Operational level, Types of Strategies – Changes in consultancy Industry – Consultant types, skills & values.

UNIT 2 STRATEGIES ADOPTEDIN CONSULTING SERVICES FUNCTIONAL AREAS OF MANAGEMENT 9

Marketing & selling of consulting services - Strategic and Organization Information Technology Consulting – HR consultancy services – Operation Management Services – Consulting CEOs & Brand – Global Clients - Understanding buyer values - Matching client expectations with firm strategy - Internal and external marketing - Advertising PR and relationship management - Writing successful proposals

UNIT 3 STRATEGIES ADOPTED IN IT CONSULTING 9

Strategic and Organization Information Technology Consulting - - History of IT / IS consulting - issues and growth - Various IT services - IT and the value chain - Drivers of future growth.

UNIT 4 STRATEGY IN ORGANIZATION CONSULTING 9

Strategy in Organizations Consulting - History of strategic and organization planning - Alternative approaches to strategic planning: value creation models - Alternative approaches to strategic planning and use of value creation models - Development of organization consulting: design to transformational change.

UNIT 5 MANAGING CONSULTANCY FIRMS 9

Performance Problems -- Strategy, goals and people success factors - Leading for best performance - Developing culture, aligning success factors - Collusion between consultant and client - Managing ethical and practice challenges - Future of Consulting .

Total:45hrs

COURSE OUTCOMES:

CO-1: Discuss the process of strategic management process.

CO-2: Analyze the issues and organizational problems in a concise, accurate, clear and Interesting manner from the perspective of a consult.

CO-3: Understand processes and interventions involved in the management consulting Arena

CO-4: Establish the business models plan in strategic management

CO-5: Evaluate the future perspectives of Management

TEXT BOOKS :

1. Start Here: The World's Best Business Growth & Consulting Book: Business Growth Strategies from the World's Best Business Coach, Clay Clark,Thrive Edutainment, LLC; Now with Seo Manifesto ed. edition (1 September 2016.
2. Greiner, Larry E. and Poulfelt, Flemming. Management Consulting Today and Tomorrow Perspectives and Advice from 27 Leading World Experts.Routledge Publishing.2009/2010.
3. Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. Management Consulting Today and Tomorrow Casebook.Routledge Publishing, 2009/2010.

REFERENCES :

1. The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives,Carl W. Stern, Wiley; 2nd edition2006

2. Strategic Management and business policy 2011 by Tata McGraw-Hill.

3. Ramaswamy&Namakumary, 2001, Strategic planning and Corporate Strategy, Macmillan India.

WEB LINK

1. https://blog.hubspot.com/sales/strategy-consulting
2. https://www.marshallpr.com/advertising-vs-public-relations-difference/
3. https://www.economicsdiscussion.net/marketing-management/what-is-public-relations/31834
4. https://www.researchgate.net/publication/277178562_INTEGRATING_STRATEGIC_RELATIONSHIP_MANAGEMENT_EVALUATING_PUBLIC_RELATIONS_AS_RELATIONSHIP_MANAGEMENT_IN_INTEGRATED_COMMUNICATION

21EMBF48 STRATEGIC LEADERSHIP 3 0 0 3

COURSE OBJECTIVE:

- To learn the basics of leadership as a competency for social entrepreneurs and internalise their role as change leaders
- To learn the principles and processes of change to bring changes in the society.
- To understand reactions and resistance to organizational and social change and effectively manage them.

UNIT I UNDERSTANDING STRATEGIC LEADERSHIP 9

Strategic leadership vision and mission, contemporary leadership styles. Theories of effective leadership, leadership and management development, Organizational Strategies Contextual factors in leadership and management, historical development of leadership and management, the nature of leadership and management Concepts learnt Leadership development objectives, leadership development techniques, process of leadership development.

UNIT II LEADERSHIP STYLES AND COMPETENCIES 9

Leadership styles – Grid approach, Blanchard's model, Kouzes and Posner approach, Jim, Collin's Level 5 leadership and Servant leadership - Leadership competencies for social entrepreneurs – visioning, inspiring, style adaptability and empowering Power bases of leadership - Youth leadership for social change – movement building skills for large scale change. Factors influencing leadership behavior: Personality, perception, learning styles, Emotional intelligence, cultural, organizational and situational factors.

UNIT III LEADERSHIP FOR SOCIAL ENTREPRENEURS 9

Leadership in social enterprises and profit enterprises – similarities and differences - Leaders as social change agents to address social issues in India – Development, Livelihood and Poverty eradication related, Health related, Environment, Women and children related issues.

UNIT IV LEADING CHANGE 9

Factors influencing change in organizations and need for managing change, Theoretical foundations of change management, Models and types of changes - Managing Change - Designing and Implementing Change Initiatives - Steps in change management process,

Appreciative inquiry approach, Strategic Action Planning for implementing change - Strengthening participatory culture for sustaining changes

UNIT V: GLOBAL LEADERSHIP 9

Developing Leadership: Global leadership and global career, IMD programmes, expatriate performance management, repatriation, international leadership competencies. Contemporary issues n leadership and management development, Developing leaders and managers for a diverse workforce, developing ethical leaders and managers Developing leaders and managers with global competence Summary and thoughts for the future.

TOTAL :45 HRS

COURSE OUTCOMES:

At the end of the course, a student will be able to

CO – 1: Describe Effective Leadership and various theories of leadership.

CO – 2: Articulate an understanding of setting vision and mission as a leader.

CO – 3: Develop an action plan (strategy execution) for deepening your leadership

CO – 4: Craft an effective strategy for building leadership capacity in your organization

CO – 5: Apply excellent leadership and ethical skills to set the 'tone from the top' and Promote a positive culture within the organization

TEXT BOOKS:

1. Sikander Sultan, "Strategic Leadership", Kindle Edition, Course Publishing, 2017

2.RK Sahu&Pragya Bharti , "Strategic Leadership", Publisher: Excel Books; First edition, 2014

REFERENCE BOOKS:

1. Aitken, Higgs (2014) Developing Change Leaders, Routledge Publishers, UK. 2. Posner, K. (2006). Leadership Challenges, New Delhi: Wiley India Pvt Ltd .

2. John P Kotter (2012), Leading Change, Harvard University Press .

3.Gib Akin, Richard Dunford and Ian Palmer (2015), Managing Organizational Change, McGraw Hill Education (India) Private Limited .

WEBSITES:

1. https://www.managementstudyguide.com/strategic-leadership.htm
2. https://www.researchgate.net/publication/233337286_Strategic_Leadership

WEBSOURCES:

1. https://www.youtube.com/watch?v=jfwSWJ5kAqg
2. https://www.clearpointstrategy.com/strategic-leadership-characteristics

21EMBF49 DESIGNING AND CONFIGURING BUSINESS MODELS 3 0 0 3

COURSE OBJECTIVES:

- To understand about Strategic Management, Globalization and Competitive Advantage,
- Synthesise Strategies, Evaluation and Issues of Non-Profit Organizations.
- Identify the practices and technology to start an online business.
- Discriminate how to build and manage an e-business.

UNIT I STRATEGY AND PROCESS 9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility.

UNIT II COMPETITIVE ADVANTAGE 9

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

UNIT III STRATEGIES 9

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and 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 - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT IV INTRODUCTION TO e-BUSINESS 9

e-business- e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce.

UNIT V BUSINESS APPLICATIONS 9

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals.

TOTAL:45HRS

COURSE OUTCOMES:

CO-1: Recognize strategy formulations, Strategy implementations, evaluation of Procedures and new business models.

CO-2: Evaluate various applications in e-commerce.

CO-3: Appraise the applications of internet in creating the business models.

CO-4: Assess failures in strategically decision making.

CO-5: demonstrate knowledge on different approaches to business modeling

.

TEXT BOOKS:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers,Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.
3. .Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education., 11th edition, 2007.
4. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach,Biztantra, Wiley India, 6th edition, 2007.

REFERENCE BOOKS:

1. ParagKulkarni, SunitaJahirabadkao, PradeepChande, e-Business, Oxford University Press, 2012.
2. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth AnnualEdition, 2012.
3. Fred.R.David, Strategic Management and cases, PHI Learning, 13th edition, 2010.
4. AdriauHAberberg and Alison Rieple, Dtrategic Management Theory & Application, OxfordUniversity Press, 2008.

5. Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd.,2007.
6. UpendraHachru , Strategic Management concepts & cases , Excel Books, 8th edition, 2006.

WEB LINKS:

1. https://corporatefinanceinstitute.com/resources/knowledge/strategy/competitiveadvantage/
2. https://garfinkleexecutivecoaching.com/articles/business-intelligence-and-companystrategy/do-you-know-the-seven-strategies-to-define-your-competitive-advantage
3. https://www.elasticpath.com/blog/4-ecommerce-business-models-b2b-b2c

21EMBF50 CORPORATE GOVERNANCE 3 0 0 3

COURSE OBJECTIVES:

- This course helps to understand the significance of audit committee, its composition and best practices on corporate management
- This course will help to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations..

UNIT I INTRODUCTION 9

Corporate Governance-Need for Corporate Governance in India - Principles of good corporate governance-Rights and fair treatment of shareholders-Interests of other stakeholders-Role and responsibilities of the board-Reliability and ethical behavior -Disclosure and transparency, Board of governance-Corporate governance controls classification-Internal corporate governance controls-External corporate governance controls- Corporate social responsibility (CSR) Features of CSR-Economy and Environmental quality Community-Government Relations-Business Giving -Corporate social responsibility towards different groups-For Owners/ Shareholders- For Employees-For Customers-For Government-For Society- For Inter business-

UNIT II BUSINESS ETHICS 9

Concepts- Egoism- Utilitarianism- Deontologism- Relativism-Factors Affecting Ethical Decisions-Steps in Ethical Decision-SEBI Committee on Corporate governance-Kumar Mangalam Birla Report- Recommendations- Board of Directors- Composition of the board of directors- Duty of the independent director Chairmen of the board - Audit Committee-Constitution of Audit Committee- Increased Role of Audit Committee -Requirements relating to Audit reports and Audit Qualifications-Disclosure of Accounting Treatment-Whistle Blower Policy-Applicability of the requirements to subsidiary companies-Disclosures -Disclosure of contingent liabilities -CEO/CFO -Change in the format for quarterly reporting to the Stock Exchanges -Additional items to be included in the Report on Corporate Governance - Schedule of implementation.

UNIT III CORPORATE GOVERNANCE AND THE ROLE OF THE BOARD 9

Size of the Company's Board and its Tenure-Composition of the Board- Independent director-Nominee director-Chairman of the Board-Audit committee-Board of Director-Nomination

Committee-Remuneration committee-Audit Committee -Nomination Committee-RemunerationCommittee-Audit Committee-Types of Directors-Director - Inside director-Outside Director-Executive director- Non-executive director-REMUNERATION OF NON-EXECUTIVE DIRECTORS- Who is an Independent Director?- Role of Independent Director-Responsibilities of director- Composition & size of the board-Duties of the Board of Directors-Duty of care-Duty of loyalty-DIRECTORS' RESPONSIBILITY

UNIT IV COMPANY AUDIT 9

Audit Committee-Membership and Organization –Objective-Auditors Independence-Types of Independence-Meeting of Audit Committee-Authority -Responsibilities-Internal counting Control-Performance of Independent Accountants-Corporate Compliance-Performance Review-Charter Recommendation-Private Meetings -Audit Committee Report-Complaint Procedures-How to maintain an effective Audit Committee? -Audit Process-Economic Value Addition (EVA)-Usage of EVA-Some specific usages

UNIT V COMPANY'S PHILOSOPHY 9

Corporate governance guidelines-Board composition-Size and composition of the Board-Responsibilities of the Chairman, CEO and the COO-Board definition of independent directors-Lead Independent Director -Board membership criteria -Selection of new directors-Membership term-Retirement policy-Succession planning-Board compensation policy-Memberships in other boards- Board meetings-Regular updates provided to the Board -Discussion with independent directors-Materially significant related party transactions-Board Committees-Audit committee-Compensation committee-Nominations committee-Investor Grievance committee-Risk management committee-Management review and responsibility-Formal evaluation of officers-Board interaction with clients, employees, institutional investors, the government and the press-Risk management Management's discussion and analysis Case: Infosys corporate governance philosophy is based on the following principles

TOTAL:45HRS

COURSE OUTCOMS:

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

CO-1: Outline and discuss the key legal, political and economic features of the major Corporate governance systems found around the world

CO-2 Evaluate theories of the firm, and explain how they are relevant to the diverse Range of ownership structures that exist in reality;

CO-3: Explain the importance of regulation, markets and information in corporate Governance

CO-4: Evaluate different stakeholder's roles and significance in relations to corporate governance

CO-5: Critically assess governance concerns for Individual Corporation and their Stakeholders

TEXT BOOKS:

1. Vasudha Joshi, Corporate Governance: The Indian Scenario, Pearson Education, 2009.

REFERENCES:

1. Subramanian Swamy, Corruption and Corporate Governance in India, Har-Anand Publication, 2009
2. Sankatha Singh, Corporate Governance Global Concepts and Practices, Excel Books, 2005

WEB LINKS:

1. https://ffipractitioner.org/how-corporate-governance-helps-in-decision-making-a-case-study/
2. https://ebooks.lpude.in/management/mba/term_3/DMGT301_DMGT503_CORPORATE_GOVERNANCE_AND_ETHICS.pdf
3. http://sdeuoc.ac.in/sites/default/files/sde_videos/I%20Sem.%20-%20Corporate%20Governance%202019%20ADmn..pdf
4. https://corporatefinanceinstitute.com/resources/knowledge/other/e-commerce-business-models/

21EMBF51 COMMUNITY RESILIENCE & DISASTER MANAGEMENT 3 0 0 3

COURSE OBJECTIVE:

- The course aim to develop leaders who are socially committed, emotionally balanced, competent, creative and contributing disaster management professionals.
- To Apply Social Work values, principles and methods in the field of disaster management.

UNIT 1 COMMUNITY RESILIENCE 9

Understanding Resilience - Resilience in Social-Ecological Systems- Understanding Community Resilience - Applying Resilience Thinking: Building Community Resilience - Building Community & Community Resilience.Community Resilience and Adaptation to Climate Change. Transition Towns: A Social Movement Response

UNIT II MANAGING RESILIENCE 9

Deepening: Perspectives on (Intentional) Social Change - Community Organizing & Social Action - Critical Perspectives on 'Green Capitalism' - Understanding & Working with Emergence / Indigenous & Global South Perspectives - Conceptualizing Resilience and our role as citizens - Assessing Resilience - Managing Resilience - Practicing Resilience in Different Ways

UNIT III DISASTER 9

Disasters: Concepts, and definitions (Hazard, Vulnerability, Risk, Disaster).Classification: Natural (Geological, Meteorological, Hydrological, Climatological,Biological, Extra-terrestrial) and Man-made- Technological (Industrial and Transport Accidents), Miscellaneous Accidents and Terrorism. Impacts (including social, economic, political, environmental, health, psychosocial, etc.).Differential impacts- interms of caste, class, gender, age, location, disability. Global trends in disasters-urbandisasters, pandemics, complex emergencies, climate change. Disaster profile of India.

UNIT IV DISASTER MANAGEMENT 9

Disaster Management: Definitions, History and Relevance. Resilience Building.Disaster cycle: Risk Management- Risk identification, risk reduction (planning,prevention, mitigation, preparedness), risk transfer; Crisis Management- Response(Search ad Rescue), Relief, Recovery and Reconstruction. Multi-disciplinary character ofDM.Disaster Policy: The

International Decade for Natural Disaster Reduction, YokhamaDeclaration, United Nations International Strategy for Disaster Risk Reduction(UNISDR), Hyogo Framework for Action (HFA); Sendai Frame work and Action Plan.IDRL Guidelines, Sphere standards; Disaster Policy (National Policy on Disaster Management), Disaster Management Act 2005. National Disaster Management Plan2019.

UNIT V DISASTER ADMINISTRATION 9

Disaster Administration: United Nations and its Disaster Management MechanismUNDP, UNDRR, WHO. Disaster Administration in India:.Gaps in Disaster Policy and Administration. Stakeholders: Roles and responsibilities of different stakeholders- Disaster Determinants - Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate. Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate,

TOTAL:45Hrs

COURSE OUTCOMES:

CO 1: Understand different value systems including one's own, as also the moral dimensions of actions, and accept responsibility for it.

CO 2: Describe the concepts, terminologies, developments and prospects in the field of Disaster Management.

CO3: Analyze and evaluate the policy and administrative processes involved in Disaster Management.

CO4: Demonstrate empathetic social concern, and the ability to act with an informed awareness of issues

CO 5: Apply Social Work values, principles and methods in the field of disaster management

TEXT BOOKS:

1. Disaster Administration and Management, Text & Case studies- SL Goel-Deep and DeepPublications
2. Cuny, F. 1983. Development and Disasters. Oxford University Press.

REFERENCES :

1. Alexander, D. (2000). Introduction in 'Confronting Catastrophe', Oxford University Press,
2. Carter, N. (1991). Disaster Management: A Disaster Manager's Handbook. Manila Philippines:Asian Development BankDamon,

3. Coppola P. (2007). Introduction to International Disaster Management.
4. GoI. 2005. Disaster Management Act. New Delhi: Government of India (GoI)
5. Kapur, Anuet. al. (2005). Disasters in India Studies of grim reality. Jaipur: Rawat Publishers.
6. Disaster Management- G.K Ghosh-A.P.H. Publishing Corporation

WEB LINKS:

1. **https://home.akitabox.com/blog/4-phases-of-disaster-management**
2. **http://currents.plos.org/disasters/index.html%3Fp=28783.html**
3. **https://www.adaptation-undp.org/community-resilience**
4. **https://www.wvi.org/disaster-management/what-disaster-management**

21EMBF52 INDIAN ETHOS AND BUSINESS DEVELOPMENT 3 0 0 3

COURSE OBJECTIVES:

- To design and to create a mind-set of value system among the students who are the future managers.
- To study the concept of Indian Values of Management
- To examine the business development concept and make the students open to inherent Indian Values of Management.
- To understand the philosophy of management like Arthsastra

UNIT I INDIAN ETHOS IN MANAGEMENT 9

Indian Ethos in Management - Foundation of Management, Indian Ethics and the Spirit of Development - Indian ethos & Indianity, Indian Model of Corporate Development - STEPS Model, YVK foundation of Indian Management. Study the Management GURUs from Indian History like God Krishna, Vivekananda (Vivekananda's ideas, on Vedant), Chanakya.

UNIT II INDIAN WORK ETHOS 9

Model of management in the Indian socio-political environment - Indian work ethos - Indian heritage in production and consumption - Indian perspective of values for managers - Secular vs. Spiritual values in management.

UNITIII MANAGEMENT IDEAS IN ARTHASASTRA 9

Management Ideas in Arthasastra - Philosophy of Arthasastra - leaders as achievers - Use of Authority - Power Danda - Concern for People - Arthasastra and Modern Management, Kautilya Theory of Motivation - Management Competencies and Excellence in Men - Analysis of Power - Kautilyan GET analysis - Essence of Indian Ethos - PREM Approach to Relationship & Management, HOPE Model for Existence - Emergence of Corporates as State - VEDA Model of Leadership

UNIT IV BUSINESS STRATEGY TERMINOLOGY 9

Business strategy terminology - Basic assumptions for marketing - Creating buy-in by using an effective presentation - Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment

UNIT V BUSINESS PLAN 9

Business plan – Features of Business Development - Model of Management in the Indian societies - Top business development skills – communication skills – Negotiation skills – business intelligence – computer literacy skill.

TOTAL:45 HRS

COURSE OUTCOME :

CO -1 : Analyse the model of corporate development

CO -2 : Determine the spiritual values of management

CO -3 : Understand the different management ideas and management competencies.

CO -4: Outline the Values for managers

CO -5 : Evaluate the business strategy and the business plan

TEXT BOOKS:

1. The Oxford History of Contemporary Indian Business,Dwijendra Tripathi, Oxford UniversityPress; Edition edition 2013.
2. A Business History of India: Enterprise and the Emergence of Capitalism from 1700,Tirthankar Roy, Cambridge University Press 2018.

REFERENCES:

1. Chakraborty, S.K., Foundation of Managerial Work- Contributions from Indian Thought, HPH, 1998

2. Kumar, S. and Uberoi, N.K, Managing Secularism in the New Millennium, Excel Books,2000.3. Gandhi, M.K., The story of my experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972 .

WEB SITES:

1. https://onlinecourses.swayam2.ac.in/cec19_mg24/preview

WEBSOURCES:

1. http://journal.iujharkhand.edu.in/Nov2017/Indian-Ethos-for-Management-An-Analytic-Study.html

21EMBF53 DATA MINING FOR BUSINESS DECISIONS 3 0 0 3

COURSE OBJECTIVE:

- The objective of this subject is to develop a basic understanding of Data Mining concepts.
- To understand the basic steps in these processes and to understand the need and the benefits of these concepts in the information based business operations.
- To apply data mining techniques for business decisions.

UNITI INTRODUCTION TO DATA MINING 9

Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, CLAP

UNIT II DATA PROCESSING 9

Data Preprocessing Why to preprocess data? Data cleaning: Missing Values, Noisy Data, Data Integration and transformation Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation.

UNIT III DATA MINING TOOLS METHODS AND TECHNIQUES 9

Data Mining Primitives, Languages and System Architectures: Task relevant data. Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI. Architectures of DM Systems concept of Cluster Analysis- Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization.

UNIT IV BASICS OF BUSINESS DECISIONS 9

Meaning and significance of Business decisions – Nature of problems requiring business decisions - Recurring/ Repetitive problems, Non-repetitive problems, Structured problems, Non-structured problems - Types of Business Decisions – Strategic, Operational and Managerial Decisions – Characteristics of good business decisions - Business decision making process – Re-engineering decision making process in a dynamic environment.

UNIT V DATA MINING APPLICATION FOR BUSINESS DECISIONS IN DIFFERENT SECTORS 9

Application and trends in Data mining - Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production and Sales.

TOTAL :45 HRS

COURSE OUTCOME:

At the end ofthe coursethestudents will be able to:

CO-1: Evaluate dataminingprinciplesandtechniques.

CO-2:Createthe needfordata processing.

CO-3: Analyse and demonstrate basic data mining, methods, and tools

CO-4–Evaluatethe nuancesofbusinessdecision making.

CO-5 -Createdataminingapplicationfor businessdecisionsindifferentsectors

TEXT BOOKS:

1. J.Han,M.Kamber,Morgan,DataMiningConceptsandTechniques,KaufmannPublishers,. 3rd rrd Edition, 2017.
2. M.Kantardzic,Datamining:Concepts,Models,MethodsandAlgorithms,JohnWiley&Sons Inc. 3rd Edition,2016.
3. MichelBerryand GordonL in off, Mastering Datamining, John Wiley and SonsInc. SecondEdition, 2017

REFERENCE BOOKS:

1. David J. Hand, HeikkiMannila, and Padhraic Smyth, Principles of Data Mining, Massachusetts Instituteof Technology. SecondEdition, 2016

WEBSITES:

1. https://www.laits.utexas.edu/~anorman/BUS.FOR/course.mat/Alex/
2. https://www.encorebusiness.com/blog/what-role-does-data-mining-play-for-business-intelligence/

WEB SOURCES:

1. https://www.slideshare.net/HoangNguyen446/business-analytics-and-data-mining
2. https://www.slideshare.net/costarch/what-is-data-mining-27559796
3. file:///C:/Users/Asus/Downloads/7843-Article%20Text-31288-1-10-20130507.pdf

21EMBF54 MANAGING SOFTWARE PROJECTS 3 0 0 3

Course Objectives:

- To outline the importance of Software ProjectManagement
- To highlight different techniques for software cost estimation and activityplanning.
- To inculcate monitoring, controlling and configuration management techniques.
- To comprehend software testing techniques and software re-engineering.

Unit I: OVERVIEW OFPROJECT MANAGEMENT 9

Project Management – Definitions; Importance, Factors Influencing Projec Management –Project Manager, Project Management Activities, Stakeholders; Project Communication; Project Development Phases; Project Charter; Statement of Work (SoW); Project Management Associations.

Unit II: PROJECT PLANNINGANDSCHEDULING 9

Tasks in Project Planning; Work Breakdown Structures (WBS); Planning Methods; Development Life Cycle Models; Estimation and Budgeting of Projects: Software Cost Estimation; COCOMOModel; Budgeting.Project Scheduling: Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt chart, Critical Path Method (CPM), Automated Tools.

Unit III: PROJECT MONITORING AND CONTROLLING 9

Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.Configuration Management: Software Configuration Management (SCM) – Baselines, Software Configuration Items (SCI); SCM Process; Identification of Objects in the Software Configuration; Version Control; Change Control; Configuration Audit; Status Reporting; Goals of SCM.

Unit IV: TESTING TECHNIQUES AND SOFTWARE RE-ENGINEERING 9

Software Testing Concepts; Types of Software Testing – Manual Testing, Automated Testing; Black Box Testing; White Box Testing Techniques- Software Re- Engineering: Software Maintenance Problems; Redevelopment vs. Reengineering; Business Process Reengineer ing; Software Reengineering Process Model; Technical Problems of Reengineering.

Unit V: SOFTWARE QUALITY ASSURANCE 9

Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM),Comparison between ISO 9001 & SEI CMM, Other Standards.

Total 45 hrs

Course Outcome:

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

CO - 1: Understand various activities involved in project management and factors influencing it.

CO - 2: Evaluate various tasks in project planning and techniques of cost estimation.

CO 3: Remembering the various techniques for monitoring projects and the steps involved in process improvement.

CO -4: Analyze the concept and various types of software testing and software reengineering and problems involved init.

CO -5: Understand Software Quality Assurance Activities and Software Quality Standards.

TEXTBOOKS:

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2016.

REFERENCE BOOKS:

1. Robert K. Wysocki "Effective Software Project Management" – WileyPublication,2016.

2. Walker Royce: "Software Project Management"- Addison-Wesley,2016.

3. Gopalaswamy Ramesh, "Managing Global Software Projects" – McGraw Hill Education (India), Fourteenth Reprint2017.

WEBSITES:

1. https://www.pcmag.com/picks/the-best-project-management-software
2. https://web.mst.edu/~ricardom/CS4096/KSlides/5%20CS397ProjectManag.pdf

WEB SOURCES:

1. https://www.youtube.com/watch?v=Y7sJwlyuoWw
2. https://www.youtube.com/watch?v=TYBVAvWkG6M
3. https://www.slideshare.net/NoorHameed6/software-project-management-128822982

21EMBF55 MANAGING DIGITAL INNOVATION AND TRANSFORMATION

3 0 0 3

COURSE OBJECTIVE:

- The objective of this subject is to develop a basic understanding of how to manage digital innovation and transformation.
- To understand the basic steps in these processes and to understand the need and the benefits of these concepts in the information based business operations.
- To apply these concepts to the contemporary dynamic business operations.

UNIT I INNOVATION 9

Meaning and need for Innovation – Kinds of Innovation –Innovation as a core business process – Sources of Innovation – Measuring Innovation - System innovation within a digital economy: Opportunities and challenges; identifying and maximizing the benefits of ubiquitous technologies within the business; the changing nature of systems: Web Apps, Mobile Apps.

UNIT II DIGITAL INFRASTRUCTURES FOR BUSINESS 9

Internet – World Wide Web – Cloud Computing – Mobile Services – Social Media – Platforms – Business Model Innovation – Internet-of Things – Key characteristics – Applications challenges confronted by individuals, Companies and Governments.

UNIT III ON-LINE BUSINESS 9

History and foundations of online business - E-business environment – legal, ethical and security issues - Lessons from the dot.com boom and bust - New organisational forms – virtual organisations, electronic markets and hierarchies - Social networks and web developments - Innovations involving e-business technologies; the role of open innovation in product and process development.

UNIT IV MANAGING E-BUSINESS MODELS 9

Business-to-Business (B2B) and Business-to-Consumer (B2C) business models and strategies for e-business – global supply chain management, electronic markets - B2B systems, intermediation, e-procurement and IT in supply chain management. - B2C strategies – online consumer behaviour, regional and cultural differences and e-marketing.

UNIT V INNOVATIVE TRANSFORMATION 9

Changing pattern in Business operations – Business across borders - International trade and investment –patterns, growth of and rationale for foreign direct investment. Global and regional integration and multilateral organisations - Organisation of international business - Global sourcing of production and services - Global information systems management - International dimensions of human resources management - Global pay and incentive practices, managing expatriates and multinational workforces.

TOTAL :45HRS

COURSE OUTCOME:

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

CO-1: Realize the need for constant innovation.

C0-2: Comprehend the digital infrastructures of contemporary business and their characteristics.

CO-3: Explain E-business environment and their legal, ethical and security issues.

CO-4 : Thoroughly comprehend the nuances in managing e-business models.

CO-5: Innovate the changing pattern in Business operations.

TEXT BOOKS:

1. Pressman R.S. and Maxim B.R. Software Engineering: A Practitioner's Approach, FirstEdition, McGraw Hill, 2017.

2. Beynon-Davies, P., Business Information Systems, Second Edition, London: Palgrave, 2016.

REFERENCES:

1. Prahalad, C.K. (2016), The fortune at the bottom of the pyramid. New Jersey,WhartonSchool Publishing.Davies A. and Hobday M. (2017), The business of projects: managing innovation in complex products and systems. Cambridge, Cambridge University Press.
2. Furr N., O'Keeffe K., Dyer J.H. (2016), Managing multiparty innovation, Harvard BusinessReview, November 2016.

WEB SOURCES:

1. https://www.slideteam.net/digital-innovation-and-transformation-powerpoint-presentation-slides.html
2. https://www.slideshare.net/SlideTeam1/digital-innovation-and-transformation-powerpoint-presentation-slides

21EMBF56 **3 0 0 3**

TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS

COURSE OBJECTIVE:

- Able to understand the technology absorption, incremental innovation, research and development, technovation and technology fusion that dominate the contemporary world industry and gain an insight into the various forms and models of technology development.
- To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

UNIT I INTRODUCTION: TECHNOLOGY AND INNOVATION 9

Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology – Productivity and Incremental Innovation– Technology absorption – Technology forecasting – Technological competitive advantage.

UNIT II EVALUATION OF TECHNOLOGY AND INNOVATION 9

Evaluation of Technological Investments – New R and D– Product Development Cycle – Management of Technological Innovation – Core Competencies in Technology – Structural Imperatives of Technology Management – Technology process mapping.

UNIT III INTRODUCTION TO INTELLECTUAL PROPERTY 9

Introduction - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

UNIT IV COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS 9

Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret.

UNIT V LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS 9

Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

TOTAL:45 HRS

COURSE OUTCOME:

CO-1: Understand the issues in defining 'technology', 'innovation' and 'innovation management'.

CO-2: Evaluating the key current issues in understanding the technology and innovation as a field of study.

CO-3: Applying the term IPR, International Protection of IPR, Filing of Patents

CO-4: Creating Trademark Registration and Copyrights.

CO-5: Applying the legal aspects of IPR.

TEXT BOOKS :

1. P.N.Rastogi, Management of Technology and Innovation, SAGE Publications Limited, 2nd Edition, 2012.
2. P Narayanan, Intellectual property Rights, Eastern law House, Third Edition , 2008

REFERENCE BOOKS :

1. White and Bruton, Management of technology and Innovation, Cengage Learning. 2nd Edition, 2011.
2. Robert Szakonyl, Handbook of Technology Management, Viva Books Private Limited. 2006.
3. VK Unni,, Trademarks & The Emerging Concepts of Cyber Property Rights, Eastern Law House, 2005.
4. G P Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency. 11th Edition, 2016.
5. Dr.VikesVashishth, Law & Practice of Intellectual Property in India, Bharath Law House Pvt. Ltd. 2006.
6. P Narayanan, Patent Law, Eastern Law House. Sixth Edition, 2017.

WEBSITES :

1. https://www.ericsson.com/en/blog/2018/6/3-ways-that-new-technologies-are-accelerating-innovation
2. https://www.managingip.com/article/b1r8xwrj71rt93/an-introduction-to-intellectual-property-for-businesses
3. https://brewerlong.com/information/business-law/four-types-of-intellectual-property/

WEB SOURCES :

1. https://www.slideshare.net/jamilkhatib/technology-and-innovation-management
2. https://www.slideshare.net/harshhanu/intellectual-property-rights-13551183

21EMBF57 CREATIVITY AND INNOVATION FOR BUSINESS 3 0 0 3

COURSE OBJECTIVES:

- To familiarize the realms of creativity
- To orient on traits, strategies and challenges for unblocking creativity
- To acquaint with creative techniques of problem solving
- To familiarize concepts on workplace creativity
- To make them aware the aspects of innovation.

UNIT I REALMS OF CREATIVITY: CREATIVITY 9

Realms of Creativity: Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential. Transaction Methodology: Classroom teaching and Discussion.

UNIT II CREATIVE PERSONALITY 9

Creative Personality: Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation-Creativogenic Environment- Formative Environment and Creativity-Adult Environment-Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity. Transaction Methodology: Classroom Teaching, Case Study Analysis and Discussion.

UNIT III MANAGERIAL CREATIVITY: CREATIVE MANAGER 9

Managerial Creativity: Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organizations-Creative Management PracticesHuman Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies. Transaction Methodology: Individual exercises.

UNIT IV MANAGEMENT OF CREATIVITY 9

Management of Creativity: Issues and Approaches to the Design of Creative Organizations-Policy frameworks-Organizational Design for Sustained Creativity-Mechanism stimulating Organizational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society. Transaction Methodology: Individual or group exercises.

UNIT V INNOVATION 9

Innovation: Nature of Innovation-Technological Innovations and their Management-InterOrganizational and Network Innovations- Design of a Successful Innovative Organization-Training for Innovation-Management of Innovation-Agents of Innovation- Skills for Sponsoring Innovation.

TOTAL :45Hrs

COURSE OUTCOMES:

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

CO-1: Describe the importance of creativity and innovation

CO-2: Explain traits, strategies and challenges for unblocking creativity

CO-3: Apply creative techniques of problem solving

CO-4: Practice workplace creativity

CO-5: Apply the aspects of innovation.

TEXT BOOKS:

1.Gupta, P (2008). Business Innovations in the 21st Century. New Delhi: S.Chand.

REFERENCES:

1. Khandwalla, P(2006). Lifelong Creativity- An Unending Quest. New Delhi: Tata McGrawHill.

WEB SOURCES:

1. https://www.slideshare.net/ialwaysthinkprettythings/creativity-and-innovation-13536114
2. https://www.slideshare.net/ingosigge/creativity-innovation-18790832
3. https://slideplayer.com/slide/5847036/

21EMBF58 INDIAN MODELS IN ENTREPRENEURSHIP 3 0 0 3

COURSE OBJECTIVE:

- To enable the students to learn various aspects of innovation and methods of fostering innovation.
- To understand the concept and theories of entrepreneurship.
- To recognize the qualities of entrepreneurs that contributed to their success.
- To generate several ideas for potential businesses based on important trends and each student's interests.

UNIT I ENTREPRENEURSHIP ESSENTIALS 9

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

UNIT II DEVELOPMENT OF ENTREPRENEURIAL SKILLS 9

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

UNIT III SUSTAINABILITY INNOVATION AND ENTREPRENEURSHIP 9

Strategy for Commercializing Innovation - Innovation Process - Risks and barriers for introducing products and services - Selecting a Strategy, setting up the Investment and establishing organisation - Evaluating the Costs and impact of the Project- Sustainability Innovation and Entrepreneurship, Types of Sustainable Entrepreneurship, Conditions for Sustainability Innovation, strategic involvement in sustainable development.

UNIT IV ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT 9

Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available . Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

UNIT V ENTREPRENEURSHIP DEVELOPMENT IN INDIA 9

Growth and promotion of Entrepreneurship in India - Institutional arrangements - Entrepreneurial motivation - Values and Culture - Entrepreneurship in various sectors - Access to finance, market, R&D and Technology - Policies and programmes related to entrepreneurship development.

TOTAL :45 HRS

COURSE OUTCOMES:

At the end of the course, a student will be able to

CO - 1: Identify sources of opportunities and development of the skills so as to analyze these opportunities for entrepreneurship.

CO - 2: Describe the concept and overview of entrepreneurship with a view to enhance entrepreneurial skills.

CO - 3: Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

CO - 4: Assess how entrepreneurship can help shape one's career

CO-5 : Identify and evaluate different theories of entrepreneurship and the characteristics of Indian entrepreneurs.

TEXT BOOK:

1. Shishir Gupta , "The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017

REFERENCE BOOKS:

1. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010.
2. Poornima M Charantimath, "Entrepreneurship Development and Small Business Enterprises", 2nd Edition, Kindle Edition, Pearson; 2 edition, 2014.

3. Thomas Grebel , " Entrepreneurship: A New Perspective" , 1st Edition, Kindle Edition Routledge; 2015.
4. Philips, Bonefiel and Sharma (2014), Social Entrepreneurship, Global visionPublishing house, New Delhi.Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications.

WEBSITES:

1. https://onlinecourses.nptel.ac.in/noc19_mg55/preview

WEBSOUCES:

1. https://timesnext.com/business-models-of-most-successful-startups-in-india/

21EMBF59 SOCIAL ENTREPRENEURSHIP 3 0 0 3

COURSE OBJECTIVE:

- This course will provide an opportunity to the students to understand - social entrepreneurship and entrepreneurial opportunities
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To describe social entrepreneurship and characteristics of social entrepreneurs.

UNIT I SOCIAL ENTREPRENEURSHIP 9

Social entrepreneur – Social Entrepreneurship-Concept and Importance- factors impacting transformation into social entrepreneur - Defining Social Entrepreneurship - The characteristics of social entrepreneurs - The four distinctions of social entrepreneurship - social enterprise - Future of Social Enterprise - The Socio-Economic Context of Social Entrepreneurship.

UNIT II FORMS OF SOCIAL ENTREPRISES 9

Profit and non-profit Proprietorships – partnership – company - Non-Governmental organisation - Society – Trust and Company (sec. 25) registration - Factors determining selection of forms of registration.

UNIT III SUSTAINABLE DEVELOPMENT 9

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India - The Millennium Ecosystem Assessment - International Influences - The field of social entrepreneurship - The situations, resources and business structures used by social entrepreneurs

UNIT IV OPPORTUNITEIS FOR SOCIAL ENTREPRENEURS 9

Methods of sensing opportunities and fields of opportunities - Assessing and prioritizing opportunities - Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds.

UNIT V SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES 9

Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS.

TOTAL :45 HRS

COURSEOUTCOMES:

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

CO1:Understanding how social entrepreneurship lies at the interaction of the field of entrepreneurship and social change.

CO2:Evaluate different theories of social entrepreneurship and the characteristics of social entrepreneurs.

CO3:Analyse the key issues regarding the management of a social entrepreneurial organization

CO-4: Evaluating the opportunities for social entrepreneurs

CO5:Understand the role social entrepreneurship plays in addressing complex social and environmental problems.

TEXT BOOKS:

1. RamaKrishnaReddyKummitha,SocialEntrepreneurship:WorkingtowardsGreater Inclusiveness, SAGE PublicationsIndiaPrivateLimited. 1st Edition, 2016
2. Bornstein and Davis, Social Entrepreneurship (What Everyone Needs To Know),Oxford University Press. 2016

REFERENCE BOOKS:

- sandralenos, service Learning and Social Entrepreneurship in Higher Education: A Pedagogy of Social Change(CommunityEngagementinHigherEducation), PalgravePivot. 1st Edition, 2015
- Maja KonecnikRuzzier andMitja Ruzzier, Marketingfor Entrepreneurs and SMEs: AGlobalPerspective,Edward Elgar PublishingLtd. Reprintedition, 2015
- Munoz Joseph Mark S, International Social Entrepreneurship, Business ExpertPress. 2017
- C.Paramaselvan,Socialentrepreneurship,NewCenturyPublications. 2016
- Richard Blundel, Nigel Lockett, Exploring Entrepreneurship, SAGE Publications Ltd.Second edition, 2017.

WEBSITES:

1. https://www.managementstudyguide.com/social-entrepreneurship.htm
2. https://blog.hubspot.com/sales/social-entrepreneurship
3. https://ijesc.org/upload/8e5f0923dc0e3988cd00b8fbe2aaeb8c.Social%20Entrepreneurship%20in%20India%20Opportunities%20and%20Challenges.pdf

WEB SOURCES :

1. https://www.slideshare.net/NikhilHarshavardhan/social-entrepreneurship-76009455
2. https://www.slideshare.net/iaemedu/social-entrepreneurship-in-indian-scenario

21EMBF60 VENTURE VALUATION AND ACCOUNTING 3 0 0 3

COURSE OBJECTIVE:

- To understand techniques of venture valuation.
- To understand the dynamics involved in financing.
- To comprehend the techniques of evaluating venture portfolio evaluation.
- To understand the techniques and nuances involved in venture accounting.

UNITI INTRODUCTION 9

Meaning – Need and significance of Venture Valuation – Factors considered in Venture Valuation – Management, Market, Science and Technology, Financials and funding phase – Basics of Accounting – Journal, Ledger, Income Statements and Balance Sheets.

UNIT II VENTURE VALUATION 9

Methods for Venture valuation – Discounted Cash Flow, Risk Adjusted NPV, Venture Capital Method, Market Comparable Method, Decision Tree Analysis, First Chicago method, Revenue Multiplier Method – Valuation Process- Factors considered – Business Plans, Budgets, CVs of Management, Time frame, etc. – Company Valuation, Product Valuation, Assessing Start-up Companies.

UNITIII VENTURE FINANCING 9

Notion of Venture Capital – Business Plan- Process of Venture Capital Financing – Methods of Venture Financing – Disinvestment mechanisms – Development of Venture Capital in India – Future prospects of Venture Financing.

UNIT IV INVESTMENT NURTURING AND PORTFOLIO VALUATION 9

Meaning – Objectives of Nurturing – Styles of Nurturing – Hands on, Hands off, Hands Holding – Techniques for Nurturing – Personal discussions, Plant visits, Periodic Reports, Commissioned studies – Meaning and purpose of Venture Capital Portfolio Valuation – Valuation of Equity and various Debt instruments – Cost method and Market value based methods.

UNIT V VENTURE ACCOUNTING 9

Joint Venture Accounts – Features – Accounting for joint ventures – Amalgamation, Absorption and External Reconstruction – Meaning – Types of Amalgamation – Purchase Consideration – Meaning and computation – Valuation of shares – Methods of accounting for Amalgamation – Pooling of Interests Method and Purchase Method – Model Journal entries and Ledger Accounts – Simple problems only.

TOTAL: 45 HRS

COURSE OUTCOME:

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

CO - 1: Analyse the significance of venture valuation.

CO - 2: Classify the methods of venture valuation.

CO - 3: Apply The modes of disinvestment mechanisms.

CO -4: List the joint venture accounting techniques.

CO -5: Differentiate amalgamation and absorption accounting techniques.

TEXTBOOKS:

1. Financial Management, I.M. Pandey, 12th edition, Vikas Publishing House, New Delhi, 2017
2. Corporate Accounting II, Reddy and Murthy, Eight edition, Margham Publications, Chennai, 2018.

REFERENCES:

1. Andrew Metrick and Ayako Yasuda. Venture Capital and the Finance of Innovation, John
2. Wiley & Sons, 2017.
3. Tim Koller, Mare Goedhart and David Wessels, Valuation: Measuring and Managing the
4. Value of companies, Second edition, McKinsey & Company Inc., 2016.
5. Zenas Block and Lan C. Macmillan, Corporate Venturing, Second edition, Harvard Business School Press, 2017.

WEB SOURCES:

1. https://future.aicpa.org/cpe-learning/publication/valuation-of-portfolio-company-investments-of-venture-capital-and-private-equity-funds-and-other-investment-companies-accounting-and-valuation-guide

WEB SITES:

1. https://www.coursera.org/learn/private-equity

21EMBF61 ENTREPRENEURIAL MARKETING 3 0 0 3

COURSE OBJECTIVE:

- First, an understanding of the concepts of "entrepreneur", "entrepreneurship" and their development in all forms and shapes;
- Secondly, a deeper understanding of the technological entrepreneurship versus traditional entrepreneurship;
- Thirdly, a discussion of two major components of a new enterprise development namely, (1) the legal issues involved while setting up an enterprise and (2) entrepreneurial marketing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions;

UNIT I ENTREPRENEUR 9

Entrepreneur- Concept on percent - Functions and clarifications of entrepreneurs - Characteristics of entrepreneur - Nature and importance of ,entrepreneur - Entrepreneur vs. professional manager - Women entrepreneurs.

UNIT II CONCEPT OF ENTREPRENEURSHIP 9

Concept of Entrepreneurship - Entrepreneurship and environment-Policies governing entrepreneurs, entrepreneurial development programmes - Institutions for - entrepreneurship development, entrepreneurship. Entrepreneurship -Entrepreneurship development in other countries.

UNIT III MARKETING STRATEGIES FOR ENTREPRENEURS 9

Marketing strategies for Entrepreneurs-Relationship Marketing-one to one Marketing –Viral Marketing – Digital Marketing-Institutions for Entrepreneurial Development - Role of constancy organizations - Role of financial institutions -Bank finance to entrepreneurs Entrepreneurship development: Role of development financial institutions.

UNIT IV CONCEPT OF PROJECT AND CLASSIFICATION 9

Concept of project and classification of project identification project formulation - project report - project design - project appraisal - profitability appraisal - project planning - social cost benefit analysis - financial analysis and project financing.

UNIT V FINANCIAL ANALYSIS 9

Financial analysis - Ratio analysis - Investment process; Break even analysis - Profitability analysis social cost - Benefit analysis - Budget and planning process, applicability of the factories Act.

TOTAL:45 HRS

COURSE OUTCOMES:

CO – 1: Remembering the need and importance of entrepreneurship concepts.

CO – 2: Creating entrepreneurial venture process.

CO – 3: Applying the marketing strategies for entrepreneurs.

CO – 4: Evaluate the Market demand and determine the feasibility of the project.

CO – 5: Evaluating the financial analysis for Project management.

TEXT BOOKS:

1. Vasant Desai, Dynamics of entrepreneurial development and management, Himalaya Publishing House. 2011.
2. Vasant Desai, Entrepreneurial development, Himalaya Publishing House . 1st Edition, 2017.

REFERENCE BOOKS:

1. M V Deshpande, Entrepreneurship of small scale industries, Palgrave. 3rd Edition, 2016.

WEBSITES:

1. https://openstax.org/books/entrepreneurship/pages/8-1-entrepreneurial-marketing-and-the-marketing-mix
2. https://www.ilearnlot.com/entrepreneurial-marketing-characteristics/46838/

WEB SOURCES:

1. https://www.slideshare.net/royrajeev/entrepreneurial-marketing
2. https://www.slideshare.net/NEETHUSJAYAN/financial-analysis-and-types-of-financial-analysis

21EMBF62 ENTREPRENEURSHIP LAB 3 0 0 3

COURSE OBJECTIVES:

- To learn the process and skills of creation and management of entrepreneurial venture
- To provides the theoretical foundations and contexts within which innovations and new ventures contribute to economic activity
- One of the objectives of E-Lab is to have students gain experience in working within a diverse team.
- To provides an opportunity for participants to consider how entrepreneurship and innovation processes may impact their future careers.

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UNIT I ENTREPRENEURSHIP ESSENTIALS 9

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

UNIT II DEVELOPMENT OF ENTREPRENEURIAL SKILLS 9

Entrepreneurship and Indian Social System -Creativity and entrepreneurship

Steps in Creativity-Innovation and inventions Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

UNIT III ENTREPRENEURIAL STRATEGY 9

Startups ventures – strategy for startups- Strategic opportunities for startups-Entrepreneurial Strategy Compass - develop and implement an effective entrepreneurial strategy.- key strategic trade-offs entrepreneurs face in choosing an entrepreneurial strategy - and how effective E-Lab projects can help a startup to establish and then sustain competitive advantage.

UNIT IV ENTREPRENEURIAL VENTURE 9

Creating Entrepreneurial Venture - Evaluating the Financial Strength of a New Venture/Project - Getting Financing or Funding - Types of Sources – VCs, Angel funding, PE etc. - Building a New-Venture Team - Marketing Strategies for New Ventures - IT Systems for New Ventures - The Importance of Intellectual Property - Strategies for New Venture Growth - Talent Acquisition and Management for New Ventures - The Valuation Challenge in Entrepreneurship - Intrapreneurship in Action - Environment and sustainability, and new ventures- Exit strategies for a New Venture and Trends in India.

UNIT V STARTUPS AND FUNDING 9

Ventures leadership that have a huge impact on future success - culture, team selection, compensation philosophy, organizational structures, 'risk' decisions. Discussion of crowd funding, angel and venture capital investment, and how the E-Lab startups could benefit from different sources of capital.

TOTAL:45HRS

COURSE OUTCOMES:

CO – 1: Apply effective written and oral communication skills to entrepreneurial Situations.

CO – 2: Develop advanced competencies that foster entrepreneurial venture Development from idea creation to commercialization and new business plan Development.

CO – 3: Describe basic concepts underlying the domain of Entrepreneurship and Innovation.

CO – 4: Analyze and interpret the business environment from professionals through Engagement and feedback.

.CO – 5: Ability to analyze technical feasibility, to identify early-adopters and the right target market, to set pricing, and to define a path to commercialization, ultimately delivering real value to the startup.

TEXTBOOKS:

1. S.S.Khanka, "Entrepreneurial Development" S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, " Entreprenuership – Theory, Process and Practice", 9th edition, Cengage Learning 2014

REFERENCES BOOKS:

1. Arya Kumar, "Entrepreneurship", Pearson Education, New Delhi, 2012.
2. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis,Biztrantra, 2nd Edition, 2005. Gupta S.L. and Arun Mittal, "Entrepreneurship Development", International Book House Pvt. Ltd., New Delhi, 2011.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
4. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

WEB LINKS :

1. https://jemi.edu.pl/vol-13-issue-4-2017/developing-entrepreneurial-skills-an educational-and-intercultural-perspective
2. https://www.researchgate.net/publication/268816221_Entrepreneurial_Skills_Development
3. https://trak.in/india-startup-funding-investment-2015/
4. https://www.strategydriven.com/strategy/

21EMBF63 **3003**

EXPORTS PROCEDURES & DOCUMENTATION FOR RURAL PRODUCTS

COURSE OBJECTIVE:

- To provide the participants with a good knowledgeon
- To impart knowledge on export trade, types of trades, and formalities fortrade.
- To impart knowledge on legalities of export trade and the documentation process ofit.

UNIT I MEANING AND DEFINITION OF EXPORT 9

Meaning and Definition of Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit.

UNIT II ALIGNED DOCUMENTATION SYSTEM 9

Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies.

UNIT III STEPS IN EXPORT PROCEDURE 9

Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds.Retirement of Export Documents.

UNIT IV FOREIGN TRADE POLICY 9

Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence. EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.

UNIT V AGRICULTURAL PRODUCTS EXPORTS 9

Agricultural products exports - need forexport,analysis of marketable surplus and marketed surplus, analysis of export statistics ofagricultural products in India, macroeconomic forces. Overview of world agricultural trade, issues impacting international agricultural trade,agricultural policy - Identifying foreign markets for agri export, marketing plan for exports, export documentsand procedure, terms of payment and export finance, legal

dimensions - Institutional infrastructure for export promotion in India, export assistance, State trading in exports, working of the State trading organisations in India.

TOTAL: 45 HRS

COURSE OUTCOMES:

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

CO – 1: Identify and select export product

CO – 2: Explain the process for obtaining quality certification

CO – 3: State the export and import procedure.

CO – 4: Describe the role of clearing and forwarding Agents

CO – 5: State the custom formalities of imports

TEXT BOOKS:

1. Jitender M.D, Export Procedures and Documentation, Raj Publication, 2015

RECOMMENDED BOOKS:

1. Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi, 19th edition, 2015.
2. Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi, 19th Edition, 2015
3. TAS Balagopal , Export Marketing, Himalaya Publishing House,2011
4. Nabhi's Board of Editors: Exporters Manual and Documentation, Nabhi Publications, New Delhi,2009
5. D.C. Kapoor, Export Management, Vikas Publishing House,2007

WEBSITES:

1. https://www.shippingsolutions.com/export-documentation-procedure
2. http://rafael.glendale.edu/poorna/ib/seyoum%20book.pdf

WEBSOURCES:

1. https://www.slideshare.net/jigishmistry/export-procedure-10611996
2. https://www.slideshare.net/WelingkarDLP/22-15062840

LIST OF GENERIC ELECTIVES

21GMBF01 INTRODUCTION TO FINANCIAL SERVICES 2 0 0 2

COURSE OBJECTIVE:

- To give a clear understanding and knowledge of financial system in the present scenario.
- To make the students know the various financial services, working and the usefulness to business and industry.

UNITI FINANCIAL SERVICES 6

Meaning, importance of financial services, types of financial services, financial services and economic environment, players in financial services.

UNIT II MERCHANT BANKING 6

Merchant banking, functions, issues management, managing new issues, underwriting, capital market, stock exchanges, Role Of SEBI.

UNIT III LEASING AND HIRE PURCHASE 6

Leasing and hire purchase, concepts and features, types of lease accounts.

UNIT IV FACTORING 6

Factoring, functions of factor, consumer finance, venture capital, mutual funds and credit rating.

UNIT V INSURANCE 6

Insurance different types, life, marine, fire, motor, health, pension plan, annuity, rural insurance laws and regulations(A brief introduction to IRDA Act. Insurance Act,1938)

TOTAL: 30 Hrs

COURSE OUTCOMES:

CO – 1: Prepare the concepts of financial services.

CO – 2: Apply different procedures for merchant banking activities.

CO – 3: Analyze the different elements as to leasing and hire-purchasing concepts.

CO – 4: Assess the various of factoring and its functions

CO – 5: Demonstrate the Legal Aspects in insurance industry.

TEXT BOOKS:

1. M.Y.Khan, 'Financial Services' – Tata McGraw-Hill, 3rd Edition, 2005.
2. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.

REFERENCE BOOK:

1. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi

WEBSITES:

1.https://accountlearning.com/financial-services-meaning-importance/

WEBSOURCES:

1.https://www.youtube.com/watch?v=j8-QsU5bPyQ

2.https://www.youtube.com/watch?v=0qceCjMPb3g

21GMBF02 ENTERPRENEURSHIP DEVELOPMENT 2 0 0 2

COURSE OBJECTIVE:

- First, an understanding of the concepts of "entrepreneur", "entrepreneurship" and their development in all forms and shapes;
- Secondly, a deeper understanding of the technological entrepreneurship versus traditional entrepreneurship;
- Thirdly, a discussion of two major components of a new enterprise development namely, (1) the legal issues involved while setting up an enterprise and (2) entrepreneurial financing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions

UNIT I ENTREPRENEURAL COMPETENCE 6

Entrepreneurship concept – Entrepreneurship as a career – Entrepreneur – Personality characteristics of successful entrepreneur – Knowledge and skills required for an entrepreneur.

UNIT II BUSINESS ENVIRONMENT 6

Business environment – Role of family and society – Entrepreneurship development training and other support organizational services – Central and State Government industrial policies and regulations – International business.

UNIT III BUSINESS PLAN PREPARATION 6

Sources of product for business – Pre feasibility study – Criteria for selection of product – Ownership – Capital – Budgeting project profile preparation – Matching entrepreneur with the project – Feasibility report preparation and evaluation criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 6

Finance and human resource mobilization operations planning – Market and channel selection – Growth strategies – Product launching.

UNIT V MONITORING AND EVALUATING BUSINESS **6**

Monitoring and evaluation of business –Preventing sickness and rehabilitation of business units. Effective management of small business.

TOTAL : 30 Hrs

COURSE OUTCOMES:

CO – 1: Remembering the need and importance of entrepreneurship concepts.

CO – 2: Creating the business environment for entrepreneurs.

CO – 3: Creating the business plan.

CO – 4: Analysing the launching of small business.

CO – 5: Evaluating and monitoring of sick business units.

TEXT BOOKS

1. Hisrich R D, Peters M P, Entrepreneurship, Tata McGraw-Hill, 9th Edition, 2017

2.Khanka S S, Entrepreneurial Development, S Chand & Company; 4th Edition, 2016

REFERENCE BOOKS:

1. Sharma, Entrepreneurship Development, PHI LEARNING PVT LTD, 2017.
2. Abhinav Ganpule,Aditya Dhobale, Entrepreneurship Development, Kindle Edition, Jatayu Publication. 1st Edition, 2018.
3. Sangeeta Sharma, Entrepreneurship Development, Kindle EditionPHI Learning, 10th Edition, 2018.
4. Poornima M Charantimath, Entrepreneurship Development and Small Business Enterprises, Kindle Edition, Pearson, 2nd edition, 2014
5. Shishir Gupta , The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com, 1st edition, August 2017
6. Thomas Grebel , Entrepreneurship: A New Perspective, Kindle Edition Routledge, 1st Edition, 2015.

WEBSITES:

1. https://medium.com/startup-grind/7-ways-to-practice-entrepreneurship-before-you-start-a-company-db7d3a83bdf6
2. https://www.businessgig.com/business-plan-preparation
3. https://www.yourarticlelibrary.com/entrepreneurship/entrepreneurship-development-programmes-meaning-need-and-objectives-of-edp/40707

4. https://byjus.com/commerce/entrepreneurship-development-process/
5. https://www.ediindia.org/

WEB SOURCES:

1. https://www.slideshare.net/deepu2000/entrepreneurship-69710512
2. https://www.slideshare.net/nijazn/business-plan-37341464
3. https://www.slideshare.net/SimranKaur116/entrpreneurial-development-programme
4. http://depintegraluniversity.in/userfiles/Entrepreneurship%20Development.pdf

21GMBF03 INVESTMENT MANAGEMENT AND STOCK TRADING 2 0 0 2

COURSE OBJECTIVE:

- To understand the basic structure and working of primary and secondary financial markets in India and conversant with computation of risk and return measures for financial instruments.
- To understand and appreciate the Fundamental and Technical analysis tools for analyzing financial securities.
- To Well versed with the concept of a Portfolio and understand the principle portfolio theories.
- To Acquaint and understand portfolio analysis, portfolio evaluation and portfolio revision techniques.

UNIT I INVESTMENT 6

Meaning of investment – speculation – gambling and investment – invest process – objectives – policy – investment alternatives. Management of Stock Exchanges in India – Evolution – Regulation and Supervision – Role of SEBI – Membership, Listing, Types of Exchanges – National, Regional, Local.

UNIT II PRIMARY AND SECONDARY MARKET 6

New Issue Market – Secondary Market – Listing of securities – BSE, NSE, ISE, OTCEI and NSDL – Stock market in circles – types of orders – Indian Money Markets and recent reforms in call money market, treasury Bills Market, commercial Bills Market, Markets for Commercial paper & certificate of Deposits.

UNIT III SOCIAL-RESPONSIBILITY-OF-EXCHANGES 6

Social responsibility of exchanges – Management of Mutual Funds – Study of functions of BSE and NSE – Role of RBI as controller of Money Market.

UNIT IV DEPOSITORY SYSTEM 6

Indian Deposit System – Need – Paperless Trading – Benefits – Need for Educating Investors – Derivatives Trading in Stock Markets, NIFTY Futures and Options.

UNIT V BROKERS **6**

Meaning – Requirements for stock trading – Brokers – Sub brokers- types of brokers – DEMAT – REMAT – Methods of trading – Day trading – Characteristics of successful trader – Online trading requirements – Procedure for online trading.

TOTAL :30Hrs

COURSE OUTCOMES:

CO – 1: Apply gain knowledge on the various aspects of stock trading in the present scenario.

CO – 2: Create wide knowledge on various Fundamental and Technical analysis.

CO – 3: Analyze the different portfolio techniques.

CO – 4: Identify various kinds of financial services.

CO – 5: Assess the current challenges and scenario.

TEXT BOOK:

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.

REFERENCE BOOK:

1. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012.

WEB SOURCES:

1. https://slideplayer.com/slide/2432173/
2. https://www.slideshare.net/SayedhadiHedayati/investment-management-67208004
3. https://people.exeter.ac.uk/gdmyles/Teaching/IAPM/IA1.ppt

21GMBF04 SOCIAL RESPONSIBILITIES FOR MANAGERS 2 0 0 2

COURSE OBJECTIVE:

- To introduce students the key themes, theories & frameworks of CSR & corporate governance.
- To study about the situation will be picked up from a range of cultural & national contexts.

COURSE OUTCOMES:

CO – 1:Describe social Responsibility and role of manager

CO – 2: Examine Various key issues in Social Responsibility and its impact on company profit

CO – 3: Analyze Social Audit and its types

CO – 4: Discuss the Problems of manager towards Customers, Employees, And society.

CO – 8: Explain the code of ethics and its significance of Implementing

UNIT I SOCIAL RESPONSIBILITY 6

Introduction to Social responsibility – Role of managers in the society – Social responsiveness

UNIT II ISSUES IN SOCIAL RESPONSIBILITY 6

Key issues in social responsibility – Impact of Social responsibility on the profits of the company

UNIT III FACTORS AND SOCIAL AUDIT 6

Factors impacting the management and the society – Social involvement of business – Argument for and against assuming social responsibilities – Social Audit – Types of social audit

UNIT IV OBLIGATIONS OF MANAGERS 6

Obligations of managers towards – Customers, Employees, Government, Society

UNIT V ETHICS 6

Ethics in effective managing – Ways of institutionalizing ethics – Code of ethics – Importance of implementing ethics.

TOTAL: 30 Hrs

TEXT BOOK:

1. Corporate Social Responsibility by Philip Kotler & Nancy Lee.

REFERENCE BOOK:

1. Introduction to Corporate Social Responsibility by Guler Aras & David Crowther, 2008.

WEBSITES:

1. https://kullabs.com/class-11/business-studies/introduction-to-business/social-responsibilities-of-business-
2. https://www.managementstudyguide.com/social-responsibilities-managers.htm

WEBSOURCES:

1. https://www.youtube.com/watch?v=OIRSxAmirD4
2. https://www.youtube.com/watch?v=8uUkKm2gVYo

21GMBF05 FUNDAMENTALS OF MARKETING MANAGEMENT 2 0 0 2

COURSE OBJECTIVE:

- The overall objective of this course is to introduce you to the fundamental principles and concepts of marketing.
- To provide a structure for applying marketing in a decision making framework.

UNIT I BASICS OF MARKETING 6

Basics: Marketing, Market, Marketing Management, Tasks, Philosophies, Marketing Mix, Marketing Program and Marketing Strategy.

UNIT II MARKETING ENVIRONMENT 6

Marketing Environment -Company's Micro and Macro Environment , Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments, Product Positioning.

UNIT III MARKETING DECISIONS 6

Marketing Programed: Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling.

UNIT IV CONSUMER MARKET 6

Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Marketing Research and Control.

UNIT V MARKETING RESEARCH 6

Marketing Research – Objectives & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

TOTAL :30Hrs

COURSE OUTCOMES:

CO – 1: Realize the evolution of marketing philosophies .

CO – 2: Understand the macro and micro environment in moulding the company marketing function.

CO – 3: Outline of marketing will be able to define the target segments for the products.

CO – 4: Inspect the importance of integrated marketing communications.

CO – 5: Infer the importance of marketing research in decision making.

TEXT BOOKS:

1. Kotler Philip, Keller, Koshy and Jha , 2006, Marketing Management , 12th Edition, Pearson Education / Prentice Hall of India.
2. Lamb, Hair and Mc Daniel, 2005, Marketing, 8th Edition, Thomson Learning.

REFERENCE BOOK:

1. RajanSaxena, 2006, Marketing management, TMH.

WEB SOURCES:

1. https://www.slideshare.net/SomaGiri/fom-introduction
2. https://www.slideshare.net/Jobeex/marketing-fundamentals
3. https://www.academia.edu/27125166/FUNDAMENTALS_OF_MARKETING_new_1

LIST OF SKILL ENHANCEMENTCOURSES

21SMBF01 COMMUNICATION SKILLS 2 0 0 2

COURSE OBJECTIVES:

- To understand the fundamental principles of effective business communication;
- To apply the critical and creative thinking abilities necessary for effective communication in today's business world;
- To organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- To demonstrate clarity, precision, conciseness and coherence in your use of language.

UNIT I PERSONAL COMMUNICATION 6

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, SWOT Analysis.

UNIT II SOCIAL COMMUNICATION 6

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

UNIT III NON-VERBAL AND INTERCULTURAL COMMUNICATION 6

Importance of non-verbal communication - personal appearance - facial expressions- movement posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT IV ORAL COMMUNICATION 6

Listening - types and barriers to listening - speaking - planning and audience awareness - goals - attending and conducting interviews-participating in discussions, debates – and conferences - presentation skills -. paralinguistic features -fluency development strategies.

UNIT V BUSINESS PROPOSALS AND REPORTS 6

Project proposals- characteristics and structure- Project reports – types- characteristics,- structure-Appraisal reports .

TOTAL:30 Hrs

COURSE OUTCOMES:

CO – 1: Discuss the concept of Personal communication.

CO – 2: Demonstrate the social communication skills in tweeting, blogging ,posting comments &cross cultural communication.

CO – 3: Explainnon verbal communication skiils through facial expression, gestures and body postures.

CO – 4: Analyze the presentation skills by practicing mock interviews and group discussions.

CO – 5:Examine various types of project report and appraisal reports.

TEXT BOOKS:

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar's, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.

2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. PearsonEducation, New Delhi, 8th Edition, 2013.

REFERENCE BOOKS:

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed. 2011.

2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2nd Edition, 2012.

3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.

WEBSITES:

1. https://www.skillsyouneed.com/ips/communication-skills.html
2. http://promeng.eu/downloads/training-materials/ebooks/soft-skills/effective-communication-skills.pdf

WEBSOURCES:

1. **https://www.youtube.com/watch?v=u16EPwFmdis**
2. **https://www.youtube.com/watch?v=w9zyZh-oses**

21SMBF02 PRESENTATION SKILLS 2 0 0 2

COURSE OBJECTIVE:

- Understand the fundamental principles of effective business communication.
- Apply the critical and creative thinking abilities necessary for effective communication in today's business world.
- Organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- Demonstrate clarity, precision, conciseness and coherence in your use of language.

UNIT I PRESENTATION SKILLS 6

Presentation skills - definitions, importance and usages of presentation skills , creating presentations skills , creating corporate and academic presentations , personal grooming for presentation skills.

UNIT II LISTENING TO SPEAK 6

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview).

UNIT II PRESENTATION SKILLS BY USING VISUAL AIDS AND AUDIO VISUALS 6

Presentation skills by using visual aids and audio visuals, how to plan a presentations skills, handout , writing skills .

UNIT IV PRESENTATION DELIVERY 6

Presentation delivery – body language, postures and gestures, effectiveness delivering techniques, summarizing and signalizing the end.

UNIT V CREATE PRESENTATIONS ELEMENTS 6

Create presentations elements – effective presentations of company analysis and reports.

TOTAL:30Hrs

COURSE OUTCOMES:

CO – 1: Create the corporate and academic presentations.

CO – 2: Identify the reading and speaking skills.

CO – 3: Summarize the presentation skills by using audio & video visuals.

CO – 4: Describe about body language, postures and gestures, effective delivering techniques.

CO – 5: Analyze the company reports and give suggestions and conclusions for the problems.

TEXT BOOK:

1. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

REFERENCE BOOKS:

1. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009.

2. Ashraf Rizvi , " Effective technical communication " , Tata McGraw , 2005.

3. GangalJK , " A practical course in effective English speaking skills " , PHA Publishing house , 2012.

WEB SOURCES:

1. https://www.slideshare.net/biadoll123/effective-presentation-skills-29762969
2. https://www.slideshare.net/nandapalit/presentation-skills-33500438
3. http://lcwu.edu.pk/ocd/cfiles/Gender%20&%20Development%20Studies/Maj/GDS%20-%20305/PS-Week1-IntroductiontoPresentationSkills.pdf

21SMBF03 FRENCH 2 0 0 2

COURSE OBJECTIVE:

- To familiarize the French language for the students in order to compete in the international market

UNIT I LA SALLE DE CLASSE 6

La salle de classe: Genre des norms, Article defini, le, la, l', les. Article indefini, un, une. Indicatif present de ' etre,,avoir, Aller, preferer.Devoirsenutilisant l' article definile,la,l', les.

UNIT II INDICATIF PRESENT DES VERBESPARLER 6

Indicatif present des verbesparler,regarder, demander, preferer.Indicatif present des verbesfinir, choisir., vendre, entendre. Devoirs enutilisant l' Indicatif present des verbes.

UNIT III LA FAMILLE 6

La famille ,pluriel, Interrogatif, traduisez, devoirs , les saisons,lesjours, les mois de l'annee.,Adjectifs, petit, joli, belle,lesverbespronominaux,selever,sepromener, se taire,secoucher.

UNIT IV L' Indicatif present negatif des verbs 6

L' Indicatif present negatif des verbes, ne pas, present Interrogatif des verbes, Interrogatif par inversion,est-cequevousparlez, parlez-vous.,devoirs enutilisantl'indicatif present negatif., et l'interrogatif.

UNIT V Preposition 6

Preposition,au, a la, a l', aux, du, de la, des, partitif article, pronominaux complements direct, moi, lui, nous, ,Adjectifspossessive,mon, ton,son, mes, tes, ses. Devoirs

TOTAL :30Hrs

COURSE OUTCOMES:

CO – 1: Converse in a culturally appropriate manner about everyday topics such as greetings and personal description within the limits of vocabulary and structures appropriate to a situation.

CO – 2: Read and demonstrate comprehension of a short paragraph in French about other people, places or everyday topics.

CO – 3: Write a 5-10 sentence paragraph in French about themselves and everyday topics.

TEXT BOOK:

1. MahithaRanjit& Monica Singh ,Apprenons Le Francais –2, New Saraswathi House Pvt.Ltd.

REFERENCE BOOK:

1. Dondo ,Dondo, Mathurin, Oxford University Press ,EDITION: 37th impression

WEB SOURCES:

1.https://simplefrenchwords.com/learn-french-pdf-free/

2.https://www.infobooks.org/free-books-to-learn-french-pdf/

21SMBF04 GERMAN 2 0 0 2

COURSE OBJECTIVE:

- To familiarize the German language for the students in order to compete in the international market

UNIT I ARTIKELDEKLINATION DES BESTIMMTEN 6

Artikeldeklination des bestimmten, Artikels der/die/das ;Beispiele .

UNIT II ARTIKELSDEKLINATION DES UNBESTIMMTEN 6

Artikelsdeklination des unbestimmten, Artikelsein/eine, Beispiele.

UNIT III DIE VIERFALLE 6

Die vierFalle, Nominativ -wer, was, Akkusativ - wen, was, Datif - Wem,Genetif - Wessen, Beispiele .

UNIT IV NEGATION 6

Negation, nicht, kein, Erliest das Buchnicht, Ich will keinenapfelessen.

UNIT V PREPOSITION 6

Preposition, bis, durch,entlang, fur, gegen, ohne, um, wider.

TOTAL:30Hrs

COURSE OUTCOMES:

CO – 1: Demonstrate their ability to recognize, identify, extract and/or differentiate key information conveyed in spoken announcements, instructions, audiovisual material (including radio plays and video segments) and in interactions between native speakers on familiar topics.

CO – 2: Demonstrate effective speaking and listening skills in German on informal and some formal topics related to personal, professional, academic and leisure activities and

CO – 3: Appropriately navigate situations of a pragmatic or transactional nature, often with complications or an unexpected turn of event (exchanging technical information, making reservations or appointments, negotiating appointments, interviewing for a position, etc.).

CO – 4: Apply linguistic concepts related to the German language and German-speaking cultures across the four modalities of speaking, listening, reading and writing to demonstrate their awareness of the language.
CO – 5: Able to utilize situationally-appropriate vocabulary in German.

TEXTBOOK:

1. GiorgioMotta,Hallo Deutsch, , Goyal publishers

REFERENCE BOOKS:

1. Paul Coggle ,CompleteGerman,HeinerSchenkePublishersQ.
2. Collins ,German Grammar & practice, Goyal publishers.

WEB SOURCES:

1.https://www.youtube.com/watch?v=xg60VxyK-9I
2.https://www.fluentu.com/blog/german/how-to-learn-german-by-yourself/

21SMBF05 GROUP DISCUSSION & MOCK TEST 2 0 0 2

COURSE OBJECTIVE:

- To equip students facing selection process.
- To inculcate confidence during conversation .
- To train in public speaking.
- To convey the thoughts in uninterrupted flow .
- To facilitate the need for vocabulary skills in English .

UNIT I INTRODUCTION TO GROUP DISCUSSION 6

Group discussion – definition , importance , need for GD in business scenario , process of GD , communication pattern in GD- self introduction , voice modulation , best language to adopt , body language .

UNIT II STRUCTURE OF GD 6

Structure of GD, GD Techniques, Debate, panel discussion, anchoring / master of ceremony , process of welcome address & vote of thanks.

UNIT III GROUP COMMUNICATION 6

Ways to introduce the speaker , conducting meetings , making announcements , JAM , Block and tackle , ship wreck, conducting quiz, role play and team games.

UNIT IV MOCK TEST 6

Aptitude test- various levels of aptitude tests, verbal ability, numerical ability, analytical analysis , decision making and problem solving skills .

UNIT V MENTAL ABILITY 6

General mental ability, English language skills, logical reasoning, awareness of persons, building , materials .

TOTAL :30Hrs

COURSE OUTCOMES:

CO – 1: Demonstrate their ability to recognize, identify, extract and/or differentiate key information conveyed in interactions on any topics.

CO – 2: Demonstrate effective speaking and listening skills in professional, academic and leisure activities

CO – 3: Appropriately navigate situations ina effective and constructive way

CO – 4: Apply linguistic concepts related to the English language and English – speaking cultures with proper tone ,accent and body language .

CO – 5: Able to utilize situationally-appropriate vocabulary in English.

TEXT BOOKS:

1. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. R.S Awargal , "Quantitative aptitude " , Sultan chand Publishing , 2015.
3. R.S Awargal, " Verbal and Non-verbal reasoning ",Sultan Chand Publishing , 2012.

REFERENCE BOOKS:

1. Francis Soundararaj, " Speaking and Writing for Effective Business Communication, MacMillan Publication,2009
2. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009.

WEB SOURCES:

1. https://www.youtube.com/watch?v=TXE_YJkEinI
2. https://www.youtube.com/watch?v=RVZG9I7w5Gs

21SMBF06 NSS – 1 2 0 0 2

COURSE OBJECTIVE:

- To inculcate service skills amongst young students.
- To induce the motto of NSS "Not Me But You".

UNIT I INTRODUCTION AND BASIC CONCEPTS OF NSS 6

History, Philosophy, aims & objectives of NSS, Emblem, flag, motto, song, badge etc. Organizational structure, roles and responsibilities of various NSS functionaries.

UNIT II NSS PROGRAMMES AND ACTIVITIES 6

Concept of regular activities, special camping, Day Camps. Basis of adoption of village/slums, Methodology of conducting survey, Financial pattern of the scheme, Other youth prog./schemes of GOI,Coordination with different agencies. Maintenance of the Diary.

UNIT III UNDERSTANDING YOUTH 6

Definition, profile of youth, categories of youth, Issues, challenges and opportunities for youth.Youth as an agent of social change

UNIT IV COMMUNITY MOBILIZATION 6

Mapping of community stakeholders. Designing the message in the context of the problem and the culture of the community, Identifying methods of mobilization, Youth-adult partnership

UNIT V VOLUNTEERISM AND SHRAMDAN 6

Indian Tradition of volunteerism, Needs and importance of Volunteerism, Motivation and Constraints of Volunteerism Shramdan as a part of volunteerism.

TOTAL :30HRS

COURSE OUTCOMES:

CO – 1: Understand basic concepts of NSS

CO – 2: Participate in programmes and activities

CO – 3: Define profile of youth

CO – 4: Identify community mobilisation

CO – 5: Accept Volunteerism

TEXT BOOK:

1. National Service Scheme Manual (Revised) 2006, Government of India, Ministry of Youth Affairs and Sports, New Delhi.

REFERENCES:

1. Annual report of National Service Scheme (NSS) published by Dept. of Higher and Technical Education, Mantralaya.
2. http://www.thebetterindia.com/140/national-service-scheme-nss/

WEB SOURCES:

1. http://nss.wbut.ac.in/documents/NSS_manual_2006.pdf
2. http://ipu.ac.in/pubinfo2019/workfaq291119.pdf

21SMBF07 NSS - 2 2 0 0 2

COURSE OBJECTIVE:

- To inculcate life skills amongst young students.
- To induce social harmony.

UNIT I IMPORTANCE AND ROLE OF YOUTH LEADERSHIP 6

Meaning and types of leadership, Qualities of good leaders; traits of leadership, Importance and role of youth leadership.

UNIT II LIFE OF COMPETENCIES 9

Definition and importance of life competencies, Communication,Inter Personal, Problem-solving and decision making.

UNIT III SOCIAL HARMONY AND NATIONAL INTEGRATION 9

Indian history and culture, Role of youth in peace building and conflict resolution, Role of youth in Nation building.

UNIT IV YOUTH DEVELOPMENT PROGRAMMES IN INDIA 6

National Youth policy, Youth development programmes at National level, State level and Voluntary level Youth-focused and Youth-led organizations.

TOTAL: 30 HRS

COURSE OUTCOMES:

CO – 1: Understand role of youth leadership.

CO – 2: Participate in social activities.

CO – 3: Define importance of life competencies.

CO – 4: Identify youth development program.

TEXT BOOK:

1. University of Mumbai National Service Scheme Manual 2009.

REFERENCES:

1. NSS Cell, Dept. of Higher and Technical Education, Mantralaya, UTKARSHA- Socio and cultural guidelines

2. http://en.wikipedia.org/wiki/national-service-scheme

WEB SOURCES:

1. https://www.youtube.com/watch?v=u_8Hz-16bb4
2. https://www.youtube.com/watch?v=uzX_hw4HH9c
3. https://indiagreensparty.org/policies/child-and-youth-development/

21SMBF08 **NSS – 3** **2 00 2**

COURSE OBJECTIVE:

- To inculcate citizenship behaviour
- To induce the importance of health and hygiene

UNIT I CITIZENSHIP 6

Basic Features of Constitution of India, Fundamental Rights and Duties, HumanRights, Consumer awareness and the legal rights of the consumer, RTI.

UNIT II FAMILY AND SOCIETY 6

Concept of family, community, (PRIs and other community-bases organizations) and society, Growing up in the family – dynamics and impact, Human Values, Gender justice.

UNIT III HEALTH, HYGIENE & SANITATION 6

Definition, needs and scope of health education,Food and Nutrition, Safe drinking water, water borne diseases and sanitation (Swachh Bharat Abhiyan), National Health Programme,Reproductive Health.

UNIT IV YOUTH HEALTH 6

Healthy Lifestyles, HIV AIDS, Drugs and Substance abuse, Home Nursing, First Aid.

UNIT V YOUTH AND YOGA 6

History, philosophy and concept of yoga, Myths and misconceptions about yoga- Different Yoga traditions and their Impacts- Yoga as a preventive, promotive, and curative method- Yoga as a tool for healthy lifestyle.

Total: 30 Hrs

COURSE OUTCOMES:S

CO – 1: Understand basic features of Indian constitution

CO – 2: Participate in family and society events

CO – 3: Familiarise various government schemes

CO – 4: Identify importance of personal hygiene and sanitation

CO – 5: Accept and practice yoga

TEXT BOOK:

1.Avhan Chancellor's Brigade – NSS Wing, Training camp on Disaster Preparedness Guidelines, March 2012 .

REFERENCES:

1.Case material as a Training Aid for Field Workers, Gurmeet Hans.

2.http://nss.nic.in/adminstruct.

3. NSS Cell, Dept. of Higher and Technical Education, Mantralaya, UTKARSHA- Socio and cultural guidelines

4. http://en.wikipedia.org/wiki/national-service-scheme

WEB SOURCES:

1. https://www.youtube.com/watch?v=u_8Hz-16bb4
2. https://www.youtube.com/watch?v=uzX_hw4HH9c
3. https://indiagreensparty.org/policies/child-and-youth-development/

21SMBF09 **NSS – 4** **2 0 0 2**

COURSE OBJECTIVE:

- To inculcate importance of environmental.
- To induce saving of nature .

UNIT I ENVIRONMENT ISSUES 7

Environment conservation, enrichment and Sustainability- Climate change- Waste management- Natural resource management- (Rain water harvesting, energy conservation, waste land development, soil conservations and afforestation).

UNIT II DISASTER MANAGEMENT 9

Introduction to Disaster Management, classification of disasters- Role of youth in Disaster Management.

UNITIII PROJECT CYCLE MANAGEMENT 9

Project Planning- Role of youth in Disaster Management-Role of youth in Disaster Management-Project Implementation-Project Monitoring-Project Evaluation: impact Assessment.

UNIT IV DOCUMENTATION AND REPORTING 6

Collection and analysis of data- Preparation of documentation/reports- Dissemination of documents/reports.

Total: 30 Hrs

COURSE OUTCOMES:

CO – 1: Familiarise and follow environmental issues

CO – 2: Understand and tackle disaster management

CO – 3: Implement project cycle management

CO – 4: Prepare documents and reports

TEXT BOOK:

1. RashtriyaSeva Yojana Sankalpana – Prof. Dr. SankayChakane, Dr. Pramod\ Pabrekar, Diamond Publication, Pune.

REFERENCES:

1. Social service opportunities in hospitals, Kapil K. Krishnan, TISS

2.http://nss.nic.in/propexpan

TEXT BOOK:

1. National Service Scheme Manual (Revised) 2006, Government of India, Ministry of Youth Affairs and Sports, New Delhi.

REFERENCES:

1. Annual report of National Service Scheme (NSS) published by Dept. of Higher and Technical Education, Mantralaya.

2. http://www.thebetterindia.com/140/national-service-scheme-nss/

WEB SOURCES:

1.https://nss.gov.in/nss-detail-page

2.https://www.researchgate.net/publication/341103645_Role_of_National_Service_Scheme_in_Enhancing_Rational_Values_in_Society

21SMBF10 **NSS - 5** **2 0 0 2**

COURSE OBJECTIVE:

- To enhance employment potential of students.
- To induce risk taking behavior

UNIT I VOCATIONAL SKILL DEVELOPMENT` 15

This Unit will aim to enhance the employment potential of the NSS volunteers or,alternately, to help them to set up small business enterprises. For this purpose, a list of 12 to15 vocational skills will be drawn up, based on the local conditions and the opportunities.Each volunteer will have the option to select two skill-areas out of this list – one such skill in each semester. The education institution (or the university) will make arrangements for the developing these skills in collaboration with established agencies that posses the necessary expertise in the related vocational skills.

UNIT II ENTREPRENEURSHIP DEVELOPMENT 7

Definition & Meaning- Qualities of good entrepreneur- Steps/ways in opening an enterprise Role of financial and support service Institutions.

UNIT III YOUTH AND CRIME 8

Sociological and Psychological Factors influencing Youth Crime- Peer Mentoring in preventing crimes- Awareness about Anti-Ragging- Cyber Crime and its Prevention Juvenile Justice

Total: 30 Hrs

COURSE OUTCOMES:

CO – 1: Develop entrepreneurship skills

CO – 2: Built brotherhood

CO – 3: Prevent crime

CO – 4: Identify anti ragging concepts

TEXTBOOK:

1.Rashtriya Seva Yojana Sankalpana – Prof. Dr. SankayChakane, Dr. Pramod\ Pabrekar, Diamond Publication, Pune.

REFERENCES:

1. New Trends in NSS, Research papers published by University of Pune.

2.http://nss.nic.in.

WEB SOURCES:

1. http://nss.wbut.ac.in/documents/NSS_manual_2006.pdf
2. http://ipu.ac.in/pubinfo2019/workfaq291119.pdf
3. https://www.youtube.com/watch?v=uzvTrYG7b3Y

21SMBF11 **NSS – 6** **2 0 0 2**

COURSE OBJECTIVE:

- To enhance employment potential of volunteers.
- To help set up small business.

UNIT I VOCATIONAL SKILL DEVELOPMENT **18**

This Unit will aim to enhance the employment potential of the NSS volunteers or, alternately, to help them to set up small business enterprises. For this purpose, a list of 12 to 15 vocational skills will be drawn up, based on the local conditions and the opportunities. Each volunteer will have the option to select two skill-areas out of this list – one such skill in each semester. The education institution (or the university) will make arrangements for the developing these skills in collaboration with established agencies that posses the necessary expertise in the related vocational skills.

UNIT II CIVIL/SELF DEFENSE **4**

Civil defense services, aims and Objectives of civil defense- Needs for Self defense training.

UNIT III Resource Mobilization **2**

Writing a Project Proposal- Establishment of SFUs.

UNIT IV Additional Life Skills **6**

Positive Thinking - Self Confidence and Self Esteem- Setting Life Goals and working to achieve them- Management of Stress including Time Management .

Total: 30 Hrs

COURSE OUTCOMES:

CO – 1: Understand self defence.

CO – 2: Participate in symposiums and draft business plan.

CO – 3: Prepare project proposal.

CO – 4: Exihibit life skills.

TEXT BOOK:

1.National Service Scheme Manual for NSS District Coordinators, National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya.

REFERENCES:

1. ANOOGUNJ Research Journal, published by NSS Unit C. K. Thakur College.

2. Training Manual for Field Work published by RGNIYD, Shreeperumbudur.

WEB SOURCES

. 1.http://socialworknss.org/about.html.

21SMBF14 **0 0 2 1**

COURSE OF INDEPENDENT STUDY LIKE MOOC/SWAYAM

Course Objectives:

The objective of this course is to take the best teaching learning resources to all to create a levelled platform. To make use of the Indian massive online to the aspiring youth of India

- The students will select a MOOC course from the Swayam platform.
- They will spend 2 hours per week undergoing this practical MOOC course under the guidance of a faculty.
- Every course will have a minimum of 8 to a maximum of 12 assignments depending on the duration of the course.
- Assignments will be submitted as per the requirements of the course.
- The marks scored in the assignments will be taken for internal assessment marks.
- The students will appear for a final practical exam conducted by VISTAS.

COURSE OUTCOME:

CO – 1 : Understand the latest developments in the field of study
CO – 2 : Explain the students with latest information about the field of study
CO – 3 : Apply the skills in the business world
CO – 4 : List the various skills gained through this course
CO – 5 : Summarize the concepts for application

21SMBF16 **0 0 2 1**

SOCIAL SENSITIZATION PROJECTS/ COMMUNITY DEVELOPMENT PROJECT

Course Objectives:

- Articulate the historical roles of community-based recreation and park agencies within those communities.
- Analyse the contemporary interrelationships of public, private, and nonprofit leisure service agencies within communities.
- Evaluate the potential personal and societal benefits of leisure service agencies.
- Analyse the social, economic, and environmental impacts of park and recreation departments, youth serving agencies, special recreation opportunities, and leisure businesses upon their communities.
- Describe ways in which the programs and facilities administered by of park and recreation departments, youth serving agencies, special recreation opportunities, and leisure businesses may have an impact on the development of the community.
- Synthesize strategies for exploring community needs through conduct of needs assessments, societal/community inventories, and community census and record analyses.
- Articulate the need for community partnerships in community development.
- Use community and external resources through pursuit of grants, fees and charges, marketing strategies and community partnerships.

1. Communities and their projects: Rationale; Identification of community projects; project and program management; project cycle; theories of project development and management: contingency, system, chaos, scientific method, classical theory, human relations and cultural theory.

2. Viability, and risks in community projects; cost-benefit analysis, sustainability, scaling up and replication of community projects; project log frames; deliverables; monitoring and evaluation tools; impact assessment; challenges in project development; social and ethical audits.

3. Methods and approaches in community development: directive and community driven approaches; Community-based participatory research (CBPR): Rapid Rural Appraisal (RRA), Participatory Learning and Action (PLA), Participatory Action Research (PAR), Participatory Rural Appraisal (PRA); Community capacity building; social capital development.

4. Ecological sustainable development; asset-based community development; civil society based community development; community assessment and mobilization; communication of innovation; community dialogue

COURSE OUTCOME:

CO-1: Analyze the contemporary interrelationships of public, private, and non-profit leisure service agencies within communities.

CO-2: Evaluate the potential personal and societal benefits of leisure service agencies.

CO-3: Synthesize strategies for exploring community needs through conduct of needs assessments, societal/community inventories, and community census and record analyses.

LANGUAGE SYLLABUS

தமிழ் மமொழிப்பொடத்திட்டம் (CBCS)

(அனைத்Fஇளநினைப்பட்டவகுப்புகளு

க்கும்)2021-22கைவியிணை டுமுதை

தமிழ்

த்Fனை

மமொழிப்பு

ம்

All UG Programmes – PART I TAMIL

(BA/B.Sc./B.Com.,/BBA/BCA)

SEMESTER – I								
PART	**COURSE**	**SUBJECT CODE**	**COURSE TITLE**	**CREDIT**	**INS. HRS /WEEK**		**MARKS**	
						CIA	**SEMESTER EXAM**	**TOTAL**
1	**LANGUAGE I**	**21LTA001**	**TAMIL PAPER – I** இக்காலக்கவிதைகள், உதைநதை,பணி பா டு, மமாழிை்திறன் .	**3**	**3**	**40**	**60**	**100**
SEMESTER – II								

1	**LANGUAGE II**	**21LTA 002**	**TAMIL PAPER – II** அனைஇக்கியம் ,சிைற்றிைக்கியம் . சிறுகனத. பயைண் பைடட்ேதண்தமிழண்.	**3**	**3**	**40**	**60**	**100**

நநொக்கம்

Vision

- தமிழ்மமொழித்திைத்தினைமொணவர்களினடநயளை் ைொநினைகளிலும் நமம் படுத்திவளர்த்தை்.

மெய்திட்டம்

Mission

- மெம் மமொழித்தமிழினை் ைனிக்கியனைக்கணவளனமகனளஅறிமுகம் மெய்தை்
- நை்ைதமிழ் எழுFம் பயனை் பைடட்ேம மிாழியைொை் ைனைவளர்த்தை்
- எழுதண்தைொை் ைனையேமண் நபெைொை் ைனையேமண் வளரமதடுபண்பதினை் வழித கவனை் மதைடர்பியனை் மனை் றுமண் ஊடகதண்தமிழுகண்குதகுதிபண்பட ேதண்Fதனை்
- ம மிாழிமபயர்ப்புமனை் றுமண் கனைெமைொை் ைொகண்கபண்பயினை் சியளிதண்தனை்
- தமிழினை் பனடபிைக்கியத்திைத்தினைவளர்த்மதடுத்தை்

COURSE OUTCOME - TAMIL	
21LTA001	Tamil - 1
Students will able to	
K1	Recall and recognize heritage and culture of Tamils through History of Tamil Language.
K5	Interpret the cultural life style of Ancient Tamils.
K5	Evaluate social and indivituals moral value after studying Ethics In modern Literature
K6	Build the humanistic concept and moral life skills after studying divine and minor Literature.
K6	Improve their own creativity and writing skills after studying history of Modern Tamil Litrature.
21LTA002	Tamil - 2
Students will able to	
K5	Measure human mind through the studying of Tamil charity Literature in the aspect of moral value.
K5	Justify the contemporary social issueses through studying Tamil Epics.
K6	Build the life skills after studying of the poetry.
K6	Develop narrative skill after reading short stories.
K6	Improve their own style of writing after studying Terminology methods

2ILTAM001 PART I TAMIL

COURSE OUTCOME :

1. K1 At the completion of UG Programme students are able to use correct Tamil in Spell orally as well as written form.
2. K2 Develop Reading, Writing, summarize& Communication Skills in Tamil
3. K6 Inculcate the human values for one's transformation of behavior in improve manner.
4. K5 Interpret the literary works by critical analysis.
5. K2 Compare literary works of the great writers and philosophers by using their logic and literary competency
6. K5 Get information about the history and influenceof ancient, medieval and modern Tamil Literature.

பொடக்குறியீட்டுஎண் : 21LTA001

பருவம்-1, தமிழ்மமொழிப்பொடம்-1, பகுதி-1, தகுதிப்புள்ளி: 3, வொரப்பொடநநரம் : 3.

தாள் -1

இக்காலைக்கவிதைகள் – உரைநடை – பண்பாடு –

மதிப்பீட்டுமுறை

அலகு 1: மரபுக்கவிதை

9மணிநேரம்

1. பாரதியார்- பாரதிதாசன் என்ற தலைப்பின் கீழ் ஆறுபாடல்கள்.

(பாடல்எண்கள் 1, 6, 7, 9, 12, 13)

2. பாரதிதாசன் – தமிழுக்கும் அமுதென்றுபேர் என்ற தலைப்பிலான கவிதை.

3. நாமக்கல்வெண்பா - உடல்வேர்வை நன்என்ற தலைப்பிலான கவிதை

4. முடியரசன் -காவியப்பாலை – "பூண்பாடுமா" என்ற தலைப்பிலான கவிதை.

அலகு 2: புதுக்கவிதை

9மணிநேரம்

1. மீரா.காமராசன் -

கறுப்புமைரல்கள் தொகுப்பில் **கொதிப்பூக்கள்** என்ற தலைப்பிலான கவிதை.

2. அப்துல்ரகுமான் -

ஆயிரம்பனைத்தொகுப்பில் **நடிகை**என்ற தலைப்பிலான கவிதை

3. ஈரோடுதமிழன்பன் -

ஒருப்பூவின் **மௌனம்** என்ற தலைப்பிலான கவிதை

ரசித்தொகுப்பில் நாற்காலி விலைகள்

4. ஆண்டாள் பிரியதர்ஷினி–

முத்தங்கள் தீர்ந்துவிட்டன தொகுப்பில் **'இங்கு நகரும் நதி'**

எனம் Fமம்தலைபப்பிைானகவிலத

அைகு 3: உனரநனட

9மணிநேரம்

1. மொணொகக்கர ்ேமம்தொய்ம மிாழிய ்ேமம் - திரு.வி.க.,
2. **மைவலினமநவண் டுமம்- ம ்ே.வரதரொெைொர்**
3. **மெம்மமொழித்தமிழிைஃ சிைப்புகள்**

4. **பண் னடதத்தமிழரினைத்தொதனைசெவடளகள**

அைகு 4: தமிழரவழ்வம் பண் பாடும்

9மணிநேரம்

பண் பாடு–ைாழ்வியைமுைல – அகம், பளைம் - உணவுமுைல - விருேந்தாம்பப் - ேம்பிக்ைகள்–விழாவும் ைழிபாடும் - கைலகள் -கட்டடம் - சிைப்பம் - ஓவியம் - இலச–கூத்F– ததாழிலும் ைணிகமும் – அறிவிையநோக்கு.

அைகு 5: ம மிாழித்திைன், ைகக்கியவரைொறள, ைகக்கணம்

9மணிநேரம்

1. எழுதF்பப்பிலழ, ்பிலழகள தததாடரப்

2. நைை்றுலமைகக்கணம்

3. தசய்யுள் ேைம் பாராட்டை

4. பாடம்தழுவியகைக்கியைரைாறு

(மரபளகக்கவிைத,

பளFகக்கவிைத,

உலரேைட)

தமாத்தம்: 45மணிநேரம்

பொரனவந ளைக்கள்

1. **தமிழர்நொகரிகமும் பண் பாடும்,** .தட்சிணாமூரத்தி, டாகம்

டரஜஜ்திலணப்பதிப்பகம்

2. **தவறிை்றித்தமிழ் எழுFநவமம்**, மா. ேன்னன், ஏகம் பதிப்பகம்

3. **தவறிை்றித்தமிழ்எழுத**-மருரஅரங்கராசன்,

ஜேதிலணப்பதிப்பகம்

4. **தமிழ்னைிக்கியவரனொறை**, ைரதரஸாசனம், மு., பை**F**திைல் :
சாகித்தியஅக்காததமி ,

5. **புதியதமிழ்னைிக்கியவரனொறை**, ஸே. பத்மோபனம், சிை்பிபாைசுப்ரமணியம், சாகித்தியஅகாதடமி

6. **மெம்மமொழிதமிழிை் சிைப்பியை் புகள்** - முலனைரமலைமலைனைிக்குைனார;்
https://www.youtube.com/watch?v=HHZnmJb4jSY

7. **பொடநைலை் நதடலுக்கனைினணயம்** - https://archive.org/

2ILTAM002 PART II TAMIL

COURSE OUTCOME :

1. K3 Learn and make use of the literary works on the basis of the foundation laid by the Tamil scholars.
2. K3 Develop competency in Tamil Literary Forms, Linguistics & Grammar
3. K6 Get information about the Literary Theories.
4. K6 Develop and improve the skill and Preliminary knowledge of Print, VisualMedia&Tamil Computing
5. K5 Choose the jobs for their quality livelihood
6. K4 Be motivated for their further education and Research

பொடக்குறியீட்டுஎண் : 21LTA002

பருவம்-2, தமிழ்மமொழிப்பொடம்-2, பகுதி-1, தகுதிப்புள்ளி: 3,

வொரப்பொடநநரம் : 3.

தொள்-2

அைனைிகக்கியமம் – சிைற்றிைகக்கியமம் – சிறுகனத –

பயைம் பொடட்ுதத்தமிழ் அைகு 1: அைனைிக்கியங்கள்

10மணிநேரம்

1. திருக்குைள்- ைான் சிைப்பு(அைம்), ஊக்கமுலடலம(தபாருள்), குறிப்பறிதை(இன் பம்) –மூன் றுஅதிகாரங் கள்முழுலமயும்.
2. ோைடியார் – மூன் றுபாடை் கள். (2, 3, 5)
3. பழதமாழிோபறு – மூன் றுபாடை் கள் (74, 75, 78)
4. திரிகடுகம் – மூன் றுபாடை் கள் (10, 12, 22)
5. இனியலைோை்பF – மூன் றுபாடை் கள் (1, 12, 16)

அைகு 2: சிைன்றிைக்கியம் 10மணிநேரம்

1. முததாள்ளாயிரம்

நசரன் – வீரம் 14, 15 பாைட்

கள் நசாழன் – காைத் 23, 24

பாைட்கள்

பாண்டியன் –ேபாரு87, 88 பாடல்கள்

2. தமிழ்விடுF – மன்ைனம் 20 கண்ணிகள்

3. திருக்குன்றாைக்குைறஞ்சி – மைலைளம் கூறுைத் – முைத்5

பாைட்கள்

4. முக்கூைட்பள்ளு – மூத்தபள்ளிேயாட்டுைளம்கூறுைத் 3 பாைட்கள்,

இலளயபள்ளிேயாடல்ைளம்கூறுதல் 3 பாடல்கள்.

5. கலிங்கத்F பரணி – பாலைபாடியF – முதல் 5 பாடல்கள்

அைகு 3: சிறுகனத

9மணிநேரம்

1. அறிஞரஅண்ணா - தசல்லாலழ

2. பூFலமப்பித்தன் - கடவுளுமம் கேள்தசாமிப்பிள்ளளயும

3. தெயகாேன்தன் - யுகசேதி

4. கு.அழகிரிசாமி - காைல்று

5. அம்லப - காட்டிைல்ஒருமான்

அலகு4: நபெசுைல்மிழ்

8மணிநேரம

நபசசுத்திைனம் – வளிகம்கம் – நபசசுத்திைனினம்அடிப்பலடகளம் –

லைலகளம் – நமலடப்நபசசு – உலடயாடல் - பயிைசிக் ள

அைகு5: எழுதF தம்தமிழ், இைகியவரலாறு, இைக்கணம்

8மணிநேரம்

1. கலைசதசாைன்ைாக்கம் – நதலைகள் – கலைசதசாைன்களின் பண் புகள் – அறிவியைன் கலைசதசாைன்கள் – கடிதம் – ைலகக ள் – அலுைைகக்கடிதங் கள் – ஈவுமுலைக்கடிதங் கள்.

2. பாடம்தழுவியனைிக்கியைரொறு (அனைிக்கியம், சிைறினைக்கியம்,

சிறுகலத)

3. அணினைிக்கணம்

4. வினண் ணபப்பகக்கடிதம்

எழுFதைத் தமாத்தம்:

45மணிநேரம்

பொரனவந ைமைக்களப்

1. நபசுமக்கனை,முலனைரகூ.ஞானசமப்பேத் னப் வியெமாபதிபப்பகம

2. **தமிழ்னைிகக்கியவரனொறை**, ைரதரமாசனப், மு., சாகித்தியஅகக்மாததமி

,பFதிைக்லி

3. **தமிழ்நனடகக்னகநயடை,** தமாழிஅைகக்கட்டலள

4. **பயனைப் பொடடதத்தமிழ்**,

முலனைரஅரங்கஇராமலிங்கம் ,முலனைரஒப்பினைாமதினைாணன் ,

தசன்லனைப்கலைக்கழகம், 2007

5. **மமொழிமபயர்ப்பியைய் அடிப்பனடகள்**, கா.பட்டாபிராமன் ,

யமுலனபப்பதிபப்பகமப், திருைண் ணாமலை

6 பொடநைமைக் நதடலுகக்னைொைினணயமப்

- http://www.tamilvu.org/library
- https://archive.org/

VISTAS

HINDI SYLLABUS (2021-22)

I YEAR

I YEAR-I SEM (PROSE,OFFICIAL LETTER WRITING& TECHNICAL WORDS)

COURSE OBJECTIVE:

- To enable the students to develop communication skills
- To train students in official language
- To enrich their knowledge in Hindi literature
- To teach them human values & create awareness towards exploitation

Unit I - ' Ek atuut kadi' by shri Rajkishore letter writing (application), Technical words (prashasanik vakyansh:1-50). **9**

Unit II 'Devi singh' by agyeya ,letter writing (bank A/C opening&closing), Technical words (prashasanik vakyansh:51-100). **9**

Unit III ' kabiraa ki kaashi 'by Kumar Ravindra **9**

Unit IV ' bharathiya vigyan ki kahaani - 'hamne diyaa ,hamne liyaa''by Gunakar mule, letter writing (shikayath pathra, gyapan)Technical words: takniki shabd-25**.** **9**

Unit V letter writing (sarkari pathra, ardha sarkaari pathra, kaaryalaya aadesh)Technical words: takniki shabd-25**.** **9**

TOTAL HOURS 45

COURSE OUTCOME

At the end of this course

CO 1 Students will be familiar with official letter writing

Co 2 will understand their responsibility in the society

CO 3 students will be moulded with good character understand human values

CO 4 students will gain knowledge about ancient &,rich culture of India

CO 5 will know the equivalent Hindi words for scientific terms

TEXT BOOK

1. Gadya Khosh , Prashasanik shabdavali, Patra lekhan

WEBLINKS:

1. http://www.hindisamay.com/content/1321/1/%E0%A4%B0%E0%A4%BE%E0%A4
2. http://gadyakosh.org/gk/%E0%A4%A6%E0%A5%87%E0%A4%B5%E0%A5%80%E0
3. http://gadyakosh.org/gk/%E0%A4%A6%E0%A5%87%E0%A4%B5%E0%A5%80%E0
4. http://gadyakosh.org/gk/%E0%A4%A6%E0%A5%87%E0%A4%B5%E0%A5%80%E0%A4%B8%E0%A4%BF%E0%A4%82%E0%A4%B9_/_%E0%A4%85%E0%A4%9C%E0%A5%8D%E0%A4%9E%E0%A5%87%E0%A4%AF
5. http://gadyakosh.org/gk/%E0%A4%A6%E0%A5%87%E0%A4%B5%E0%A5%80%E0%A4%B8%E0%A4%BF%E0%A4%82%E0%A4%B9_/_%E0%A4%85%E0%A4%9C%E0%A5%8D%E0%A4%9E%E0%A5%87%E0%A4%AF

VISTAS

HINDI SYLLABUS(2021-22)

I YEAR-II SEM (KAHANI , NATAK &TRANSLATION)

COURSE OBJECTIVE:

- To train students in translation
- To develop reading & writing skills
- To create interest towards reading different types of literature

Unit I - ‘ idgah’ by Premchand’ (kahani), Translation- Definition,Types 9

Unit II ‘pitha ‘ by gyanranjan (kahani), Translation - Anuvadak ke gun **9**

Unit III - jamun ka ped by Krishna chander‘ (kahani) , Translation Practice **9**

Unit IV - adhi rath ke baad by Shankar shesh (naatak), Translation Practice 9

Unit V - adhi rath ke baad by Shankar shesh (naatak), Translation Practice **9**

TOTAL HOURS :45

COURSE OUTCOME

At the end of this course

CO 1 Students will know the importance & process of translation

Co 2 understand the values of elders in a family & extend their support

CO 3 will know the different writing skills of authors

CO 4 gain knowledge in Hindi literature

CO 5 will acquire knowledge in Hindi Sahithya

TEXT BOOK:

1. Gadya Khosh , Prashasanik shabdavali, Patra lekhan

WEBLINKS:

1. https://premchandstories.in/eidgaah-story-munshi-premchand-pdf/
2. https://www.google.com/search?q=pita+by+gyan+ranjan&oq=pitha+by+gya&aqs=chrome.1.69i57j0i13j0i22i30.10387j0j4&sourceid=chrome&ie=UTF-8

3. http://db.44books.com/2020/04/%e0%a4%86%e0%a4%a7%e0%a5%80-%e0%a4%b0%e0%a4%be%e0%a4%a4-%e0%a4%95%e0%a5%87-%e0%a4%ac%e0%a4%be%e0%a4%a6.html
4. http://gadyakosh.org/gk/%E0%A4%A6%E0%A5%87%E0%A4%B5%E0%A5%80%E0%A4%B8%E0%A4%BF%E0%A4%82%E0%A4%B9_/_%E0%A4%85%E0%A4%9C%E0%A5%8D%E0%A4%9E%E0%A5%87%E0%A4%AF
5. http://gadyakosh.org/gk/%E0%A4%A6%E0%A5%87%E0%A4%B5%E0%A5%80%E0%A4%B8%E0%A4%BF%E0%A4%82%E0%A4%B9_/_%E0%A4%85%E0%A4%9C%E0%A5%8D%E0%A4%9E%E0%A5%87%E0%A4%AF

12CMBF12 ENGLISH I-PROSE 3 0 0 3

Course Objective:

- To enable students to develop their communication skills effectively. Tomake students familiar with usage skills in EnglishLanguage.
- To enrich their vocabulary inEnglish
- To develop communicativecompetency.

Credit Hours

UNITI 09

1. Dangers of Drug Abuse - Hardin BJones
2. Tight Corners - E. V.Lucas

UNITII 09

3. Futurology - AldousHuxley
4. If You are Wrong, Admit it - Dale BreckenridgeCarnegie

UNITIII 09

5. Industry - Dr.M.Narayana Rao & Dr.B.G.Barki
6. Turning Point of My Life - A.JCronin

UNITIV 09

7. Excitement - Mack R.Douglas
8. The Kanda Man Eater - JimCorbett

UNITV 09

9. Vocabulary and Exercises under theLessons

Total-45Hours

Note: Lessons prescribed are from various anthologies and respective exercises therein will be taught.

Course Outcome

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

CO1 Examine the language ofprose.

CO2 Utilize instructions on fundamentals ofgrammar

CO3 Develop their own style of writing after studying diverse proseessays.

CO4 Classify different essays on the basis of theirtypes.

CO5 Critically comment on the textual content ofprose.

12CMBF22 3 0 0 3

ENGLISH II - PRACTICAL ENGLISH (CONVERSATION PRACTICE)

Course Objective:

- To train students in the use of English language in varied literary and non-literary contexts.
- To teach them soft skills and strengthen their foundation in grammar.
- To evaluate students to sensitivity in conversationalcompetency.

Credit Hours

UNIT I		**09**
i.	At theAirport	
ii.	In a Bank	
iii.	On a Bus	
UNIT II		**09**
iv.	In Flight	
v.	In a Hotel	
vi.	In a Library	
UNIT III		**09**
vii.	TeaTime	
viii.	On aTrain	
ix.	In a Restaurant	
UNIT IV		**09**
x.	On a Picnic	
xi.	In a Policestation	
xii.	In a Postoffice	
UNIT V		**09**
xiii.	In a travel agency	
xiv.	Asking the way	
xv.	At the theatre	
	Total	**45 Hours**

Course Outcome

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

CO1 Feel confident to speak in differentsituations.

CO2 Learn befitting vocabularywords.

CO3 Have the ability to visualize speaking situations.

CO4 Be conversant with other conversational situations.

CO5 Categorize the nature of questions asked usually ininterviews.

Books Recommended:

- English Conversation Practice, D.H.Spencer,Oxford.