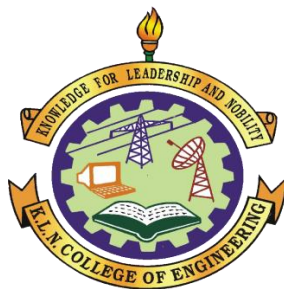


K.L.N. COLLEGE OF ENGINEERING

Pottapalayam-630612, Sivagangai District

(An Autonomous Institution, Affiliated to Anna University, Chennai)



Estd: 1994

CURRICULAM

I to IV Semesters

REGULATIONS 2024

For Post Graduate Program

M.B.A - MASTER OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM

(For the students admitted from the academic year 2024-2025 onwards)



K.L.N. COLLEGE OF ENGINEERING, POTTAPALAYAM
(An Autonomous Institution, Affiliated to Anna University, Chennai)



VISION OF THE INSTITUTION

To become a Centre of Excellence in Technical Education and Research in producing Competent and Ethical professionals to the society

MISSION OF THE INSTITUTION

To impart Value and Need based curriculum to the students with enriched skill development in the field of Engineering, Technology, Management and Entrepreneurship and to nurture their character with social concern and to pursue their career in the areas of Research and Industry.

VISION OF THE DEPARTMENT

To become a premier school of Business and Entrepreneurship in making dynamic Management and Entrepreneurial Leaders with transformational skills through Quality Management Education for the development of society.

MISSION OF THE DEPARTMENT

To mould the budding Management Professionals to be more intellectual, ethical, entrepreneurial innovative and competitive in the present and changing business environment



K.L.N. COLLEGE OF ENGINEERING, POTTAPALAYAM
 (An Autonomous Institution, Affiliated to Anna University, Chennai)



PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

MBA programme curriculum is designed to prepare the post graduate students

PEO 1: To have a thorough understanding of the core aspects of the business.

PEO 2: To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.

PEO 3: To prepare them to have a holistic approach towards management functions.

PEO 4: To motivate them for continuous learning.

PEO 5: To inspire and make them practice ethical standards in business

PROGRAM OUTCOMES (POs)

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.

Program Educational Objectives	Program Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6
I	✓	✓				
II				✓	✓	✓
III	✓		✓		✓	✓
IV				✓		✓
V		✓	✓			



K.L.N. COLLEGE OF ENGINEERING, POTTAPALAYAM
(An Autonomous Institution, Affiliated to Anna University, Chennai)



REGULATIONS 2024
For Post Graduate Program
MASTER OF BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM

CATEGORY OF COURSES

- 1. Professional Core(PC)** Courses include the core courses relevant to the chosen programme /branch of study.
- 2. Professional Elective (PE)** Courses include the elective courses relevant to the chosen specialization.
- 3. Non-Functional Elective Courses (NFE)** includes elective courses outside of the area of specialization.
- 4. Employability Enhancement Courses(EEC)** includes Project Work and/or Internship, Seminar, Lab, Professional Practices, Summer Internship/Project/Training, Case Study and Industrial/ Practical Training.



REGULATIONS 2024
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
CURRICULUM AND SYLLABUS I TO IV SEMESTERS

SEMESTER- I

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	24MB101	Economic Analysis for Business	PC	4	4	0	0	4
2.	24MB102	Management Concepts and Organizational Behavior	PC	3	3	0	0	3
3.	24MB103	Accounting for Management	PC	4	4	0	0	4
4.	24MB104	Legal Aspects of Business	PC	4	4	0	0	4
5.	24MB105	Statistics for Management	PC	4	4	0	0	4
6.	24MB106	E-commerce	PC	3	3	0	0	3
PRACTICALS								
7.	24MB1E1	Business Data Analysis Laboratory -1	PC	4	0	0	4	2
8.	24MB1E2	Professional Communication and Creativity Seminar	EEC	4	0	0	4	2
TOTAL				30	22	0	8	26

SEMESTER- II

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	24MB201	Operations Research for Management	PC	4	4	0	0	4
2.	24MB202	Business Analytics	PC	4	4	0	0	4
3.	24MB203	Financial Management	PC	4	4	0	0	4
4.	24MB204	Human Resource Management	PC	3	3	0	0	3
5.	24MB205	Operations Management	PC	3	3	0	0	3
6.	24MB206	Marketing Management	PC	3	3	0	0	3
7.		Non Functional Electives	NFE	3	3	0	0	3

PRACTICALS								
8.	24MB2E1	Business Data Analysis Laboratory -2	PC	4	0	0	4	2
9.	24MB2E2	Indian Ethos and Business Ethics Seminar	EEC	4	0	0	4	2
TOTAL				32	24	0	8	28

SEMESTER– III

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	24MB301	Strategic Management	PC	3	3	0	0	3
2.	24MB302	Entrepreneurship and Startup Management	PC	3	3	0	0	3
3.		Professional Elective I*	PE	3	3	0	0	3
4.		Professional Elective II*	PE	3	3	0	0	3
5.		Professional Elective III*	PE	3	3	0	0	3
6.		Professional Elective IV*	PE	3	3	0	0	3
7.		Professional Elective V*	PE	3	3	0	0	3
8.		Professional Elective VI*	PE	3	3	0	0	3
9.	24MB3E1	Summer Internship	EEC	4	0	0	4	2
TOTAL				28	24	0	4	26

*Chosen electives should be from two streams of Management of three electives each.

SEMESTER –IV

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
PRACTICALS								
1.	24MB4E1	Project Work	EEC	24	0	0	24	12
TOTAL				24	0	0	24	12

TOTALNO.OFCREDITS:92

NON FUNCTIONAL ELECTIVES (NFE)

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1.	24MB2N1	Total Quality Management	NFE	3	3	0	0	3
2.	24MB2N2	Business Research Methods	NFE	3	3	0	0	3
3.	24MB2N3	Intellectual Property Rights	NFE	3	3	0	0	3

PROFESSIONAL ELECTIVES (PE)

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1-Stream/Specialization: Marketing Management								
1.	24MB3M1	Consumer Behavior	PE	3	3	0	0	3
2.	24MB3M2	Customer Relationship Management	PE	3	3	0	0	3
3.	24MB3M3	Integrated Marketing Communication	PE	3	3	0	0	3
4.	24MB3M4	Retail Management	PE	3	3	0	0	3
5.	24MB3M5	Services Marketing	PE	3	3	0	0	3
6.	24MB3M6	Digital Marketing	PE	3	3	0	0	3
7.	24MB3M7	International Marketing	PE	3	3	0	0	3
8.	24MB3M8	Sales and Distribution Management	PE	3	3	0	0	3
9.	24MB3M9	Marketing Analytics	PE	3	3	0	0	3
2-Stream/Specialization: Financial Management								
10.	24MB3F1	Banking and Insurance Management	PE	3	3	0	0	3
11.	24MB3F2	Corporate Finance	PE	3	3	0	0	3
12.	24MB3F3	Derivatives Management	PE	3	3	0	0	3
13.	24MB3F4	Financial Markets	PE	3	3	0	0	3
14.	24MB3F5	Security Analysis and Portfolio Management	PE	3	3	0	0	3
15.	24MB3F6	International Trade and Finance	PE	3	3	0	0	3
16.	24MB3F7	Micro Finance	PE	3	3	0	0	3
17.	24MB3F8	Financial Analytics	PE	3	3	0	0	3

3-Stream/ Specialization: Human Resource Management								
18.	24MB3H1	Strategic Human Resource Management	PE	3	3	0	0	3
19.	24MB3H2	Industrial Relations and Labor Legislations	PE	3	3	0	0	3
20.	24MB3H3	Training and Development	PE	3	3	0	0	3
21.	24MB3H4	Organizational Design ,Change and Development	PE	3	3	0	0	3
22.	24MB3H5	Negotiation and Conflict Management	PE	3	3	0	0	3
23.	24MB3H6	International Human Resource Management	PE	3	3	0	0	3
24.	24MB3H7	Human Resource Analytics	PE	3	3	0	0	3
25.	24MB3H8	Managerial Behavior and Effectiveness	PE	3	3	0	0	3
4-Stream/Specialization: Business Analytics								
26.	24MB3B1	Data Mining for Business Intelligence	PE	3	3	0	0	3
27.	24MB3B2	Deep Learning and Artificial Intelligence	PE	3	3	0	0	3
28.	24MB3B3	Social Media Web Analytics	PE	3	3	0	0	3
29.	24MB3B4	E-Business Management	PE	3	3	0	0	3
30.	24MB3B5	Enterprise Resource Planning	PE	3	3	0	0	3
5-Stream/Specialization: Operations Management								
31.	24MB3P1	Logistics Management	PE	3	3	0	0	3
32.	24MB3P2	Materials Management	PE	3	3	0	0	3
33.	24MB3P3	Product Design	PE	3	3	0	0	3
34.	24MB3P4	Project Management	PE	3	3	0	0	3
35.	24MB3P5	Services Operations Management	PE	3	3	0	0	3

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36.	24MB3P6	Supply Chain Management	PE	3	3	0	0	3
37.	24MB3P7	Supply Chain Analytics	PE	3	3	0	0	3
38	24MB3P8	Lean Six Sigma	PE	3	3	0	0	3
39	24MB3P9	Robust Design	PE	3	3	0	0	3
6-Stream/Specialization: Logistics and Supply Chain Management								
40	24MB3L1	Supply Chain Concepts and Planning	PE	3	3	0	0	3
41	24MB3L2	Warehouse Management	PE	3	3	0	0	3
42	24MB3L3	Transportation and Distribution Management	PE	3	3	0	0	3
43	24MB3L4	Air Cargo Management	PE	3	3	0	0	3
44	24MB3L5	Containerization and Allied Business	PE	3	3	0	0	3
45	24MB3L6	EXIM Management	PE	3	3	0	0	3
46	24MB3L7	Fundamentals of Shipping	PE	3	3	0	0	3
47	24MB3L8	Port and Terminal Management	PE	3	3	0	0	3
7-Stream/Specialization: Infrastructure and Real Estate Management								
48	24MB3R1	Economics and Financial Management in Construction	PE	3	3	0	0	3
49	24MB3R2	Urban Environmental Management	PE	3	3	0	0	3
50	24MB3R3	Smart Materials, Techniques and Equipments for Infrastructure	PE	3	3	0	0	3
51	24MB3R4	Real Estate Marketing and Management	PE	3	3	0	0	3
52	24MB3R5	Valuation of Real Estate and Infrastructure Assets	PE	3	3	0	0	3
8-Stream/Specialization: Tourism Management								
53	24MB3T1	Travel Management	PE	3	3	0	0	3
54	24MB3T2	Tourism Products In India	PE	3	3	0	0	3
55	24MB3T3	Accommodation and House Keeping Management	PE	3	3	0	0	3
56	24MB3T4	Travel Media and Public Relations	PE	3	3	0	0	3

KLNCE PG MBA R2024

57	24MB3T5	Destination Planning and Management	PE	3	3	0	0	3
58	24MB3T6	Tour Operations	PE	3	3	0	0	3
59	24MB3T7	Leisure and Recreation Management	PE	3	3	0	0	3

PROFESSIONAL CORE (PC)

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1.	24MB101	Economic Analysis for Business	PC	4	4	0	0	4
2.	24MB102	Management Concepts and Organizational Behavior	PC	3	3	0	0	3
3.	24MB103	Accounting for Management	PC	4	3	0	0	4
4.	24MB104	Legal Aspects of Business	PC	4	4	0	0	4
5.	24MB105	Statistics for Management	PC	4	4	0	0	4
6.	24MB106	E-commerce	PC	3	3	0	0	3
7.	24MB1E1	Business Data Analysis Laboratory -1	PC	4	0	0	4	2
8.	24MB201	Operations Research for Management	PC	4	4	0	0	4
9.	24MB202	Business Analytics	PC	4	4	0	0	4
10.	24MB203	Financial Management	PC	4	4	0	0	4
11.	24MB204	Human Resource Management	PC	3	3	0	0	3
12.	24MB205	Operations Management	PC	3	3	0	0	3
13.	24MB206	Marketing Management	PC	3	3	0	0	3
14.	24MB2E1	Business Data Analysis Laboratory -2	PC	4	0	0	4	2
15.	24MB301	Strategic Management	PC	3	3	0	0	3
16.	24MB302	Entrepreneurship and Startup Management	PC	3	3	0	0	3
Total Credits								53

KLNCE PG MBA R2024

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1.	24MB1E2	Professional Communication and Creativity Seminar	EEC	4	0	0	4	2
2.	24MB2E2	Indian Ethos and Business Ethics Seminar	EEC	4	0	0	4	2
3.	24MB3E1	Summer Training	EEC	4	0	0	4	2
4.	24MB4E1	Project Work	EEC	24	0	0	24	12
TOTALCREDITS								18

SUMMARY OF CREDIT POINTS (KLNCE-R2024)

S.No	Category	Credit as per semester				Total	%
		I	II	III	IV		
1	PC	24	23	06	0	53	58
2	PE	0	0	18	0	18	20
3	NFE	0	03	0	0	03	03
4	EEC	02	02	02	12	18	19
	Total Credits	26	28	26	12	92	<i>100</i>
	Contact period	30	32	28	24		

K.L.N. COLLEGE OF ENGINEERING (AUTONOMOUS)–POTTAPALAYAM

MBA Value Added

Courses Regulation 2024

SL.NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
PRACTICALS								
1.	24MB0V1	Inbound Marketing	Value Added Course	30	0	0	30	2
3	24MB0V2	Event Management	Value Added Course	15	0	15	0	1
2	24MB0V3	ERP –Accounting and Finance	Value Added Course	30	0	0	30	2
4	24MB0V4	Micro and Small Business Management	Value Added Course	15	0	15	0	1
5	24MB0V5	Business Intelligence	Value Added Course	30	0	0	30	2

MBA SYLLABUS

(REGULATIONS – 2024)

OBJECTIVES:

To:

1. Introduce the microeconomic concepts - demand, pricing, cost determination, entry into and exit from markets, price - output decisions.
2. Illustrate market structures and discuss on cost price behaviour in each structures
3. Introduce the Macro Economic Concepts governing business and economy

UNIT I INTRODUCTION

12

Introduction of Economics - Scope, Relationship with other Disciplines Micro economics and Macroeconomics Demand, Law of Demand, Determinants of demand Production Possibility Frontiers (PPF) Law of diminishing marginal utility - Exceptions of Demand - Demand forecasting techniques (only theory) Supply, Law of Supply.

UNIT II PRODUCT AND FACTOR MARKET

12

Production functions – Short and long run laws of production, law of returns to scale Cost - types of cost, Short and long run cost output relationship, Economies and diseconomies of Scale– Analysis of cost –Product market –different market structures–factor market - land, Labor, capital and Technology –Interaction of product and factor market

UNIT III MACRO ECONOMICS CONCEPTS

12

Nature & importance. National Income - concepts - GNP, GDP, NNP. Business cycle - Phases of Business Cycle - Controlling Trade Cycle - Money market- money market equilibrium, circular flow of macroeconomics

Unit IV PERFORMANCE OF MACRO ECONOMY

12

Macro-economic aggregates (demand & supply) – Macroeconomic equilibrium — multiplier effect. - Unemployment– Inflation – Process, Types - Okun’s law–Inflation Vs. Unemployment tradeoff – Phillips curve -.

UNIT V INDIAN GOVERNMENT POLICES

12

Role of Government in macroeconomics Monetary Policy – Fiscal Policy –Pricing Policy –Role of RBI–Current Trends In Indian Government .

TOTAL: 60 PERIODS

OUTCOMES:

- CO 1: Explain key economic concepts, such as demand, supply, and production possibilities. (K2)
- CO 2: Describe how production functions, costs, and market structures influence product and factor markets. (K2)
- CO 3: Identify and explain essential macroeconomic concepts, including national income, business cycles, and money markets. (K2)
- CO4: Describe macroeconomic performance indicators, including aggregates, equilibrium, and the impact of unemployment and inflation. (K2)
- CO 5: Explain the role and impact of Indian government policies, including monetary and fiscal policies, on the economy. (K2)

REFERENCES:

1. Bernanke, Ben, Bernanke, B., Frank, R. H., Antonovics, K. L., Hefetz, O. Principles of Economics. Singapore, McGraw-Hill Education, 2019.
2. Paul A. Samuelson, William D. Nordhaus, SudipChaudhuri and AnindyaSen, Economics, 19thedition, Tata McGraw Hill, New Delhi, 2020.
3. Managerial Economics. Seventh Edition, Vikas Publication PiyaliGhoshGeetika, Purba Roy Chowdhury (2020).
4. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2020
5. Richard Lipsey and Alec Chrystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2021.

OBJECTIVE:

- To enable the students to study the evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization with a perspective to diagnose and effectively handle human behavior.

UNIT – I INTRODUCTION TO MANAGEMENT**9**

Nature of Management - Social Responsibility – Types of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

UNIT-II MANAGERIAL FUNCTIONS**9**

Organizing - Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organizational design - Mechanistic vs. Adoptive Structures - Formal and Informal Organization.

UNIT III INDIVIDUAL BEHAVIOUR**9**

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.

UNIT IV GROUP BEHAVIOUR**9**

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics .

UNIT-V EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR**9**

Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

TOTAL: 45 PERIODS**OUTCOMES:**

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

- CO 1: Explain Management principles into management practices and Managers manage business in global context with different strategies and to determine the most effective ways of controlling, and decision making. (K2)
- CO 2: Understand and explain all the managerial functions. (K2)
- CO 3: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization and management of individual behavior in the organization. (K2)
- CO 4: Analyze the complexities associated with management of the group behavior in the organization. (K2)
- CO 5: Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization. (K2)

REFERENCES:

- Stephen P. Robins, Organizational Behavior, Pearson Education, Edition 16, 2022.
- Steven L. Mc Shane, Mary Ann Von Glinow, et al. Organizational Behavior, Edition 9, 2022
- PC Tripathi, PN Reddy, Ashish Bajpai, Principles of Management, Tata McGraw Hill, Edition 7, 2021.
- Harold Koontz & Heinz Weihrich -Essentials of Management| Tata McGraw Hill, Edition 11 2020.
- Fred Luthans, Organizational Behavior, McGraw Hill, Edition 13, 2022

OBJECTIVE:

- To acquire a reasonable knowledge in accounts by analysis and evaluate financial statements.

UNIT I FINANCIAL ACCOUNTING**12**

Introduction to Financial, Cost and Management Accounting- Indian Accounting Standards - Generally Accepted Accounting Principles, Concepts and Conventions -Balance sheet and related concepts- Profit and Loss account and related concepts – Preparation of Final Accounts with Adjustments

UNIT II ANALYSIS OF FINANCIAL STATEMENT**12**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard) and funds flow statement analysis.

UNIT III COST ACCOUNTING & PROFIT PLANNING**12**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs – Cost Sheet - Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Marginal costing including decision making- Break-Even Analysis.

UNIT –IV BUDGETING & VARIANCE ANALYSIS**12**

Budgeting – Objectives – Types; Sales Budget, Cash Budget, Flexible Budget and Master Budget – Variance Analysis - Cost Variances, Material Variances, Labour Variances & Sales Variances - Standard cost system.

UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT**12**

Significance of Computerized Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Pre-packaged Accounting software.

TOTAL: 60 PERIODS**OUTCOMES**

- CO 1: Explain the Concepts & Conventions of financial accounting and outline final accounts treatment with adjustments. (K3)
- CO 2: Explain the various techniques used for analyzing Financial Statements. (K3)
- CO 3: Explain the elements of cost and various cost accounting systems and Marginal costing with decision making & BEP. (K3)
- CO 4: Discuss the meaning of Budgetary Control, Variance Analysis and Standard costing system. (K3)
- CO 5: Describe the significance of Computerized Accounting, Codification and Grouping of Accounts and Pre-packaged Accounting software. (K3)

REFERENCES

- Eric Noreen and Peter Brewer and Ray Garrison Managerial Accounting for Managers, Edition 5, Tata McGraw Hill, 2019
- M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, Edition 8, 2021
- R Narayanaswamy, Financial Accounting –A Managerial Perspective, PHI Learning, New Delhi, Edition 7, 2022
- Ashish K. Battacharya, Essentials of Financial Accounting for Business Managers, PHI Learning, Edition 6, 2022
- Jan Williams, Bettner&Carcello, Financial and Managerial Accounting, Tata McGraw Hill Publishers, Edition 19, 2020.
- Dr.K.L.Gupta, Management Accounting, SathyaBhawan Publications, Edition 4, 2022.
- KalpeshAshar, Financial Accounting, Vibrant Publishers, Edition 4, 2019.
- N.M Singhvi, Ruzbeh J. Bodhanwala, Management Accounting -Text and Cases, PHI Learning, Edition 3, 2018.
- K.R.Subramanyam, Financial Statement Analysis, Tata McGraw Hill Publishers, Edition 11, 2020

OBJECTIVE:

The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

UNIT I COMMERCIAL LAW**12**

THE INDIAN CONTRACT ACT 1872 :Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930: Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.

NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW AND COMPETITION ACT**12**

COMPANY ACT 1956&2013: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

COMPETITION ACT 2002: - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT III INDUSTRIAL LAW**12**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV CORPORATE TAX & GST**12**

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST:An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**12**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber-crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement – Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

TOTAL: 60 PERIODS**OUTCOMES:**

1. CO 1: Understand the fundamental legal principles in developing various contracts and commercial laws in the business world. (K2)
2. CO 2: Identify the common forms of business associations and elements of Corporate Governance. (K2)
3. CO 3: Develop insights regarding the laws related to industrial environment. (K2)
4. CO 4: Ability to understand the fundamentals of corporate tax and GST. (K2)
5. CO 5: Understand the role of consumer rights and cyber laws in the modern business environment. (K2)

REFERENCES:

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2020.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2018.
3. AkhileshwarPathak, Legal Aspects of Business, Tata McGraw Hill, Edition 6, 2018.
4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, Edition 4, 2021.Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019Dr. Vinod K. Singhania, Direct Taxes Planning and Management, Edition 65, 2021-2022.
5. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, Edition 15, 2019.

OBJECTIVES:

- To understand basic theoretical and applied principles of statistics needed to enter the business environment.
- To communicate key statistical concepts of non-statistician.
- To gain Proficiency in using statistical software for data analysis.

PRE-REQUISITE: NIL**UNIT - I INTRODUCTION TO STATISTICS, CORRELATION AND REGRESSION 12**

Measures of Central tendency- Measures of Dispersion- Coefficient of Variation- Correlation – Coefficient of determination – Rank correlation – Regression – Estimation of Regression line-Time series – Secular trend-method of least squares (Straight line & Parabola).

UNIT - II INDEX NUMBERS 12

Introduction of Index numbers-Methods of constructing index numbers- Unweighted Aggregative methods-Unweighted averages of relative method -Weighted Aggregative method- weighted averages of relatives method-Tests of Consistency and Adequacy – Cost of living Index.

UNIT -III TESTING OF HYPOTHESIS 12

Introduction of sampling distribution- Central Limit theorem - Procedure for testing of Hypothesis - one sample and two sample tests for means and proportions of large samples -one sample and two sample tests for mean of small samples (T-test), F – test for two sample standard deviations.

UNIT -IV DESIGN OF EXPERIMENT 12

ANOVA for one way and two way classifications – completely randomized design – Randomized block design –Latin square design.

UNIT - V NON – PARAMETRIC TESTS 12

Chi square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit- Sign test for paired data, Rank sum test, Kolmogorov – Smirnov test for goodness of fit- comparing two populations, Mann-Whitney U – test and Kruskal Wallis test- One sample run test.

TOTAL: 60 PERIODS**OUTCOMES:****AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:**

- CO 1: Compute the measures of central tendency, measures of dispersion to locate the central points and to know the amount of diversity in the distribution. (K3)
- CO 2: Calculate the indices to measure price and quantity changes over period of time. (K3)
- CO 3: Apply the concept of testing of hypothesis to interpret to draw conclusion about the population using sample data. (K3)
- CO 4: Apply the concepts of ANOVA to test the differences of mean within and between the group. (K3)
- CO 5: Apply the non-parametric test for any continuous data. (K3)

REFERENCES:

1. Richard I Levin, David S Rubin, Sanjay Rastogi, Masood Husai Siddiqui, “Statistics for Management”, Person Education, Edition 8, 2017.[Chapters:3.2,3.5, 3.6,3.8,3.10,12.2-12.3,15.3,16.1-16.5,9.2-9.3, 9.5, 11 &14].
2. Anderson D.R, Sweney D.J. and Williams T.A, “Statistics for Business Economics”, Cengage, Edition 13, 2018.
3. Vohra N. D, “Business Statistics”, Tata McGraw Hill, Edition 2, 2021.
4. Srivatsava TN and ShailajaRega, “Statistics for Management”, Tata McGraw Hill, Edition 3, 2017.
5. Subramanian.K and Santa . A, “Statistics for Management” , SciTech Publication Pvt Ltd, Edition 3, 2018.[Chapters: 1.11-1.13, 5.12, 5.15-5.17, 5.34, 5.7, 2.1, 2.8, 3.8, 3.9, 3.11, 3.16-3.19, 3.12-3.14, 4.3-4.5].

OBJECTIVES:

- To provide a comprehensive understanding of the field, covering its features, and limitations and to Examine various E-Business models.
- To explore the impact of E-Commerce on markets, differentiating between traditional and E-Marketing, and discussing online marketing trends.
- To focus on E-Finance, such as E-Banking, and operations in E-Banking. digital token, credit cards, mobile payments, smart card .
- To address the legal framework for E-Commerce and E-Security issues.

UNIT –I: Business Models for E-commerce:

9

E – Commerce: Meaning, definition, features, functions of E-Commerce, Scope, Benefits and limitations of E-Commerce – The Internet and India – E-commerce opportunities and challenges for Industries.
Business Models for E-commerce: The Birth of Portals – E-Business Models – Business-to-Consumer (B2C) – Business-to-Business (B2B) – Consumer-to Consumer (C2C) – Consumer-to-Business (C2B) – Brokerage Model – Value Chain Model – Advertising Model.

UNIT –II: E-marketing

9

E-marketing – Traditional Marketing Vs.E-Marketing – Impact of E-commerce on markets – Marketing issues in E-Marketing – Online Marketing – E-advertising – Internet Marketing Trends – E-Branding – Marketing Strategies.

UNIT – III: E-Finance

9

E-Finance: Areas of Financing, E-Banking - Traditional Banking Vs. E-Banking – Operations in E-Banking
E-payment Systems: Digital payment Requirements – Digital Token - Credit card – Mobile payments – smart card cash payment system – Micropayment system – E- Cash.

UNIT –IV: Legal Framework

9

Legal Framework for E-Commerce: E-Commerce Legal Framework – Rights and Obligations in the World of E-commerce – Copyrights – Defamation – Privacy – Contracts – Taxation – Signing a contract Electronically – Domain name and Registration.

UNIT –V: E-Security

9

E-Security: Security for E-commerce – Security Design – Analysing risk – E-Banks and Security – safety of E-Commerce – Online Shopping with confidence – Firewalls for system Integrity –Virus Protection and Protection from intruders.

TOTAL: 45 PERIODS

OUTCOMES:

- CO1: Understand E-Commerce fundamentals, assess its scope and challenges for industries. (K2)
- CO2: Differentiate Traditional and E-Marketing, explore online marketing trends and strategies. (K2)
- CO3: Grasp financing in E-Commerce, compare Traditional and E-Banking, explore E-payment systems. (K2)
- CO4: Acquire knowledge of E-Commerce legal aspects, including copyrights, privacy, and electronic contracts. (K2)
- CO5: Develop a comprehensive understanding of E-Security, covering risk analysis and protective measures. (K2)

REFERENCES:

Joseph P. T., E - Commerce – An Indian Perspective, PHI Learning, 7th edition, 2021
ISBN-13 : 9789391818920

Murthy C.S.V., E-Commerce - Concepts, Models and Strategies,Himalaya Publishing House; 2ndedition,2022,ISBN-13 : 978-93-5596-566-0

Jaiswal S., E-Commerce(Electronic communication for the business),Galgotia Publications Pvt Ltd ; CBS PUBLISHERS & DISTRIBUTORS, year of edition 2000,ASIN : 8175153059, ISBN-13 : 978-8175153059

OBJECTIVE:

- To be able to analyze any data set using excel related to Economics, Statistics, Finance and Marketing.

UNIT I EXCEL INTRODUCTION**10**

A description of the purpose and application of Excel - The Excel Interface- Basic Navigation & Editing -Getting going.

UNIT II ORIENTATION AND EFFICIENCY**11**

Editing - Viewing - Cell references - Named Ranges - Basic Macros – Design.

UNIT III ADMINISTRATION**12**

Customizing Excel – Housekeeping -Connecting Workbooks- Documentation- Protecting and Sharing –Google docs - Excel troubleshooting

UNIT IV DATA HANDLING**13**

Sorting & Filtering - Controlling user input - Working with Dates and Times- Working with Text- Lookup &Reference - Logical Functions.

UNIT V DATA ANALYSIS & PRESENTATION**14**

Working with Numbers - Summarizing data - Simple Summaries - PivotTables 2 – Manipulating Data - PivotTables 3 – Interpreting Data Power Pivot – Handling Big Data - Formula Auditing - Advanced Macros and VBA–Modelling.Cell Formatting - Number Formatting - Conditional Formatting - Graphs and Charts Page & Print Setup

TOTAL: 60 PERIODS**OUTCOMES:**

- CO 1: State of the Excel Interface: Basic Navigation & Editing—Getting Going(K3)
- CO 2: Describe the editing, viewing, cell references, named ranges, basic macros, and design, and so on. (K3)
- CO 3: Talk about Customizing Excel - Housekeeping-Connecting Workbooks-Documentation. (K3)
- CO 4: To Explain Working with Text-Lookup and Reference-Logical Functions(K3)
- CO 5: To Explain Working with Numbers: Cell Formatting, Number Formatting, and Conditional Formatting. (K3)

REFERENCES:

- Olafusi, Michael. Microsoft Excel and Business Data Analysis for the Busy Professional.N.p. CreateSpace Independent Publishing Platform, 2016.
- <https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf>
- https://www.mta.ca/uploadedFiles/Community/Administrative_departments/Human_Resources/Training_and_professional_development/Classroom/Excel%20Training%20-%20Level%201.pdf
- <https://training.it.ufl.edu/media/trainingitufledu/documents/uf-health/excel/Excel2016-Beginners.pdf>.

OBJECTIVE:

At the successful completion of this class,

- Students will be able to: Recognizing that attitude, communication, and human relations are the keys to surviving in today's challenging, competitive, and uncertain workplace with creative knowledge.

UNIT - I COMMUNICATION SKILLS**10**

Communication-Process-essentials-types-Gestures and Body Language -Professional Presentation Skills.

UNIT – II INTERPERSONAL SKILLS& TEAM BUILDING**10**

Group Dynamics –IPR-Negotiation Skills - Emotional Intelligence -Team Work.

UNIT – III EMPLOYABILITY & BUSINESS ETHICS**15**

Time Management and Effective Planning - People Skills - Development of Leadership Qualities -Group Discussion- Decision Making - Positive Attitude - Self Motivation - Professional Ethics - Business Etiquettes - Balancing Board Room-Professional Ethics.

UNIT – IV PROFESSIONAL SKILLS**10**

Resume Writing - Interview Skills - Technical Presentation - Guest Lecture.

UNIT - V CREATIVITY**15**

Introduction to Creativity, Innovation & Design - The Relationship between Creativity, Innovation & Entrepreneurship - Drivers & Barriers to Creativity and Innovation - Process & Principles of Design Thinking - Design Thinking Tools- Design Thinking & New Product Development - Importance & Management of Knowledge - Social Innovation &Entrepreneurship.

TOTAL: 60 PERIODS**OUTCOMES**

1. CO 1: Develop good managerial communication skills. (K3)
2. CO 2: Ability to excel in different forms of Interpersonal skills & Team Building. (K3)
3. CO 3: Develop good Employability skills with Ethics. (K3)
4. CO 4: In-depth understanding of interview skills. (K3)
5. CO 5: Ability to unlock creative potential & develop creative and innovation-driven thinking skills. (K3)

REFERENCES:

1. Andriopoulos, C. and Dawson , Managing change, creativity and innovation, SAGE Publications ,Edition 4, 2021
2. Meenakshi Raman, Prakash Singh ,Business Communication ,Oxford, Edition 2,2012
3. Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH , New Delhi , Edition 10, Reprint 2021.
4. Courtland L. Bovee , John V. Thill , RoshanLalRaina ,Business Communication Today , Pearson ,Edition 14, 2018.

24MB201	OPERATIONS RESEARCH FOR MANAGEMENT	L	T	P	C
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OBJECTIVES:

- * To understand basic theoretical and applied principles of Operations research needed to enter the business environment.
- *To achieve the best performance under the given circumstances.
- *To emerge as a tool that allows decision-making in the shortest possible time while minimizing risk factors.

PRE-REQUISITE: NIL

UNIT - I INTRODUCTION TO LINEAR PROGRAMMING 12

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation- Simplex method- Artificial variable Techniques- Big M method.

UNIT -II TRANSPORTATION AND ASSIGNMENT MODELS 12

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by North West Corner Rule, Least cost and Vogel’s approximation methods- Check for optimality-Solution by MODI method. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems-Solution by Hungarian Method.

UNIT III PROJECT SCHEDULING AND GAME THEORY 12

Network Construction- CPM-PERT -game Theory-Two people Zero sum games-Saddle point, Algebraic method with Dominance and Graphical techniques.

UNIT IV INVENTORY MODELS, SIMULATION 12

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models, Monte-Carlo simulation.

UNIT -V QUEUING THEORY AND REPLACEMENT MODELS 12

Queuing Theory - Single and Multi-channel models – infinite number of customers and infinite calling source, Replacement Models-Individuals Replacement Models– Group Replacement Models.

TOTAL: 60 PERIODS

OUTCOMES:

AT THE END OF THE COURSE, LEARNERS WILL BE ABLE TO:

- CO 1: Apply simplex method to solve LPP. (K3)
- CO 2: Solve Transportation and Assignment Problems. (K3)
- CO 3: Determine the critical path and PERT calculations of the project network and Solve simple games using various techniques. (K3)
- CO 4: Solve inventory problems with and without shortage. (K3)
- CO 5: Classify the single and multiserver queuing models and to calculate the statistical measures. (K3)

REFERENCES:

1. Kantiswarup, P. K. Gupta, ManMohan, “ Operations Research”, Sultan Chand and Sons, 18th edition, New Delhi- 2015. [Chapters: 2, 3.1 -3.5, 6.1-6.9, 7.1-7.3, 21, 9.1-9.9, 18.1-18.7, 20.1-20.6,17.1-17.8 17.8.2, 19.1 -19.3].
2. Vohra.N. D, “Quantitative Techniques in Management”, Tata Mcgraw- Hill, 2017.
3. Anderson , Sweeney Williams, “Solutions Manual to Accompany An Introduction to Management Science Quantitative Approaches To Decision”, Cengage , 12th edition ,Reprint 2022.
4. Frederick & Mark Hillier, “Introduction to Management Science – A Modeling and case studies approach with spreadsheets”, Tata Mcgraw- Hill, Reprint, 2018.
5. PremKumar Gupta,D.S.Hira,“OperationsResearch”,S.Chand&CompanyLtd,New Delhi,4th Edition,2015. [Chapters: 2.1-2.11.1, 3.1-3.5, 4.1-4.6, 8.4, 14.1-14.9, 12.1-12.5, 12.7, 13.3, 10.1-10.8, 10.14, 11.1-11.4].

OBJECTIVE:

- To impart knowledge on Manage business processes using analytical and management tools.

Unit I BUSINESS ANALYTICS – INTRODUCTION

12

Journey of Information System – Business Analytics: Definition, Scope and applications of analytics: Marketing, finance, HR and operations - Types of analytics: Descriptive, Diagnostics, Discovery, Predictive and Prescriptive analytics - Data visualization

Unit II MARKETING INTELLIGENCE

12

Advertising and Promotion Analytics - Pricing Analytics: Point-of-sale Data, Estimating Demand Curves and Optimize Price, Price Bundling - Social Network Analysis - Retail Analytics: Customer Analytics / Supply Chain Analytics, Conjoint Analysis. Text Analytics, Click Analytics Customer segmentation Analytics, Customer Churn and Loyalty Analytics Use of Social Media in Advertising and Marketing. Use of Big Data in Analytics.

Unit III FINANCIAL ANALYTICS

12

Predictive Analytics / Trading, Sentiment Analysis, Financial Fraud, Credit Ratings, Pricing, Know Your Customer Records & Information management for financial analysis: financial decision, process, terminology, governance, analytics, long term digital preservation- Applications of visual analytics in financial decision making: financial decision process,. Budgeting and Planning. Revenue Assurance and Leakage.

Unit IV OPERATIONS ANALYTICS

12

Warehousing Decisions - Inventory aggregation Models - Transshipment and Transportation Problems – Market Basket Analytics. Prediction of Demand and Forecasting Demand and Supply.

Unit V HUMAN RESOURCE ANALYTICS

12

Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles -Identifying and using key HR Metrics - Forecasting budget numbers for HR costs. Predictive modeling in HR: Employee retention and turnover.

TOTAL: 60 PERIODS

OUTCOMES:

1. CO 1: At the end of the course, the students will be able to(K3)
2. CO 2: Explain the use of wide variety of business analytics methods in a business or an professional context(K3)
3. CO 3: Demonstrate hands-on skills in applying business analytics to real-world marketing functions. (K3)
4. CO 4: Use the analytics tools to perform financial analysis. (K3)
5. CO 5: To explain the applications of analytics in operations and supply chain(K3)

REFERENCES:

1. Erik Haugom, Essentials of Business Analytics, Cengage Learning, 2020.
2. James R. Evans, BusinessAnalytics,Pearson, Third Edition, 2021.
3. U. Dinesh Kumar, Business Analytics, Wiley, 2ed, 2021.
4. S. Christian Albright/Wayne L. Winston ,Business Analytics: Data Analysis and Decision Making with Mind Tap, Cengage, 7th Edition, 2022
5. S. Christian Albright and Wayne L. Winston ,Business Analytics: Data Analysis & Decision Making, Cengage, 6E, 2019.

OBJECTIVES:

Facilitate students to

- Understand the operational nuances of a Finance and comprehend the technique of making decisions related to finance function

UNIT I FOUNDATIONS OF FINANCE**12**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Concept of Risk and Return – Types of risks - Time value of money –finance - Long term Sources of finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity- features and valuation of shares and bonds.

UNIT II COST OF CAPITAL AND FINANCING**12**

Concept and measurement of cost of capital - Specific cost and overall cost of capital. Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point.

Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

UNIT III INVESTMENT DECISIONS**12**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, and Profitability Index - Comparison of DCF techniques.

UNIT IV WORKING CAPITAL MANAGEMENT**12**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.

UNIT V DIVIDEND DECISION**12**

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories –Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

TOTAL: 60 PERIODS**OUTCOMES:**

1. CO 1: Find the relationship between risk & return and the importance of Lease, Hire Purchase, Venture Capital and valuation of bonds and shares(K3)
2. CO 2: State the importance of Financial leverage, Operating leverage and capital structure theories(K3)
3. CO 3: Explain the nature of capital budgeting, discounted cash flow and concepts of Net Present Value, Internal Rate of Return and Project Selection. (K3)
4. CO 4: Explain the concepts, needs, determinants and issues of Working Capital Management and concept of Inventory Management Trade Credit, Bank Finance and Commercial Paper(K3)
5. CO 5: Define the concepts of Dividend decision, Policy and relevance and irrelevance theories. (K3)

REFERENCES:

1. I M Pandey - Financial Management , Pearson, Edition 12, 2021
2. Brooks, Raymond - Financial Management + Pearson E text: Core Concepts. United States, Pearson Education, Student Edition, 2018.
3. M.Y. Khan and P.K. Jain Financial Management, Text, Problems and cases, Tata McGraw Hill, Edition 8, 2018.
4. Prasanna Chandra, Financial Management, Tata McGraw Hill, Edition 11, 2022.
5. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, Edition 3, 2018.
6. Parasuraman.N.R, Financial Management, Cengage, Edition 2, 2019.
7. I M Pandey and Ramesh Bhatt - A Casebook in Financial Management, McGraw-Hill Education ,Edition 4, 2019.

OBJECTIVE:

To impart the students the knowledge about HR management perspectives related to Staffing, Training, Performance, Compensation, Human factors consideration and compliance with human resource requirements.

UNIT I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9
Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.		
UNIT II	THE CONCEPT OF BEST FIT EMPLOYEE	9
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – HRM issues and practices in the context of Outsourcing as a strategy.		
UNIT III	TRAINING AND EXECUTIVE DEVELOPMENT	9
Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development – Knowledge management.		
UNIT IV	SUSTAINING EMPLOYEE INTEREST	9
Compensation plan – Reward – Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition. – Career management – Workers Participation in Management - Concept, Mechanisms and Experiences – Work Life Balance.		
UNIT V	PERFORMANCE EVALUATION AND CONTROL PROCESS	9
Method of performance evaluation – Feedback – Online PMS.Promotion, Demotion, Transfer and Separation –. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.		

TOTAL: 45 PERIODS

OUTCOMES:

- CO 1: Understand the concepts, objectives & functions of HRM. To evaluate the roles and qualities of HR manager. (K2)
- CO 2: Formulate the human resource planning methods. To explain the recruitment process. To develop selection process. (K2)
- CO 3: Distinguish various training methods and to develop executive development program. (K2)
- CO 4: Explore the employee motivation techniques. Understand career management process (K2)
- CO 5: Evaluate employees performance and familiarize them with the grievance redressal system. (K2)

REFERENCES:

- Human Resource Management Theory and Research on New Employment Relationships. United States, Information Age Publishing Incorporated - 2017
- Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2021.
- Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2019.
- Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
- Bernadin, Human Resource Management, TataMcGrawHill, 8th edition 2020.
- Wayne Cascio, Managing Human Resource, McGraw Hill, 2021.

OBJECTIVE:

To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT**9**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN**9**

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS**9**

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT**9**

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT V QUALITY MANAGEMENT**9**

Nature of inspection-quality control - statistical quality control - types of control charts - acceptance sampling technique - operation characteristic curve-process capability - process capability ratio - process capability index.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: Ability to understand the role of operation management, challenges and trends, also the operation strategy and supply chain management(K2)
2. CO 2: Ability to apply qualitative and quantitative demand forecasting techniques for forecasting the future demand and Develop an appropriate capacity of the organization based on the demand and well known in selecting facility location and draw the facility layout(K3)
3. CO 3: Ability to Understand the concept of product and process design and capable of designing products by considering various factors and approaches in designing the product and capable of improving productivity through work study, method study and work measurement. (K3)
4. CO 4: Ability to Understand the material management concept and applying techniques to maintain material supply and cost and Understood the role of Just in Time concept and capable of applying stores and inventory management concepts to maintain and to plan inventories accordingly(K2)
5. CO 5: Ability to Understand the Statistical methods in production Process for achieving quality (K3)

REFERENCES:

1. DhamodaranLingappan,Operations Management: Theory and Practice. India, Pearson India, 2018.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 15th Edition, 2018.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2018.
4. Jay Heizer ,Barry Render, Chuck Munson, AmitSachanRussel and Taylor, Operations Management , Pearson ,Twelth Edition , 2017
5. KanishkaBedi, Production and Operations Management, Oxford University,3rdEdition,Reprint 2019.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, 16thEdition, 2019.
7. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2021.

Objectives:

- To familiarize with the basic concepts, and techniques of marketing management, create awareness of marketing mix elements, understand the concepts, principles and decision that underlie all activities and to analyze and solve marketing problems in the complex and fast changing business environment. To understand the behaviour of consumers

UNIT-I INTRODUCTION**9**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behavior - Market segmentation and targeting and positioning.

UNIT II MARKETING STRATEGY**9**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS**9**

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of Distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy Designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

UNIT IV BUYER BEHAVIOUR**9**

Understanding industrial and individual buyer behaviour - Influencing factors – Buyer Behavior Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V RECENT DEVELOPMENTS IN MARKETING**9**

Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing, Social Media Marketing.

TOTAL: 45 PERIODS**OUTCOMES:**

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

- CO 1: Students will be able to identify the scope and significance of Marketing. (K2)
- CO 2: Students will be able to examine marketing strategy and able to analyze the competitor in current business. (K2)
- CO 3: Develop domain knowledge decision making skills through case analysis other in class activities. (K2)
- CO 4: Understand the markets and consumers in creating and delivering value, beyond national boundaries. (K2)
- CO 5: Knowledge of resolving marketing related issues with an extreme awareness of marketing management. (K2)

REFERENCES:

- Philip Kotler, Keller, Chernev, Sheth, Shainesh, Marketing Management, Pearson, Edition 16, 2022.
- Keller, Kevin Lane, et al. Marketing Management. United Kingdom, Pearson Education Limited, 2019
- Philip T. Kotler Gary Armstrong, Prafulla Agnihotri - Principles of Marketing, Pearson, Edition 17, 2018
- Naresh K. Malhotra and Satyabhusan Das, Marketing Research: An Applied Orientation Edition 7, 2019
- Rajan Saxena - Marketing Management, Tata McGraw Hill, Edition 6, 2019.

OBJECTIVE:

- To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.

UNIT I INTRODUCTION:**9**

Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, and Customer retention - Costs of quality

UNIT II TQM PRINCIPLES:**9**

Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.

UNIT III TQM TOOLS & TECHNIQUES:**9**

The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types.

UNIT IV TQM TOOLS & TECHNIQUES**9**

Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures.

UNIT-V QUALITY MANAGEMENT SYSTEMS**9**

Need for ISO – Standards -ISO 9001-2015- Quality System - Elements, e-Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors.

TOTAL: 45 PERIODS**OUTCOME:**

1. CO 1: By understanding about various quality terms, it will be helpful for the student to maintain quality in his/her organization (K2)
2. CO 2: The student will be able to formulate new plans/procedures to be implemented to achieve the desired quality status by knowing about the various principles of quality management (K2)
3. CO 3: The student will be able to analyze the periodical data in quality control using statistical tools (K3)
4. CO 4: The total quality management tools will help the student to understand the procedures in measuring the quality of the organization/process and will also enable him/her to identify the parameters that are improving/depriving the quality (K3)
5. CO 5: By knowing about the quality ISO systems, the student will be maintaining processes/documentation properly so that the quality maintained by his/her organization gets recognized. (K2)

REFERENCES:

1. Bhat, K. Shridhara. Total Quality Management: Text and Cases. India, Himalaya Publishing House, 2017.
2. Dale Biesterfield, Carol Biesterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, RashmiUrdhwareshe, Total Quality Management, Fifth Edition, Pearson Education, 2018.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, Fourth Edition, 2022
4. PankajSrivastava, Basics of Material Management & Quality Control, Kindle Edition,2022.
5. DR. Kiran,Total Quality Management – An Integrated Approach Paperback ,BS Publications ,2016

OBJECTIVE:

- To familiarize the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I INTRODUCTION**9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics.

UNIT II RESEARCH DESIGN AND MEASUREMENT**9**

Research design – Definition – Importance - types of research design – exploratory and causal research design – Descriptive and experimental design – Validity of findings – Variables in Research – Measurement and scaling – Different types of scales –Scaling techniques- Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION**9**

Types of data – Primary Vs. Secondary data – Methods of primary data collection – Survey Vs. Observation – Experiments – Construction of questionnaire – features – Validation of questionnaire – Sampling plan – Sample size – Determinants optimal sample size – Sampling techniques – Probability Vs. Non–probability sampling methods.

UNIT IV DATA PROCESSING AND ANALYSIS**9**

Data Processing – editing – Coding – Data entry – Validity of Data – Qualitative Vs. Quantitative data analyses – statistical techniques – Research applications in Marketing, Human Resource & Finance with real time examples - Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**9**

Research report – Different types – Contents of report – Need of Executive Summary – Chapterization – Contents of chapter – Report writing – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behavior of researcher – Subjectivity and Objectivity in research.

TOTAL: 45 PERIODS**OUTCOMES:**

- CO 1: Understood research and its types and problems, objectives and hypotheses with its features(K2)
- CO 2: Familiar with research design its types and importance(K2)
- CO 3: Capable of understanding nature of data and its collection methods and sampling and its methods(K2)
- CO 4: Understood the processing of data and analysis of data using and applying various statistical techniques(K3)
- CO 5: Familiar with report writing and contents of research report and ethics in research(K2)

REFERENCES:

- Hair Jr., Joe F., et al. Essentials of Business Research Methods. United Kingdom, Taylor & Francis, 2019.
- Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2019.
- Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2021.
- Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2018.
- William G Zikmund, Barry J Babin, Jon C. Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2019.

24MB2N3**INTELLECTUAL PROPERTY RIGHTS****L T P C 3 0 0 3****OBJECTIVES:**

To understand intellectual property rights and its valuation.

UNIT I INTRODUCTION**9**

Intellectual property rights - Introduction, Basic concepts, Patents, Copyrights, Trademarks, Trade Secrets, Geographic Indicators; Nature of Intellectual Property, Technological Research, Inventions and Innovations, History - the way from WTO to WIPO, TRIPS.

UNIT II PROCESS**9**

New Developments in IPR, Procedure for grant of Patents, TM, GIs, Patenting under Patent Cooperation Treaty, Administration of Patent system in India, and Patenting in foreign countries.

UNIT III STATUTES**9**

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

UNIT IV STRATEGIES IN INTELLECTUAL PROPERTY**9**

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

UNIT V MODELS**9**

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

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: Understanding of intellectual property and appreciation of the need to protect it(K2)
2. CO 2: Awareness about the process of patenting(K2)
3. CO 3: Understanding of the statutes related to IPR(K2)
4. CO 4: Ability to apply strategies to protect intellectual property(K2)
5. CO 5: Ability to apply models for making strategic decisions related to IPR(K2)

REFERENCES:

1. V. SopleVinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2016.
2. WIPO Intellectual Property Hand book.
3. Ramakrishna B & Anil Kumar H.S, Fundamentals of Intellectual Property Rights: For Students, Industrialist and Patent Lawyers Paperback, 2017.
4. Mayank Singh, Intellectual Property Rights ,2022
5. MK Bhandari,Law Relating to Intellectual Property Rights (IPR) MK Bhandari,LAW BOOKS ,2021

OBJECTIVE:

. To have hands-on experience on decision modeling.

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6		<i>Extended experiments - 1</i>	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10		<i>Extended experiments - 2</i>	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15		<i>Extended experiments - 3</i>	4

□ Spreadsheet Software and Data Analysis Tools

TOTAL: 60 PERIODS

OUTCOME

CO 1: Understand and use descriptive statistics and parametric hypothesis testing to analyze data.(K3)

CO 2: Apply non-parametric hypothesis testing, correlation, regression, and forecasting methods in decision-making. (K3)

CO 3: Analyze portfolio selection, assess risks, and apply revenue management strategies. (K3)

CO 4: Solve problems using transportation, assignment, and networking models. (K3)

CO 5: Use queuing theory and inventory models to improve operational efficiency. (K3)

TEXTBOOKS

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. Hansa Lysander Manohar , “ Data Analysis and Business Modelling using MS Excel “,PHI Learning private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
6. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

OBJECTIVES:

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarize about ethical behaviour and value systems at work.
- To enable the learners to have exposure on business ethics and ethical business perspectives.

NOTE: The following is the list of topics suggested for preparation of two reports and presentation by students twice during the semester. This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.

- 1) Indian Ethos and Personality Development
- 2) Work ethos and values for Professional Managers
- 3) Indian Values, Value Systems and Wisdom for modern managers
- 4) Management Lessons from the Vedas, Puranas, Indian religions
- 5) Spirituality in Business Management
- 6) Individual Culture and Ethics
- 7) Ethical codes of conduct and value Systems
- 8) Loyalty and Ethical Behaviour
- 9) Ethical business issues and solutions
- 10) Social Responsibilities of Business

TOTAL: 60 PERIODS

OUTCOMES:

After the completion of the course, the students will be able to:

1. CO 1: The learners are able to apply the basic concepts of Indian ethos and value systems at work(K2)
2. CO 2: The learners can handle issues of business ethics and offer solutions in ethical perspectives(K2)
3. CO 3: The learners are professionally efficient and skillful in value systems and culture(K2)
4. CO 4: The learners are capable in ethically manage business towards well-being of the society. (K2)
5. CO 5 The learners can be socially effective in undertaking business responsibilities. (K2)

REFERENCES:

1. Subhash Sharma, Rajneesh Khare, Indian Ethos and Business Ethics for Management, New Age International Private Limited, Edition 1, 2022.
2. Dr. PradipSinha, Dr. NitinZaware, Dr. VikasBarbate,AjitThite,Dr.Zaware, Barbate, Thite&Sinha- Indian Ethos & Business Ethics ,NiraliPrakashan Publication, 2021.
3. Prof. Seema S. Singha Dr. Subhadeep Mukherjee , Indian Ethos, Ethics & Management ,Eureka Publications, 2020

24MB301**STRATEGIC MANAGEMENT****L T P C 3 0 0 3****OBJECTIVE:**

- To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments by specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – strategists at various management levels, Types of Strategies, Limitations of Strategic Management - Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

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- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**9**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy -Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances-Introduction, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances - 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-case study

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study

UNIT V OTHER STRATEGIC ISSUES**9**

Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Managing Technology and Innovation- Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: Ability to understand the Strategic management process and social responsibility of business organizations(K2)
2. CO 2: In-depth understanding about the need for developing competitive advantage for organizations(K2)
3. CO 3: Provides insights into various corporate and business level strategies(K2)
4. CO 4: Facilitates to identify the various control systems required for organizational strategy implementation process(K2)
5. CO 5: Enhances the cognitive knowledge about various strategic issues and development of new business models(K2)

REFERENCES:

1. Schilling, Melissa A., et al. Strategic Management: Theory: An Integrated Approach. Austria, Cengage Learning, 2016.
2. AzharKazmi, Strategic Management and Business Policy, 5thEdition,Tata McGraw Hill, 2020.
3. David A. Aaker Christine Moorman John A.Parnell. Strategic Management, Theory and practice Biztantra 11ed, (An Indian Adaptation),Wiley ,2021.

OBJECTIVE:

To develop and strengthen entrepreneurial qualities and motivation in students, while equipping them with essential skills and knowledge to effectively launch, manage, and grow startups and businesses.

UNIT I ENTREPRENEURIAL COMPETENCE 9

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur. Case studies of Indian entrepreneurs

UNIT II ENTREPRENEURIAL ENVIRONMENT 9

Business Environment - Role of Family and Society –Role of Central and State Government- MSME-EDI-Schemes- Industrial Policies and Organization Supported by Government.

UNIT III BUSINESS PLAN PREPARATION 9

Business Plan – Meaning – Contents-Format-Sources of Product for Business - Prefeasibility 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 A STARTUP 9

Mobilizing Finance and Human Resources for Startups-Operations Planning and Market Selection for Startups-Channel Selection and Growth Strategies for Startups-Product Launch Strategies for Startups-Incubation, Venture Capital, and Startups-Case Studies of Indian Startups.

UNIT V: STARTUP MANAGEMENT 9

Monitoring and Evaluation of Startup Businesses- Preventing and Managing Sickness of Startup Business - Rehabilitation of Startup Units- Effective Management of Small Startup Businesses- Government Schemes for Struggling Startup Units.

TOTAL: 45 PERIODS

OUTCOME:

1. CO 1: Understanding the concept of entrepreneurship and the necessary skills and knowledge required for entrepreneurs.. (K2)
2. CO 2: Awareness of the characteristics of successful entrepreneurs, the influence of family and society, and government support schemes. (K2)
3. CO 3: Ability to identify product sources and develop a comprehensive business plan, including insights into international business. (K2)
4. CO 4: Knowledge of product selection methods and market strategies for startups. (K2)
5. CO 5: Familiarity with monitoring, evaluating startup business performance, and effective management of small startup businesses. (K2)

REFERENCES:

1. CharantimathPoornima M. ,Entrepreneurship Development and Small Business Enterprises ,Third Edition,2018
2. NPSrinivasan, CB Gupta, Entrepreneurial Development,Sultan Chand and Sons, 2020.
3. S A Kumar ,S C Poornima, M K Abraham ,K Jayshree, Entrepreneurship Development, 2022
4. Kalra, U., & Shubhankar, S. (2022). Startup Compass: How Iconic Entrepreneurs Got it Right. HarperCollins. ISBN-10: 9354225497, ISBN-13: 978-9354225499.
5. Startupindia.gov.in

PROFESSIONAL ELECTIVES
(MARKETING MANAGEMENT)

OBJECTIVE:

- To understand the concepts of consumer behaviour and its application in purchase decisions relating the psychological social and cultural drivers behind consumer behaviour and marketing

UNIT I INTRODUCTION**9**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOR MODELS

Industrial and individual consumer Behaviour models - Howard- Sheth, Engel – Kollat, Webstarand wind
Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES**9**

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES**9**

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS**9**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

TOTAL: 45 PERIODS**OUTCOMES:****The student understands**

1. CO 1: Consumer orientation and consumption. (K2)
2. CO 2: Models of consumer and industrial buying. (K2)
3. CO 3: Intrinsic influences. (K2)
4. CO 4: Effects of external influences. (K2)
5. CO 5: The decision making process. (K2)

REFERENCES:

1. Leon G,Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, Pearson Edition 12,2018
2. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand& Company, Edition 2, 2018.
3. Wright, Malcolm, et al. Consumer Behaviour: Applications in Marketing. United Kingdom, SAGE Publications, 2016.
4. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016
5. Dinesh Kumar, ConsumerBehaviour, Oxford University Press, 2015.

OBJECTIVE:

- To understand the need and importance of maintaining a good Customer Relationship.

UNIT I INTRODUCTION

9

Definitions – Concepts and context of relationship Management – Evolution - Transactional vs. Relationship Approach – CRM as a strategic marketing tool – CRM significance to Stakeholders

UNIT II UNDERSTANDING CUSTOMERS

9

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.

UNIT III CRM STRUCTURES

9

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION

9

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM

9

E- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TOTAL: 45 PERIODS

OUTCOMES:

1. CO 1: Understand the basic concepts of Customer relationship management. (K2)
2. CO 2: To make the students understand the organizational need, benefits and process of creating long-term value for individual customers. (K2)
3. CO 3: To use strategic customer acquisition and retention techniques in CRM. (K2)
4. CO 4: To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations. (K2)
5. CO 5: To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies. (K2)

REFERENCES:

1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, Springer Publications, Edition 3, Kindle Edition, 2018.
2. Jagdish N Sheth Parvatiyar Atul, GShainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill Education, 2017.
3. Francis & Stan Maklan Buttle, Customer Relationship Management: Concepts and Technologies, T&F INDIA Edition 4, 2019.
4. Peelen, Customer Relationship Management, Pearson, Edition 1, 2022.
5. Francis & Stan Maklan Buttle, Customer Relationship Management: Concepts And Technologies, T&F INDIA, Edition 4, 2019.
6. SIA, Customer Relationship Management, SIA Publishers & Distributors Pvt Ltd Latest Edition, 2022.

24MB3M3 INTEGRATED MARKETING COMMUNICATION L T P C 3 0 0 3

OBJECTIVE:

- This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling, design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal– Copy structure – Advertisement production – Print – Radio, T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT III SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification– Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV PERSONAL SELLING 9

Introduction – Meaning – Functions- Personal selling process – Evaluation – Compensation – Motivation- Territory Management – Sales Report Preparation and Presentation- Ethical Issues

UNIT V PUBLICITY AND PUBLIC RELATIONS 9

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between Marketing, PR and Publicity -- Social publicity – Web Publicity and Social media – Publicity Campaigns

TOTAL: 45 PERIODS

OUTCOMES:

1. CO 1: Explain the Concept of Advertisement, definition, scope, objectives, functions and principles of advertisement. (K2)
2. CO 2: Describe a range of media and methods available to marketers(K2)
3. CO 3: Explain various sales promotion techniques and online sales promotion methods(K2)
4. CO 4: Demonstrate the comprehensive understanding of Personal Selling process and functions, sales report presentation and territory management. (K2)
5. CO 5: Describe the Meaning, Objectives, Scope & Functions of Publicity and Effectiveness of PR, PR tools and techniques. (K2)

REFERENCES:

1. Blakeman, Robyn. Integrated Marketing Communication: Creative Strategy from Idea to Implementation. United States, Rowman& Littlefield Publishers, 2018.
2. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th Edition 12, 2021.
3. J. Craig Andrews/Terence A. Shimp,Advertising, Promotion, and other aspects of Integrated Marketing Communications with Mind Tap, Edition10, 2022.
4. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Terence Marketing communication, Prentice Hall of India, New Delhi, Edition 8, 2017.
5. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, Edition 10, 2022.

OBJECTIVES:

- To understand the concept of effective Retailing Management includes Formats, Decisions & Shopper Behavior's impact.

UNIT – I INTRODUCTION**9**

Introduction, Meaning of Retailing - Retailing Management Decision Process- Product Retailing vs. Service Retailing - Types of Retailers– Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT – II RETAIL FORMATS**9**

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

UNIT – III RETAILING DECISIONS**9**

Choice of retail locations - Factors Affecting Retail Location Decisions- internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management– Retail Supply Chain Management – Retail Pricing Decisions.Mercandising and category management – Activities of a Merchandiser.

UNIT – IV RETAIL SHOP MANAGEMENT**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – E-Tailing- Introduction - E-tailing - Technology in Retail Marketing Decisions - Factors Influences the Growth of E-Tailing - Advantages & Disadvantages of E-Tailing.

UNIT – V RETAIL SHOPPER BEHAVIOUR**9**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: To explain the types, challenges and trends in retailing(K2)
2. CO 2: To classify and compare retail formats(K2)
3. CO 3: To discuss retailing decision making process(K2)
4. CO 4: To describe the retail shop management process(K2)
5. CO 5: To illustrate the retail shopper behavior(K2)

REFERENCES:

1. Retail Management: An Effective Management Strategy for Retail Store Managers. N.P.Nestfame Creations Pvt. Ltd., 2019.
2. James R. Ogden, Integrated Retail Management, DreamtechPress,Reprint 2022.
3. Barry Berman Joel R Evans PatraliChatterjee, RituSrivastava,RetailManagement,Pearson,Edition 13,2017.
4. SwapnaPradhan,Retailing Management : Text and Cases,Tata McGraw Hill, Edition 6,2020.

OBJECTIVES:

- To understand the meaning of services and the significance of marketing the services.

UNIT I INTRODUCTION**9**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing Goods & Services marketing - Characteristics of services, Classifications of services.

UNIT II SERVICE MARKETING OPPORTUNITIES**9**

Environment of Service Marketing (Micro as well as Macro) - Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT**9**

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

UNIT IV SERVICE DELIVERY & CREATING VALUE IN A COMPETITIVE MARKET**9**

Positioning a service in the market, value addition to the service product, planning and branding service products, new service development. Positioning of services – Designing service delivery System, Service Channel – Pricing of Services, methods – Service marketing triangle - Integrated Service Marketing Communication

UNIT V MARKETING PLANS AND STRATEGIES FOR SERVICES**9**

The Marketing planning process - Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

TOTAL: 45 PERIODS**OUTCOMES:**

To,

1. CO 1: Explain Definition, Significance, Characteristics of Services(K2)
2. CO 2: Discuss Extended Marketing Mix for Service(K2)
3. CO 3: Discuss Traditional Marketing Mix Elements in Services(K2)
4. CO 4: Explain Service Process(K2)
5. CO 5: Illustrate People & Physical Evidence(K2)

REFERENCES:

1. Bateson, John E.G., and Douglas Hoffman, Services Marketing: Concepts, Strategies, & Cases. United States, Cengage Learning, Edition 6, 2022.
2. Services Marketing , Christopher Lovelock and Jochen Wirtz, Pearson Education, New Delhi, Edition 7, 2011
3. Valarie A. Zeithaml , Mary Jo Bitner , Dwanye D. Gremler, Ajay Pandit - Services Marketing, Edition 7, 2018.
4. Jochen Wirtz , Christopher Lovelock , Jayanta Chatterjee , Gopal Das , Essentials of Services Marketing, Edition 3, 2019.

OBJECTIVE:

- To make the students understand the various methods and medias in digital marketing

UNIT 1**9**

Introduction of the digital marketing - Digital vs. Real Marketing• Digital Marketing Channels Creating initial digital marketing plan - Content management - SWOT analysis - Target group analysis - Web design- Optimization of Web sites - MS Expression Web.

UNIT – 2**9**

SEO Optimization - Writing the SEO content - Google AdWords- creating accounts - Google AdWords- types- Introduction to CRM - CRM platform - CRM models.

UNIT – 3**9**

Introduction to Web analytics - Web analytics – levels - Introduction of Social Media Marketing - Visual identity of a Facebook page - Types of publications Business opportunities and Instagram options - Optimization of Instagram profiles - Integrating Instagram with a website and other social networks – Keeping up with posts

UNIT – 4**9**

Business tools on LinkedIn - Creating campaigns on LinkedIn - Analyzing visitation on LinkedIn Creating business accounts on YouTube - YouTube Advertising - YouTube Analytics Creating a Facebook page - Visual identity of a Facebook page - Types of publications

UNIT – 5**9**

Facebook Ads - Creating Facebook Ads - Ads Visibility E-mail marketing - E-mail marketing plan - E-mail marketing campaign analysis Digital Marketing Budgeting- resource planning- cost estimating- cost budgeting- cost control

TOTAL: 45 PERIODS**OUTCOMES:**

- CO1: Develop a digital marketing plan covering content management, SWOT analysis, and web optimization. (K3)
 CO2: Execute SEO optimization, create Google Ad Words accounts, and produce effective SEO content. (K3)
 CO3: Analyze web analytics, implement Social Media Marketing strategies, and optimize Instagram profiles. (K3)
 CO4: Utilize business tools on LinkedIn and YouTube, create and analyze campaigns, and establish visual identities for Facebook pages. (K3)
 CO5: Design and implement Facebook Ads, execute email marketing plans, and analyze campaigns. Demonstrate proficiency in digital marketing budgeting. (K3)

REFERENCES:

1. Pulizzi,J. ,The Beginner's Guide to Digital Marketing, Mcgraw Hill Education.,DigitalMarketer. Epic Content Marketing, 2021.
2. Ryan, D,Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.2019.

OBJECTIVE:

- To explicit the students with a perspective of International Marketing Management, its environment and complexities.

Unit I Introduction to International Marketing**9**

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing - International Marketing Environment - International Trade Environment

Unit II International Market Entry Strategies & International Marketing Research**9**

Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising - Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Unit III International Product Policy and Planning**9**

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Unit IV International Pricing Policy & Distribution and Logistics Planning**9**

Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade - International Logistics Planning, Distribution –Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging - International Promotional Strategies.

Unit V Foreign Markets and Export Marketing**9**

Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export -Import (EXIM) Policy- Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents - Foreign Exchange and Foreign Currency- Foreign Trade Policy - Legal and Ethical Issues in International Marketing

TOTAL: 45 PERIODS**OUTCOMES:**

- CO 1: Identify the core factors that need to be examined for understanding consumer behavior. (K2)
- CO 2: Calculate retail pricing on both cost and profit based approaches. (K2)
- CO 3: Interpret the language of marketing research. (K2)
- CO 4: Analyze a company's marketing strategy and recognize appropriate and inappropriate marketing alternatives. (K2)
- CO 5: Identify elements of professional image, attitude and business ethics. (K2)

REFERENCES:

- Helsen, Kristiaan, and Kotabe, Masaaki (Mike). Global Marketing Management. United Kingdom, Wiley, 2020.
- IlanAlon, Eugene Jaffe, et al, Global Marketing: Strategy, Practice, and Cases, Edition 3, 2020.
- Brand: MOXIC, Global Marketing Strategy: An Executive Digest (Management for Professionals), Edition 2, 2022.
- Keegan and Green. Global Marketing. Pearson-Prentice Hall, Edition 9, 2018.
- Keegan, W. J. And M. C. Green. "Global Marketing". Global Edition. Seventh Edition. Pearson Prentice Hall, 2021.
- K. Scott Swan and Kate Gillespie, Global Marketing: Edition 5, 2021.

OBJECTIVE:

- This course intends to develop an understanding of the sales and distribution processes in organizations. By the end of this course, students will gain insights on the approaches, strategic aspects and trends in sales force and distribution channel management.

UNIT I INTRODUCTION TO SALES MANAGEMENT**9**

Sales Management – Evolution, Nature and Importance – Sales Management Positions – Sales Planning - Emerging Trends – Selling Process.

UNIT II SELLING STRATEGIES AND SALES FORCE MANAGEMENT**9**

Strategic Planning - Sales Strategy - Sales Forecasting and Budgeting – Management of Sales Territories and Quotas – Organizing and Staffing the Sales Force - Training, Motivating, Compensating and Leading the Sales Force – Evaluating and Controlling the Sales Force.

UNIT III BASICS OF DISTRIBUTION MANAGEMENT**9**

Role of Distribution in Marketing Mix - Need for Distribution Channels - Marketing Channels – Evolution, Formats, and Levels – Prominent Channel Systems – Costs and Margins in the Distribution System.

UNIT IV DESIGNING CHANNEL SYSTEMS**9**

Channel design and Planning Process - Channel Design Implementation - Channel Management - Channel Policies – Channel Information Systems – Elements - Performance Evaluation - Channel Implementation.

UNIT V LOGISTICS AND SUPPLY CHAIN MANAGEMENT**9**

Scope of Logistics – Developing Strategies for Logistics – Advances in Supply Chain Management – Technology in Logistics – International Sales and Distribution Management.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: The ability to create value and execute sales deals effectively. (K2)
2. CO 2: The strategic skill and competencies needed for achieving sales targets. (K2)
3. CO 3: The ability to avoid common mistakes made by sales professionals and negotiators. (K2)
4. CO 4: The ability to work with people with different backgrounds, expectations, and values. (K2)
5. CO 5: To understand and assess the challenges of turbulent business marketing. (K2)

REFERENCES

1. Panda, K. Tapan and Sahadev, Sunil (2012), Sales and Distribution Management, McGraw-Hill Education, New Delhi: Oxford University Press, Edition 3, 2019.
2. Havaladar, K. Krishna and Cavale, M. Vasant, Sales and Distribution Management – Text and Cases, 2018
3. Pingali Venugopal, Sales and Distribution Management: An Integrative Approach, Edition 2, 202

24MB3M9**MARKETING ANALYTICS****L T P C****3 0 0 3****OBJECTIVE:**

- This course will provide you with an introduction to marketing analytics. We will study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis.
-

UNIT I INTRODUCTION TO MARKETING ANALYTICS**9**

Evolution and Scope of Analytics. Data for Marketing Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

UNIT II DATA MANAGEMENT**9**

Exploring Data; Frequencies; Descriptive Statistics Cross tabulations; Independent Samples t-Test; One-Way ANOVA Simple Regression and Correlation, Multiple Regression to Forecast sales, Modeling Trend and Seasonality, Ratio to Moving Average Method.

UNIT III CUSTOMER SEGMENTATION AND VALUATION**9**

Analytics for Segmentation – Introduction to Cluster analysis multivariate method. Estimation, Model performance and validation of assumptions for Cluster analysis. Customer Value Analysis, Customer Lifetime Value-Conjoint Analysis.

UNIT IV METRICS AND MEASUREMENTS ANALYTICS**9**

Product and Price analytics-Conjoint Analysis -Pricing - Estimating Demand Curves and Optimize Price Retailing Analytics-Allocating Retail Space and Sales Resources-Market Basket Analysis. Advertising and Promotion Analytics-Promotion Analytics-Measuring the effectiveness of Advertising.

UNIT V WEB ANALYTICS**9**

Search Engine Optimization- Tracking the success of SEO. Web metrics - Google Ad words, Advertising & Analytics.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: This course will provide with an introduction to marketing analytics. (K3)
2. CO 2: To show the benefits of using a systematic and analytical approach to marketing decision-making. (K3)
3. CO 3: To help students develop analytic competencies pertaining solving of marketing problems (K3)
4. CO 4: To study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis (K3)
5. CO 5: To understand the recent practices scientific and empirical approach by case studies (K3)

REFERENCES:

1. Grigsby, M. Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers. Edition 2, 2018.
2. Rao, P. H, Predictive modeling for strategic marketing. New Delhi. Prentice Hall India, Reprint 2021,
3. Erik Kosteljik and José Marcos Carvalho de Mesquita, Marketing Analytics: Statistical Tools for Marketing and Consumer Behavior Using SPSS (Mastering Business Analytics), Edition 1, 2021.
4. Seema Gupta and Avadhoot Jathar, Marketing Analytics, Wiley, Kindle Edition, 2021.

FINANCE

UNIT I INDIAN FINANCIAL SYSTEM:**9**

Introduction to Financial System – Business of Banking -Organizational Structure of Indian Financial System - Role of Government & Reserve -Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory-Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Financial Sector Reforms India& Their Impact - Post-Reforms Regulations in Banks.

UNIT II BASICS OF BANKING:**9**

Basic Concepts in Banking - Banker-Customer Relationships –Know Your Customer Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - Types of Customers & Various Types of Accounts – Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring – Priority Sector Lending in Banks.

UNIT III ELECTRONIC BANKING:**9**

Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions , User interface ,Traditional Banking -Banking Technology – Alternate Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) - Global Trends in Banking Technology - IT Security in Banks

UNIT IV INSURANCE:**9**

Meaning – Nature and Importance – Risk Management: Identification –Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of ProbabilityInsurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors

UNIT V GENERAL INSURANCE:**9**

Marine Insurance – Fire Insurance – Automobile Insurance –Home Insurance – Medical Insurance – Social Security InsuranceLife Insurance: Principles – Uberima fides Insurable Interest – Indemnity –Subrogation – Contribution Products: Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.

TOTAL: 45 PERIODS**OUTCOMES:**

CO1 : Explain the structure and recent developments in the Indian financial system and the impact of financial sector reforms. (K2)

CO2 : Apply the principles of banking, including customer relationships, lending, and credit management, in various banking scenarios. (K2)

CO3 : Analyze the role of information and communication technology in modern banking, including electronic funds transfer systems and IT security. (K2)

CO4 : Describe the nature and importance of insurance, including risk management strategies and regulatory frameworks. (K2)

CO5 : Apply the principles of general and life insurance, including the different types of insurance products and the concept of premium fixation. (K2)

REFERENCES

1. SethiJyotsnaBhatiaNishwan Elements Of Banking And Insurance 3rd Edition , PHI Publisher2020
2. D.D. Chaturvedi ,Arun Mittal , SaumyaChaturvedi Banking and Insurance, Scholar Tech Press 1 January 2021.
3. Indian Institute of Banking and Finance, Principles and Practices of Banking, Edition 5, Macmillan India Ltd., 2021.
4. Maheshwari, S. N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers, 2019.
- 5.Sunil Kumar Essentials of Banking and Insurance JSR PUBLISHING HOUSE LLP; 2nd Ed edition ,2020.

OBJECTIVE:

- Student will acquire Nuances involved in short term corporate financing and excellent ethical practices

UNIT I INDUSTRIAL FINANCE**9**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing
– Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE**6**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper-Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT**12**

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

UNIT IV FINANCING DECISION**10**

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

UNIT V CORPORATE GOVERNANCE**8**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility-Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS**OUTCOMES:**

CO1: Apply knowledge of the Indian capital market, SEBI guidelines, and international finance sources to solve industrial finance problems. (K3)

CO2: Calculate working capital requirements using various financial instruments, including commercial paper and public deposits. (K3)

CO3: Analyze investment decisions using advanced financial management techniques, including risk analysis, sensitivity analysis, and decision tree approaches. (K3)

CO4: Evaluate financing decisions considering cash flows, insolvency risks, option pricing models, and their interdependence with investment and dividend decisions. (K4)

CO5: Analyze corporate governance practices in accordance with SEBI guidelines, ethical standards, and corporate social responsibility. (K3)

REFERENCES :

1. AswathDamodaran, Principles of Corporate Finance, 12/e. United States, McGraw-Hill Education, 2020.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2021
3. Denzil Watson / Antony Head Corporate Finance: Principles And Practice 8Th Edition , Pearson 2023
4. Bhattacharyya, Asish K., Advanced Corporate Finance, PHI Learning, 2023.
5. Website of SEBI

24MB3F3

DERIVATIVES MANAGEMENT

LTPC3003

OBJECTIVE:

- To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

UNIT I INTRODUCTION 9

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

UNIT II FUTURES CONTRACT 9

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

UNIT III OPTIONS 9

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

UNIT IV SWAPS 9

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

UNIT V DERIVATIVES IN INDIA 9

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE– Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS

OUTCOMES:

1. CO 1: This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. (K2)
2. CO 2: Possess good skills in hedging risks using derivatives (K2)
3. CO 3: Understand about future contract and options (K2)
4. CO 4: Learning in depth about options and swaps (K2)
5. CO 5: Knowing about the evolution of derivative markets(K2)

REFERENCES:

1. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage, 2019.
2. John. C. Hull, Options, Futures and Other Derivative Securities’, - PHI Learning, 9th Edition, 2020
3. Hull J.C, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs – PHI Learning, 2020.
4. N R Parasuraman, Financial Derivatives- Theory, Concepts and Practice, McGraw Hill; Fourth edition 2021
5. Website of NSE, BSE.

COURSE OBJECTIVE:

□ To understand the types and functions of the various financial markets in India, its instruments and Regulations.

UNIT I FINANCIAL MARKETS IN INDIA 9

Indian financial system and markets – structure of financial markets in India –Types-Participants in Financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market – financial instruments

UNIT II INDIAN CAPITAL MARKET- PRIMARY MARKET 9

Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.

UNIT III SECONDARY MARKET 9

Stock exchanges in India - History and development -listing - Depositories - Stock exchange Mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock Exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.

UNIT IV DEBT MARKET AND FOREX MARKET 9

Bond markets in India: Government bond market and its interface with capital market - Components of Bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds
Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporateforex risk management.

UNIT V MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY 9

Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of Performance for fund managerIntroduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options,Futures And Swaps. Role of VCs and PEs in financial markets – Venture capital and Private equity

TOTAL: 45 PERIODS

COURSE OUTCOMES:

- CO1 : Explain the structure, participants, and regulatory environment of the financial markets in India. (K2)
- CO2: Apply the process and regulations of capital issuance, including the role of intermediaries in the primary market. (K2)
- CO3: Analyze the mechanisms, regulations, and role of stock exchanges in India, including the functions of SEBI. (K2)
- CO4: Examine the components of the bond and forex markets in India, including bond pricing and forex risk management. (K2)
- CO5 : Demonstrate an understanding of mutual funds, derivatives, venture capital, and private equity, including their roles in financial markets. (K2)

REFERENCES:

1. Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
2. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Fourth edition, 2014.
3. Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.
4. Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017

24MB3F5 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT LTPC3003

OBJECTIVES:

Enables student to

- Understand the nuances of stock market operations with the techniques involved in deciding upon purchase or sale of securities.

UNIT I INVESTMENT SETTING 8

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS 10

Financial Market - Segments–Types - - Participants in financial Market– RegulatoryEnvironment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings –Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd’s investor ratios.

UNIT IV TECHNICAL ANALYSIS 9

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators.Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators –Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT 9

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision Portfolio Evaluation– Mutual Funds.

TOTAL: 45 PERIODS

OUTCOMES:

- CO1 :Understand the meaning, objectives, and types of investments, along with the concepts of risk and return. (K2)
- CO2 : Analyze the structure and functioning of financial markets, including stock exchanges and regulatory aspects. (K2)
- CO3 : Examine the impact of economic and industry factors on stock investments using various analysis techniques. (K3)
- CO4 : Evaluate technical analysis methods and their application in investment decisions. (K3)
- CO5 : Assess portfolio management strategies, including portfolio selection, revision, and evaluation. (K3)

REFERENCES:

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi,10 th edition, 2021.
2. Kevin, s. Security analysis and portfolio management. India, PHI Learning, 3th edition 2021.
3. Dr. R.P. Rustagi. , Investment Analysis and Portfolio Management, Sultan Chand & Sons2021.
4. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2022.
5. Dr. Prasanna Chandra Investment Analysis and Portfolio Management | 6th Edition 2021

24MB3F6

INTERNATIONAL TRADE AND FINANCE LTPC 3003

OBJECTIVES

- To enable the students to understand Export Import Finance and Documentation.

UNIT 1 INTERNATIONAL TRADE

9

International Trade – Meaning and Benefits – Basis of International Trade –Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE

9

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT

9

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE

9

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents -Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES

9

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS

OUTCOMES:

CO1: Explain the key concepts and benefits of international trade, including the balance of trade and economic growth. (K2)

CO2: Assess the various financial instruments and methods used in export and import finance, including letters of credit and financing options. (K2)

CO3: Realize the factors influencing exchange rates and the tools for managing currency risk in foreign exchange markets. (K2)

CO4: Describe the essential export trade documents and their roles in facilitating international trade transactions. (K2)

CO5: Understand the effectiveness of different government export promotion schemes and incentives in boosting international trade. (K2)

REFERENCES

1. International Financial Management | 8th Edition. United Kingdom, McGraw-Hill Education, 2020.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 14th Edition, 2020.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
4. Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011.
5. Website of Indian Government on EXIM policy

OBJECTIVE:

- To facilitate the learners to understand the features of the Indian rural economy and the role of banks in financing for rural development.

UNIT – I FEATURES OF THE INDIAN RURAL ECONOMY:**9**

Demographic features: Population, occupation and literacy – Economic features: Share in national income, trends in per capita income, rural indebtedness, BPL – Rural poverty: Causes and methods of measuring rural poverty – Socio-economic development indicators: health and nutrition status, urbanization.

UNIT – II INSTITUTIONAL SOURCES OF RURAL FINANCE:**9**

Cooperative Banks, Commercial Banks, Regional Rural Banks and Local Area Banks, Payment and Small Finance Banks: Their functions, Clientele, Progress and Problems – Role of Micro Finance Institutions (MFIs), Business Correspondents / Facilitators.

UNIT – III INSTITUTIONAL SUPPORTING RURAL DEVELOPMENT:**9**

Reserve Bank of India – National Bank for Agriculture and Rural Development – Small Industries Development Bank of India – District Industries Centre – District Rural Development Agency (DRDA): Their role and performance – Problems and prospects of Rural Banking.

UNIT – IV FINANCING FOR RURAL DEVELOPMENT:**9**

Lead Bank Scheme: State level and District level – Credit Committees – Financing Agriculture and allied activities: Crop loans, Term loans for irrigation, Farm mechanization, Godowns / Cold storage, Allied activities of agriculture: Their Assessment and Sanction of loans – MSME sector: Definition and importance, Financing of MSMEs.

UNIT – V PRIORITY SECTOR LENDING AND GOVERNMENT INITIATIVES:**9**

Priority Sector Lending – Components, Lending norms, RBI guidelines – Financing poor as Bankable Opportunities: Micro Credit – SHG Bank Linkage programme – Government initiatives: Poverty Alleviation Programmes: Swarnajathi Gram Swarozgar Yojana (SGSY) – National Rural Livelihood Mission (NRLM) – Deen Dayal Upadhyaya Grameeen Kaushalya Yojana (DDU – GKY) – Jan Dhan Yojana – Recent initiatives.

TOTAL: 45 PERIODS**OUTCOMES:**

- CO1 : Understand the demographic, economic, and socio-economic features of the Indian rural economy, including rural poverty and development indicators. (K2)
- CO2 : Identify the functions, progress, and challenges of various institutional sources of rural finance, including cooperative banks, commercial banks, and microfinance institutions. (K2)
- CO3 : Analyze the roles and performance of key institutions supporting rural development, such as the Reserve Bank of India and NABARD. (K2)
- CO4: Analyze the financing mechanisms for agriculture, allied activities, and the MSME sector, with a focus on the Lead Bank Scheme and credit committees. (K2)
- CO5: Evaluate the impact of priority sector lending norms and government initiatives like NRLM and Jan Dhan Yojana on rural development. (K2)

REFERENCES

1. Indian Institute of Banking and Finance. Inclusive Banking through a Business Correspondent, 2023.
2. A tool for PMJDY (in English). New Delhi. Taxmann Publications (P) Ltd.
3. Indian Institute of Banking and Finance. Rural Banking Operations. New Delhi. Taxmann Publications (P) Ltd. New edition 2022
4. Indian Institute of Banking and Finance, Handbook on Debt Recovery (in English). New Delhi. Taxmann Publications (P) Ltd, 2020
5. Indian Institute of Banking and Finance. Inclusive Banking thro' Business Correspondents. New Delhi. Taxmann Publications (P) Ltd, Reprinted 2020

OBJECTIVES:

1. Analyze and model financial data
2. Construct and optimize asset portfolios
3. Evaluate and model Risk on various financial assets
4. Use the most powerful and sophisticated routines in R for analytical finance.

UNIT I INTRODUCTION TO FINANCIAL ANALYTICS:**9**

Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics
Financial Time Series.

UNIT II ASSET PORTFOLIO MODELS:**9**

Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization.

UNIT III MODELING VOLATILITY AND RISK:**9**

Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR) .

UNIT IV: MODELING CREDIT RISK:**9**

Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults.

UNIT V: STOCHASTIC ANALYTICS:**9**

Introduction to stochastic models, Markov models, Renewal theory, Markov decision process and applications in sequential Decision making

OUTCOMES:

CO1: Understand the definition, relevance, and scope of financial analytics, including recent trends and financial time series. (K2)

CO2: Analyze the basics of portfolio construction, including the Markowitz theorem, Capital Asset Pricing Model, and portfolio optimization. (K3)

CO3 : Analyze the characteristics of volatility and apply ARCH/GARCH models to measure and model financial risk. (K3)

CO4 : Evaluate different approaches to modeling credit risk, including corporate liabilities, default boundaries, and rating-based term-structure models. (K3)

CO5: Analyze and apply stochastic models, Markov models, and renewal theory to sequential decision-making processes. (K3)

TOTAL: 45 PERIODS**REFERENCES:**

1. BhartiMotwani “Data Analytics With R” (2020), Wiley,
2. DamianoBrigo (2020), “Interest Rate Models: An Introduction”, Princeton University Press,

SOFTWARE LINK

1. Students can install R and R Studio. Download R from <http://cran.rproject.org/> and R Studio from <http://www.rstudio.com/products/rstudio/download/>

HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I CONTEXT OF SHRM**9**

SHRM - SHRM models - strategic HRM vs. Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking.

UNIT II HUMAN RESOURCE DEVELOPMENT**9**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends in HRD –HRD Audit.

UNIT III E-HRM**9**

E-HRM: Opportunities and challenges - e-Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT IV CAREER& COMPETENCY DEVELOPMENT**9**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING**9**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.

TOTAL: 45 PERIODS**OUTCOMES:**

CO1: Understand the models of Strategic Human Resource Management (SHRM) and their application in aligning HR strategy with corporate strategy. (K2)

CO2: Evaluate the effectiveness of HRD practices in aligning with strategic business goals and organizational performance. (K2)

CO3: Analyze the impact of E-HRM on modern HR functions and its role in enhancing organizational efficiency. (K2)

CO4: Design effective career development systems that incorporate competency mapping and address career plateaus. (K2)

CO5: Evaluate the effectiveness of coaching and counseling programs in improving employee performance and well-being. (K2)

REFERENCES:

1. Dr. Mukund Chandra Mehta, Human Resource Development, Bharti Publications, 2020
2. Gary Dessler & Biju Varrkey (Author), Human Resource Management, Pearson Education, 16th edition, 2020
3. Mr. Gary Dessler & Biju Varrkey, Human Resource Management | Sixteenth Edition | By Pearson Paperback 2020
4. Dr. Michael Walsh, HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series) Vibrant Publishers 7 April 2021

OBJECTIVES:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

UNIT I INDUSTRIAL RELATIONS

9

Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.

UNIT II INDUSTRIAL CONFLICTS AND LABOUR WELFARE

9

The Industrial Disputes Act, 1947 Industrial Disputes (Amendment) Act, 2010 -Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory- Voluntary- welfare funds-welfare of unorganized labour.

UNIT III LABOUR LEGISLATIONS-I

9

Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965

UNIT IV LABOUR LEGISLATIONS-II

9

The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013.

UNIT V LABOUR LEGISLATIONS-III

9

Employees’ Provident fund and miscellaneous provisions act, 1952- Employees’ state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961 Maternity Benefit Act was amended in 2017 - Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.

TOTAL: 45 PERIODS

OUTCOMES:

The student gets to learn about

1. CO 1: Industrial relations system and Trade unions (K2)
2. CO 2: Industrial Disputes and labour welfare measures (K2)
3. CO 3: Labour legislation introduction and legal provisions for factory workers, wages and Bonus (K2)
4. CO 4: Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship (K2)
5. CO 5: Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention. (K2)

REFERENCES:

1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016 (reprint 2020).
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2019.
3. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill 2012 (reprint - 2018)
5. P.K. Padhi, Industrial Laws, PHI, 2019.
6. P.R.N Sinha, InduBalaSinha, SeemaPriyadarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017 (reprint 2019)
8. Srivastava, Industrial Relations and Labour laws, Vikas, 2020.
9. P.N.Singh, Neeraj Kumar. Employee relations Management.Pearson.2010(reprint 2019) .

Course Objective: To know the role and function of training and development in organization, Learning theories, and principles and their implications for the effectiveness of training programs.

UNIT I- INTRODUCTION

9

Training & Development and Performance consulting – Design of HRD systems – Development of HRD strategies – Learning and Learning organizations– Training Policies – organizational climate for training and development.

UNIT II-TRAINING NEEDS ANALYSIS

9

Objectives of training needs analysis -Identification of training needs and the process, tools and techniques – organizational analysis, task analysis and individual analysis – consolidation.

UNIT III -DESIGN OF TRAINING PROGRAMS

9

Linking training needs and objectives of various theories of learning and methods of training – Learning cycles – factors for fixing duration – selection of participants – choice of trainers – course contents –in-house arrangements and outsourcing – E learning – training for trainers.

UNIT IV- DELIVERING THE TRAINING PROGRAMS

9

Conducting the programs – ice breaking and games – relevance of culture of participants – layout facilitating interactions – audio visual aids.

UNIT V- EVALUATION OF TRAINING PROGRAMS

9

Objectives of evaluation – micro and macro levels – methods of evaluation – reaction, learning, behavior and results – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation– Kirkpatric’s model

Course Outcome:

CO1: Learn to design HRD systems and strategies for a training-friendly organizational climate. (K2)

CO2: Identify training needs through organizational, task, and individual analysis. (K2)

CO3: Design effective training programs using learning theories and methods, considering key factors. (K2)

CO4: Execute training programs with interactive facilitation, cultural sensitivity, and effective use of audio-visual aids. (K2)

CO5: Evaluate training programs comprehensively, assessing reactions, learning, behavior, results, and cost-benefit analysis. (K2)

TOTAL: 45 PERIODS

REFERENCE BOOKS:

1. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, (2008)
2. Human performance consulting, James. S. Pepitone, Guely publishing Company, Houston, 2006
3. How to write and prepare training materials, Stimson N, Kogan page,2nd edition, 2002
4. Journals of Indian Society for Training and Development, New Delhi, 2010.

24MB3H4 ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT L T P C 3 0 0 3

OBJECTIVES:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

UNIT I ORGANIZATIONAL DESIGN

9

Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.

UNIT II ORGANIZATIONAL CHANGE

9

Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.

UNIT III ORGANIZATIONAL DEVELOPMENT

9

Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.

UNIT IV OD INTERVENTION

9

Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.

UNIT V ORGANIZATIONAL EVOLUTION AND SUSTENANCE

9

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS

OUTCOMES:

The student gets to learn about

1. CO 1: The fundamentals of organizational design and structure. (K2)
2. CO 2: Change process, types, and models of change in organizations. (K2)
3. CO 3: The fundamentals of organizational development. (K2)
4. CO 4: Organizational development Interventions. (K2)
5. CO 5: Organizational evolution and sustenance. (K2)

REFERENCES:

1. Violeta Schubert, Leadership and Organisational Culture in Development, Routledge publication, 2022
2. Stephen P. Robbins (Author), Timothy A. Judge (Author), Neharika Vohra (Author), Organizational Behaviour | Eighteen Edition | By Pearson publication 2018
3. Cornell Vernooij, Judith Stuijt, et al, Organizational Behaviour and Change Management, Routledge Studies, 2022
4. Richard M. Burton (Author), Børge Obel (Author), Dorthe Døjbak Håkonsson (Author), Organizational Design: A Step-by-Step Approach Hardcover – **Cambridge University Press**, 2020
5. Jon-Arild Johannessen, Continuous Change and Communication in Knowledge Management, (Emerald Points) 2021

24MB3H5**NEGOTIATION AND CONFLICT MANAGEMENT****L T P C 3 0 0 3****OBJECTIVES:**

- To develop an understanding of the nature and strategies of negotiation.
- To understand conflict and strategies to resolve the conflict.

UNIT I FUNDAMENTALS OF NEGOTIATION**9**

Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence- Techniques of Negotiation- Issues in negotiation.

UNIT II NEGOTIATION STRATEGIES**9**

Strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.

UNIT III INTRODUCTION TO CONFLICT MANAGEMENT**9**

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)- Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

UNIT IV MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT**9**

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.

UNIT V CONFLICT RESOLUTION AND COST**9**

Conflict resolution models- framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict- Emotional intelligence and conflict resolution

TOTAL: 45 PERIODS**OUTCOMES:**

The student gets to learn about

1. CO 1: The fundamentals of Negotiation, Types, process and techniques (K2)
2. CO 2: Strategies and tactics in Negotiation (K2)
3. CO 3: The basics of Conflict management, models, approaches and process (K2)
4. CO 4: Managing interpersonal, group and organizational conflict (K2)
5. CO 5: Conflict resolution models and cost of workplace conflict (K2)

REFERENCES:

1. Negotiation - Lewicki, Saunders, Barry, TMGH 8th edition, 2020
2. ISE Negotiation - Roy J. Lewicki Irving Abramowitz Memorial Professor, McGraw Hill, 2019
3. Thomas huynh, Corporate Chanakya, 10th Anniversary Edition, Jaico Publishing House -2021
4. Dr. Sanjeet Kumar (Author)- CONFLICT MANAGEMENT & ORGANISATIONAL EFFICIENCY, Bluerose Publishers Pvt. Ltd.– 2022
5. Neely Baczewski (Author) - How To Negotiate Effectively: Strategies For Improving Negotiations With eBay Buyers: Kindle Edition 2021

OBJECTIVE:

- The course aims to provide students insights to HR practices followed in Global organizations.

UNIT I INTRODUCTION TO I - HRM**9**

Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices - Challenges and opportunities in international human resource management

UNIT II I HRM STRATEGIES**10**

Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM

UNIT III RECRUITMENT AND SELECTION**6**

International Managers staffing – Approaches to staffing – Role of Expatriates – Role of in-patriate – Role of Non expatriates- recruitment and selection methods- Current practices.

UNIT IV TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL**10**

Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management.

UNIT V INTERNATIONAL COMPENSATION**10**

Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues

TOTAL: 45 PERIODS**OUTCOMES:**

The student gets to learn about

1. CO 1: The basics of IHRM, models and practices (K2)
2. CO 2: Strategic orientation and cultural context towards IHRM (K2)
3. CO 3: International practices on recruitment and selection (K2)
4. CO 4: International perspectives on Training, development, performance appraisal (K2)
5. CO 5: International practices on Compensation management (K2)

REFERENCES:

1. KAswathappa (Author), Sadhna Dash (Author), International Human Resource Management | 3rd Edition Paperback McGraw Hill – 2020
2. Dr. Pashmina Doshi (Author), Rutuja Purohit (Author), INTERNATIONAL HUMAN RESOURCE MANAGEMENT – Nirali Prakashan, 2022
3. CHAKRADHAR, MS 29 INTERNATIONAL HUMAN RESOURCE MANAGEMENT – CHAKRADHAR PUBLICATION, 1 January 2020
4. Raman Preet - Future of Human Resource Management – Wiley, 2019
5. Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author), International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge 2022

OBJECTIVES:

- To develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy
- To know the different types of HR metrics and understand their respective impact and application
- To understand the impact and use of HR metrics and their connection with HR analytics
- To understand common workforce issues and resolving them using people analytics.

UNIT I INTRODUCTION TO HR ANALYTICS**9**

HR analytics - People Analytics: Definition- context - stages of maturity - Human Capital in the Value Chain : impact on business. HR Analytics vs. HR Metrics – HR metrics and KPIs.

UNIT II HR ANALYTICS I: RECRUITMENT**9**

Recruitment Metrics : Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis.

UNIT III HR ANALYTICS II : TRAINING AND DEVELOPMENT**9**

Training & Development Metrics: Percentage of employee trained- Internally and externally trained -Training hours and cost per employee - ROI -Optimizing the ROI of HR Programs -Training and Development analysis.

UNIT IV HR ANALYTICS III : EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION**9**

Employee Engagement Metrics :Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department , grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis.

Career Progression Metrics : Promotion index - Rotation index - Career path index - Level wise succession readiness index- talent engagement analytics.

UNIT V HR ANALYTICS IV: WORKFORCE DIVERSITY AND DEVELOPMENT**9**

Workforce Diversity and Development Metrics : Employees per manager - Workforce age profiling - Workforce service profiling - Churnover index - Workforce diversity index - Gender mix - Differently abled index- Revenue per employee - Operating cost per employee - PBT per employee - HR cost per employee- HR budget variance - Compensation to HR cost.

TOTAL: 45 PERIODS**OUTCOMES :**

After the completion of the course, the students will be able to:

1. CO 1: The learners will be conversant about HR metrics and ready to apply at work settings. (K3)
2. CO 2: The learners will be able to resolve HR issues using people analytics. (K3)
3. CO 3: The learners will gain knowledge about analytics of training and development. (K3)
4. CO 4: The learners will know about the analytics of employee engagement and career progression (K3)
5. CO 5: The learners are competent in the analytics of workforce diversity and development. (K3)

REFERENCES:

1. Vibrant Publishers (Author), Dr. Michael Walsh (Author), HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series) – Vibrant Publishers 2021
2. Rama Shankar Yadav (Author), Sunil Maheshwari (Author), HR Analytics – Wiley, 2020
3. Francesca Di Virgilio (Editor), Subhankar Das (Editor), Subhra R Mondal (Editor), HR Analytics and Digital HR Practices: Digitalization post COVID-19 Hardcover – Import, Palgrave Macmillan, 2021
4. HR Scorecard and Metrics, HBR, 2018.
5. U. Dinesh Kumar (Author), Business Analytics, 2ed Paperback – Wiley, 1 November 2021

OBJECTIVE:

- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB**8**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II DESIGNING THE MANAGERIAL JOB**12**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS**7**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS**8**

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge– Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE**10**

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: Demonstrate the Applicability of the Concept of Organizational Behavior to Understand the Behavior of People in The Organization. (K2)
2. CO 2: Explain Selection And Recruitment–, Managerial Motivation, Performance Appraisal, Career Management. (K2)
3. CO 3: Definition – The Person, Process, And Product Approaches – Bridging The Gap – Measuring Managerial Effectiveness — The Effective Manager As An Optimizer. (K2)
4. CO 4: Describe The Environmental Issues In Managerial Effectiveness. (K2)
5. CO 5: Explain Organizational And Managerial Efforts, Development Of The Competitive Spirit. (K2)

REFERENCES:

1. Milkovich and Newman, Compensation, McGraw-Hill International, 2018
2. Peter Drucker, Management, Harper Row, 2020.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2018.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2022.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2019.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2018.
7. R.M.Omkar, Personality Development and Career Management, S.Chand1stedition,2020.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2018.

BUSINESS ANALYTICS

COURSE OBJECTIVES:

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.

UNIT I INTRODUCTION**9**

Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.

UNIT II DATA MINING PROCESS**9**

Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve &AUC; Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random subsampling, and bootstrapping.

UNIT III PREDICTION TECHNIQUES**9**

Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate ,regression analysis.

UNIT IV CLASSIFICATION AND CLUSTERING TECHNIQUES**9**Classification- Decision trees, k nearest neighbor, Logistic regression, Discriminant analysis;
Clustering; Market basket analysis;**UNIT V MACHINE LEARNING AND AI****9**

Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques –Ant Colony, Particle Swarm, DEA

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. CO 1: Learn to apply various data mining techniques into various areas of different domains. (K3)
2. CO 2: Be able to interact competently on the topic of data mining for business intelligence. (K3)
Know the basics of data mining processes, algorithms, & systems well enough to interact withCTOs, expert data miners, consultants, etc. (K3)
3. CO 3: Apply various prediction techniques. (K3)
4. CO 4: Learn about supervised and unsupervised learning technique. (K3)
5. CO 5: Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing(K3)

REFERENCES:

1. Jaiwei Ham and MichelineKamber, Data Mining concepts and techniques, Kauffmann Publishers2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, PrenticeHall, 2008.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt.Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition,2011

COURSE OBJECTIVES:

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications.

UNIT I DEEP NETWORKS**9**

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.

UNIT II MODELS**9**

Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta Algorithms.

UNIT III INTELLIGENT SYSTEMS**9**

Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction – General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.

UNIT IV KNOWLEDGE REPRESENTATION**9**

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems – Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.

UNIT V APPLICATIONS**9**

Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

1. CO 1: Knowledge of Algorithms of Deep Learning & Artificial Intelligence. (K3)
2. CO 2: Knowledge of applying Algorithm to specified applications. (K3)
3. CO 3: Ability to understand intelligent systems and Heuristic Search Techniques(K3)
4. CO 4: Understanding of Knowledge Representation, Semantic Networks and Frames(K3)
5. CO 5: Knowledge Of Expert systems, applications and Machine learning(K3)

REFERENCES:

1. Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2. Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends inSignal Processing.
3. YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
4. SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
5. Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi.
6. Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill,2008.

24MB3B3

SOCIAL MEDIA WEB ANALYTICS

L T P C 3 0 0 3

COURSE OBJECTIVE:

□ To showcase the opportunities that exist today to leverage the power of the web and social media

UNIT I INTRODUCTION

9

Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Virality - Social theory and social media -technological determinism in popular discourse on social media technologies.

UNIT II COMMUNITY BUILDING AND MANAGEMENT

9

Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements,and consumer markets - Social Media as business.

UNIT III SOCIAL MEDIA POLICIES AND MEASUREMENTS

9

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports -Observations of social media use.

UNIT IV WEB ANALYTICS

9

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview ofQualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.

UNIT V SEARCH ANALYTICS

9

Search engine optimization (SEO), non-linear media consumption, user engagement, usergenerated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. CO 1: The students will be able to enhance the social media skills. (K3)
2. CO 2: The students will be able to develop a mass communication strategy and guide campaigns. (K3)
3. CO 3: To get an idea of social media policies. (K3)
4. CO 4: Understand the fundamentals and concepts of web analytics. (K3)
5. CO 5: How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc. (K3)

REFERENCES:

1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited,2013
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3. Bittu Kumar, Social Networking, V & S Publishers, 2013
4. AvinashKaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
5. T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004

24MB3B4**E – BUSINESS MANAGEMENT****L T P C 3 0 0 3****COURSE OBJECTIVE:**

- To understand the practices and technology to start an online business.

UNIT I INTRODUCTION TO e-BUSINESS**8**

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, S-commerce

UNIT II TECHNOLOGY INFRASTRUCTURE**10**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS**10**

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– social media marketing

UNIT IV e-BUSINESS PAYMENTS AND SECURITY**9**

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES**8**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. CO 1: Ability to build and manage an e-business. (K3)
2. CO 2: Knowledge about Technology Infrastructure(K3)
3. CO 3: Understanding of customer oriented business applications(K3)
4. CO 4: Knowledge of e business payment protocols and security(K3)
5. CO 5: Understanding of ethical, legal , privacy issues and encryption policies(K3)

REFERENCES:

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. ParagKulkarni, SunitaJahirabadkao, PradeepChande, e business, Oxford University Press, 2012.
4. Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
5. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
6. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition.TataMcGrawHill Publications, 2009

24MB3B5

ENTERPRISE RESOURCE PLANNING

L T P C 3 0 0 3

COURSE OBJECTIVES:

- To exhibit the theoretical aspects of Enterprise Resource Planning.
- To provide practical implication on ERP Suite implementation.

UNIT I INTRODUCTION

8

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology -warehouse management.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

10

Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, master data and document flow.

UNIT III ERP IMPLEMENTATION

10

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

UNIT IV POST IMPLEMENTATION

8

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

UNIT V EMERGING TRENDS ON ERP

9

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

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. CO 1: Knowledge of risk and benefits associated with Enterprise Resource Planning. (K3)
2. CO 2: Knowledge of ERP solutions and functional modules(K3)
3. CO 3: Exposure to the implementation environment(K3)
4. CO 4: Understanding of post implementational impact and maintenance of ERP(K3)
5. CO 5: Knowledge of emerging trends on ERP(K3)

REFERENCES:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
5. MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India,2006.
7. Summer, ERP, Pearson Education, 2008.

OPERATIONS MANAGEMENT

24MB3P1

LOGISTICS MANAGEMENT LTPC 3 0 03

OBJECTIVE:

- To learn the need and importance of logistics in product flow.

UNIT I INTRODUCTION

9

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy– Customer Service.

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS

9

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING

9

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging-Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS

9

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT V CURRENT TRENDS

9

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

TOTAL: 45 PERIODS

OUTCOMES:

1. CO 1: To enable an efficient method of moving products with optimization of time and cost. (K2)
2. CO 2: Appreciation of logistics and support in distribution channels(K2)
3. CO 3: Ability to Freight Management(K2)
4. CO 4: Ability to inculcate quality in service design and delivery (K2)
5. CO 5: Apply models to design Performance Measurement Logistics Audit(K2)

REFERENCES:

1. Logistics and Supply Chain Management Saikumari V. and Purushothaman S Sultan Chand and Sons, 2022
2. Global Logistics and Supply Chain Management John Mangan, Chandra Lalwani, Wiley• ISBN-10 1119702992 ,2021
3. Logistics Management: An Analytics-Based Approach, Tan Miller and Matthew J. Liberatore Business Expert Press. ISBN 13 978-1949443844 ,2020
4. Logistics and Supply Chain Management: Fundamentals and Strategies ,TurkayYildizKindle,eTextbook Store,2023,
5. Logistics & Air Cargo Management,Shri. N.V. Suresh, Dr. DeepaRajesh,Iterative International Publisher IIP,2021

OBJECTIVE:

1. Understand how material management should be considered for profitability

UNIT I INTRODUCTION

9

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

UNIT II MATERIALS PLANNING

9

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT III INVENTORY MANAGEMENT

9

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models.Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT

9

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing.

UNIT V WAREHOUSE MANAGEMENT

9

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.

TOTAL: 45 PERIODS

OUTCOMES:

1. CO 1: Ability to understand Operating environment-aggregate planning-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan(K2)
2. CO 2: Ability to understand the Materials requirements planning--resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification. (K2)
3. CO 3: Ability to understand the inventory management for materials. And various model. (K2)
4. CO 4: Ability to understand purchasing management -Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management. (K2)
5. CO 5: Ability to understand the warehouse management-material handling transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance(K2)

REFERENCES:

1. Gopalakrishnan, P., and Haleem, Abid. Handbook Of Materials Management. India, PHI Learning, 2021.
2. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2019.
3. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2019
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition,2021
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill ,

OBJECTIVE:

- Understand the application of structured methods to develop a product.

UNIT I INTRODUCTION**9**

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

UNIT II PRODUCT PLANNING**9**

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

UNIT III PRODUCT CONCEPT**9**

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

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS**9**

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

UNIT V PATENTS**9**

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

TOTAL:45 PERIODS**OUTCOMES:**

1. CO 1: Understanding the designing and developing the product (K2)
2. CO 2: Understanding the basic concept of the product (K2)
3. CO 3: Understanding management of product data (K2)
4. CO 4: Ability to apply design tools to enhance product performance (K2)
5. CO 5: Awareness of patenting new products. (K2)

REFERENCES:

1. Franco, Tiago, and Costa, Beatriz. Product Design Process: The Manual for Digital Product Design and
2. Product Management. Argentina, Imaginary Cloud Limited, 2019.
3. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw Hill, Fourth Edition, reprint 2009.
4. Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011.
5. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
6. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
7. Anil Mital. Anoop Desai, Anand Subramanian, AashiMital, Product Development, Elsevier, 2009.
8. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
9. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

OBJECTIVE:

- To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT**9**

Project Management – Definition –Goal - Lifecycles.Project Selection Methods.Project Portfolio Process – Project Formulation.Project Manager – Roles- Responsibilities and Selection – Project Teams.

UNIT II PLANNING AND BUDGETING**9**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III SCHEDULING& RESOURCE ALLOCATION**9**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.

UNIT IV CONTROL AND COMPLETION**9**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT**9**

Formal Organization Structure – Organization Design – Types of project organizations.Conflict –Origin &Consequences.Managing conflict – Team methods for resolving conflict.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: Ability to understand the project Management – Goal - Lifecycles-project Selection Methods. Project Portfolio Process –Project Formulation. Project Manager – Roles& Responsibilities and Selection of Project Teams. (K2)
2. CO 2: Ability to understand the Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project –Methods. Cost Estimating and Improvement. Budget uncertainty and risk management(K3)
3. CO 3: Ability to understand the SCHEDULING & RESOURCE ALLOCATION, expediting a project – Resource loading and leveling. Allocating scarce resources. (K3)
4. CO 4: Ability to Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination(K3)
5. CO 5: Ability to understand Organization Structure – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict. (K2)

REFERENCES:

1. Project Management and Agile Essentials - A Practical Self-Study Guide,VibrantPublishersandKalpeshAsharVibrant Publishers, 2020
2. Project Management: The Managerial Process,Erik W. LarsonClifford F. Gray(RohitJoshi,McGraw Hill, 2021
3. Project Appraisal, Risk Analysis and Risk Management Techniques ,Jarnail Singh D.N.S. Dhakal,Konark Publishers Pvt.Ltd, 2023
4. The Harvard Business Review Project Management Antonio Nieto-Rodriguez , Harvard Business Review Press 2021

OBJECTIVE:

- To help understand how service performance can be improved by studying services operations management.

UNIT I INTRODUCTION**9**

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN**9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling.

UNIT III SERVICE QUALITY**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling.

UNIT IV SERVICE FACILITY**9**

Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem.

UNIT V MANAGING CAPACITY AND DEMAND**9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: To design and operate a service business using the concepts, tools and techniques of service operations management. (K2)
2. CO 2: Appreciation of nature of service operations (K3)
3. CO 3: Ability to design services (K3)
4. CO 4: Ability to inculcate quality in service design and delivery(K3)
5. CO 5: Apply models to design service facility (K3)

REFERENCES:

1. Parker, David W.. Service Operations Management, Second Edition: The Total Experience. United Kingdom, Edward Elgar Publishing, Incorporated. Edition 2017.
2. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2018.
3. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations 2nd Edition ,2021 Management,South-Western,CengageLearning,
4. CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
5. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.

OBJECTIVE:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION

9

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING

9

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum - Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK

9

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY

9

Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item - multiple location inventory management. Pricing and Revenue Management.

UNIT V CURRENT TRENDS

9

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.

TOTAL: 45 PERIODS

OUTCOMES:

1. CO 1: Ability to understand the Supply Chain – Decision Phases - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy -Supply Chain Performance Measures. (K2)
2. CO 2: Able to understand the Outsourcing – core processes - Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier development - World Wide Sourcing(K3)
3. CO 3: Able to understand the Distribution Network Design – Distribution Strategies -Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply ChainNetwork optimization models. - Network Design decisions using Decision trees. (K3)
4. CO 4: Able to understand the Managing supply chain cycle inventory. Uncertainty in the supply chain – redesign on the inventory - Managing inventory for short life - cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management(K3)
5. CO 5: Ability to understand the current trends in Supply Chain Management. (K2)

REFERENCES:

1. Saikumari V. and Purushothaman S, Logistics and Supply Chain Management, Sultan Chand and Sons ,2022
2. Global Logistics and Supply Chain Management John Mangan, Chandra Lalwani, Wiley• ISBN-10 1119702992 2021
3. David Simchi-Levi, Philip Kaminsky ,Designing & Managing the Supply Chain ,McGraw Hill , 2022
4. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies DavidSimchi Levi, Edith Simchi Levi, McGraw-Hill ,2021.

24MB3P7**SUPPLY CHAIN ANALYTICS****L T P C 3 0 0 3****OBJECTIVES:**

- To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

UNIT I INTRODUCTION**9**

Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.

UNIT II WAREHOUSING DECISIONS**9**

Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods.

UNIT III INVENTORY MANAGEMENT**9**

Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.

UNIT IV TRANSPORTATION NETWORK MODELS**9**

Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms

UNIT V MCDMMODELS**9**

Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM

TOTAL: 45 PERIODS**OUTCOMES:**

1. CO 1: Understanding of supply chain analytics fundamentals (K3)
2. CO 2: Ability to design warehouse models to enhance supply chain performance. (K3)
3. CO 3: Ability to analyze models and strategies in inventory management. (K3)
4. CO 4: Ability to understand network models in transportation. (K3)
5. CO 5: Ability to make decision using multi-criteria in applications of SCM (K3)

REFERENCES :

1. Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2019.
2. Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2016.
3. Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2018.
4. MuthuMathirajan, ChandrasekharanRajendran, SowmyanarayananSadagopan, ArunachalamRavindran, ParasuramBalasubramanian, Analytics in Operations/Supply Chain Management , I.K. International Publishing House Pvt. Ltd., 2021.
5. Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2020.

24MB3P8

LEAN SIX SIGMA**L T P C 3 0 0 3****OBJECTIVE:**

To gain insights about lean six sigma as a methodology to improve business processes and also to understand the metrics that strives for near perfection

UNIT I UNDERSTANDING LEAN SIX SIGMA 9

Lean Thinking - Basics, principles; Six Sigma Methodology -Identification, Prioritization and Selection of Improvement opportunities; Six Sigma implementation - Overview, Roles & Responsibilities; Tools - DMAIC, DFSS , DMADV.

UNIT II DEVELOPMENT OF BUSINESS CASES 9

Cost of Poor Quality (COPQ), Cost of Doing Nothing, CTQ Tree, Translating the needs of the customer into the specific requirements - Development of Project Team and Charter, Define and Map Processes to be improved (SIPOC / COPIS); Voice of Customer, Identification of Critical to Customer (CTC) / Critical to Business (CTB) characteristics.

UNIT III THE SCOPE OF TOOLS AND TECHNIQUES 9

Data Collection planning, Understanding of Prioritization Matrix , FMEA, Type of Data, Measurement System Evaluation (Gauge R&R) for variables as well as attribute data, Understanding variation - special causes vs. common causes through dot plots, box plots, histogram and control charts, Stratification methods through Pareto, Bar Diagrams, stratified dot plot, etc; Evaluation of Process Capability and Sigma level.

UNIT IV PROCESS MAPPING ESSENTIALS 9

Activity flow chart, identification of Value-added and Non-value-added activities (Lean Sigma), Organizing for potential causes - Cause and effect diagram, Verification/validation of causes using workplace investigation - GEMBA, Statistical tools; Concepts of industrial experimentation.

UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 9

Deploying Lean Six Sigma, Selection and prioritization of solutions - Concept of risk analysis, pilot and full-scale implementation. process control plans, Evaluation, monitoring mechanism (SPC), process audits, the economics of six sigma quality Return on six Sigma (ROSS), ROI, comparison of results after implementation of the solutions, institutionalization and integration of the solutions, closing of the project.

TOTAL: 45 PERIODS

OUTCOMES:

- CO 1: Understanding basics of lean six sigma(K3)
- CO 2: Ability to develop business cases(K3)
- CO 3: Ability to apply tools and techniques of lean six sigma to increase productivity(K3)
- CO 4: Ability to map processes(K3)
- CO 5: Ability to evaluate processes and apply continuous improvement(K3)

REFERENCES:

1. John Morgan, Martin Brenig-Jones, Lean Six Sigma for Dummies, John Wiley & Sons Ltd., 2016.
2. Michael L. George, David Rowlands, Marle Price, John Maxey, The Lean Six Sigma Pocket Toolbook, McGraw Hill, 2016.
3. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003.
4. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 5th edition, 2008.
5. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000

24MB3P9

ROBUST DESIGN

L T P C 3 0 0 3

OBJECTIVE:

- To learn about effective methods of experimental research design

UNIT I INTRODUCTION 9

Introduction to robust design - Robust Design and Experiments -Planning of experiments - Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.

UNIT II FACTORIAL EXPERIMENTS 9

Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2 K and 3 K factorial designs -Fractional factorial design.

UNIT III SPECIAL EXPERIMENTAL DESIGNS 9

Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs.

UNIT IV ORTHOGONAL EXPERIMENTS 9

Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT V MAKING THE DESIGN ROBUST 9

Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

TOTAL: 45 PERIODS

OUTCOME :

- CO1: Understanding Robust Design and Experiment Planning (K2)
- CO2: Familiarity with Factorial Experiments and Designs (K3)
- CO3: Application of Special Experimental Designs (K3)
- CO4: Comparison and Application of Orthogonal Experiments (K4)
- CO5: Techniques for Making the Design Robust (K4)

REFERENCES :

1. Douglas.C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons 2005.
2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2005.
3. NicoloBelavendram, Quality by Design: Taguchi techniques for industrial Experimentation, Prentice Hall 1999.
4. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 1993.

**LOGISTICS AND SUPPLY CHAIN
MANAGEMENT**

24MB3L1 SUPPLY CHAIN CONCEPTS AND PLANNING L T P C 3 0 0 3**COURSE OBJECTIVES:**

- To describe the various streams of the supply chain
- To describe the drivers of the supply chain
- To describe the concepts employed in the supply chain
- To explain about the strategies employed in the supply chain

UNIT- I CONCEPTS OF SUPPLY CHAIN 9

Service and manufacturing supply chain dynamics - Evolution of supply chain management -Multiple views and flows - Service supply chains -Manufacturing supply chains - Measures of supply chain performance - Differentiation-Bullwhip effect

UNIT - II SUPPLY CHAIN PROCESSES AND STRATEGIES 9

Integrated supply chains design - Customer relationship process - Order fulfilment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization - Lean supply chains - Outsourcing and offshoring - Virtual supply chains.

UNIT - III SUPPLY CHAIN PERFORMANCE DRIVERS AND FORECASTING 9

Drivers of supply chain performance - Logistics drivers (Location, inventory and transportation) -Cross functional drivers (Pricing, information and sourcing) – Forecasting introduction -Framework for a forecast system - Choosing right forecasting technique - Judgment methods (Composite Forecasts, Surveys, Delphi Method, Scenario Building, Technology Forecasting, Forecast by Analogy) - Causal methods (Regression Analysis -Linear & Non-Linear Regression, Econometrics) - Time series analysis (Autoregressive Moving Average (ARMA), Exponential Smoothing, Extrapolation, Linear Prediction, Trend Estimation, Growth Curve, Box-Jenkins Approach) – CPFR

UNIT - IV SALES AND OPERATIONS PLANNING 9

Introduction to Sales and operations planning - Purpose of sales and operations plans -Decision context - Sales and operations planning as a process - Overview of decision support tools

UNIT- V RESOURCE PLANNING AND SCHEDULING 9

Enterprise resource planning - Planning and control systems for manufacturers – Materials requirement planning - Drum – Buffer – Rope system – Scheduling - Scheduling service and manufacturing processes - Scheduling customer demand - Scheduling employees - Operations scheduling.

TOTAL PERIODS: 45**COURSE OUTCOMES:**

The students will be able to

CO1: Understand the dynamics of service and manufacturing supply chains.(K2)

CO2: Design integrated supply chains with a focus on customer relationships and order fulfillment. (K2)

CO3: Analyze and identify drivers of supply chain performance, including logistics and cross-functional aspects. (K3)

CO4: Comprehend the purpose and process of Sales and Operations Planning (S&OP), including decision context and support tools. (K2)

CO5: Gain proficiency in enterprise resource planning, materials requirement planning, and scheduling for service and manufacturing processes. (K2)

TEXT BOOKS:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009
3. Supply Chain management, Chandrasekaran,N., Oxford University Publications, 2010
4. Supply Chain Management for The 21st Century by B S SAHAY. Macmillan Education, 2001

COURSE OBJECTIVES:

- To help the students in explaining the significance of Warehousing.
- To provide timely customer service,
- To keep track of items so they can be found readily & correctly
- To minimize the total physical effort
- To minimize the cost of moving goods in & out of stage.

UNIT - I INTRODUCTION WAREHOUSING 9

Introduction Warehousing – Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions – Centralized & Decentralized – Storage Systems – Warehousing Cost Analysis – Warehouse Layout – Characteristics of Ideal Warehouse

UNIT - II INVENTORY MANAGEMENT 9

Inventory: Basic Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types – Cost – Need for Inventory – Just in Time

UNIT - III INVENTORY CONTROL 9

Inventory Control – ABC Inventory Control – Multi-Echelon Inventory Systems – Distribution Requirement Planning – Bull Whip Effect – Using WMS for Managing Warehousing Operations

UNIT - IV MATERIALS HANDLING 9

Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling – Various Types of Material Handling Equipments – Types of Conveyors – Refrigerated Warehouses- Cold Chain- Agri SCM

UNIT - V MODERN WAREHOUSING METHODS 9

Modern Warehousing – Automated Storage & Retrieval Systems & their Operations – Bar Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID

TOTAL: 45 PERIODS

COURSE OUTCOMES:

The students will be able to

- CO1: Understand basic warehouse management concepts. (K2)
- CO2: Recognize the role and functions of inventory in the supply chain. (K2)
- CO3: Apply inventory control techniques and use WMS for efficient warehouse operations. (K2)
- CO4: Evaluate principles and performance measures of material handling systems. (K2)
- CO5: Explore modern warehousing methods, including automation and technology. (K2)

TEXT BOOKS:

1. Vinod.V.Sople, Logistics Management, Pearson Education, 2004.
2. Arnold, Introduction Materials Management, Pearson Education, 2009.

REFERENCES:

1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2008
2. Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 2003
3. Satish K. Kapoor and PurvaKansal Marketing, Logistics - A Supply Chain Approach , Pearson Education, 200

24MB3L3 **TRANSPORTATION AND DISTRIBUTION MANAGEMENT** **L T P C 3 0 0 3**

OBJECTIVES:

- To explore the fundamental concepts of transportation and distribution management
- To gain knowledge in network planning, routing and scheduling and application of IT in transportation and distribution management.

UNIT - I DISTRIBUTION **9**

Role of Distribution in Supply chain, Distribution channels – Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages.

UNIT - II PLANNING **9**

Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)

UNIT - III TRANSPORTATION **9**

Role of Transportation in Logistics and Business, Principle and Participants-Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling.

UNIT - IV TRANSPORTATION **9**

International transportation, Carrier, Freight and Fleet management, Transportation management systems-Administration, Rate negotiation, Trends in Transportation.

UNIT - V INFORMATION TECHNOLOGY (IT) **9**

Usage of IT applications -E commerce – ITMS, Communication systems-Automatic vehicle location systems, Geographic information Systems.

TOTAL: 45 PERIODS

COURSE OUTCOMES: The students will be able to:

- CO1: Understand distribution's role and design distribution network models. (K2)
- CO2: Plan and implement Distribution Requirement Planning (DRP). (K2)
- CO3: Manage transportation modes, carriers, and scheduling. (K2)
- CO4: Oversee international transportation, carrier relationships, and transportation systems. (K2)
- CO5: Utilize IT applications, including E-commerce and GIS. (K2)

TEXT BOOKS:

1. Raghuram and N. Rangaraj, Logistics and Supply chain Management – Leveraging Mathematical and Analytical Models: Cases and Concepts, New Delhi: Macmillan, 2000.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009.

REFERENCES:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.
3. Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page

24MB3L4

AIR CARGO MANAGEMENT

L T P C 3 0 0 3

OBJECTIVES:

- To provide the participants with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.
- To create awareness about the Air Cargo management.
- To provide general information or a framework on the setup of air cargo processes, for business.

UNIT - I AIR PORTS AND SHIPMENT

9

Ground Handling Agencies - Air Craft - Advantage of Air shipment - Economics of Air Shipment - Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business

UNIT - II AIR CARGO

9

Air Cargo Console - Freightling of Air Cargo - Volume based Calculation of Freight - Weight based Calculation of Freight - Import Documentation - Export Documentation

UNIT- III AIRWAY BILLS

9

Airway Bills - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA -Licensing of Agencies - Sub Leasing of Agencies - freight carriers by scheduled freight tonne kilometers flown

UNIT - IV CARGO VILLAGE

9

History of Dubai Cargo Village - Location of DCV - Equipment and Handling at DCV - Operations - Advantage of Sea Air Cargo - Why Sea Air Cargo is Cheaper - Why Air freight from Dubai is Cheaper?

UNIT - V DG CARGO

9

DG Cargo by Air - Classification and labelling - Types of Labels according Cargo – Samples of Labels
- Packing and Transportation of DG Goods by Air

TOTAL: 45 PERIODS

COURSE OUTCOMES:

- CO1: Understand ground handling, aircraft advantages, and economics in air shipment. (K2)
CO2: Demonstrate knowledge of air cargo logistics, including freight calculations and documentation. (K2)
CO3: Explain the significance of airway bills, IATA, and licensing in air cargo. (K2)
CO4: Analyze the history, location, and advantages of Dubai Cargo Village and factors influencing air freight cost from Dubai. (K2)
CO5: Comprehend the classification, labeling, and transportation of Dangerous Goods (DG) by air. (K2)

TEXT BOOKS:

1. Yoon SeokChang,Air Cargo Management, CRC Press, 2015.
2. Xie Chun Xun Zhu, Air Cargo Management Introduction - Aviation Logistics, Management Series (Chinese Edition), Southeast University Press, 2006.
3. Hampton Simon Taylor, Air transport logistics, CRC Press, 2000.

REFERENCES:

1. Paul, Air cargo distributions: a management analysis of its economic and marketing benefits, Jackson and William Brackenridge (Gower Press), 1988.
2. Peter S. Smith, Air freight: operations, marketing and economics, Chu (Boston : Kluwer Academic Publishers), 2004.

24MB3L5

CONTAINERIZATION AND ALLIED BUSINESS

L T P C 3 0 0 3

COURSE OBJECTIVES:

- To provide an overview of the various elements of containerization and allied businesses
- To realize the potential of containerization and allied businesses

UNIT –I BASIC CONCEPT OF CONTAINERIZATION 9

Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.

UNIT –II FREIGHTING AND SIZE OF CONTAINER 9

Container shipping business - FCL and LCL sea freight products - Freighting of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation

UNIT – III CHARACTERISTICS AND PHYSICAL OPERATIONS 9

Containerisation: Concept, Classification, Benefits and Constraints, Container terminal business- World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity and profitability- Inland container Depots(ICD)Roles and functions - Container Freight Stations(CFS),Clearance at ICD, CONCOD,ICD's under CONCOD, Charting: Kinds of Charter, Charter Party and Arbitration.

UNIT – IV CONTAINER TYPES AND BUSINESS 9

Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange.

UNIT – V MULTIMODAL TRANSPORT 9

Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container imbalance.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

- CO1: Understand container history and types. (K2)
- CO2: Grasp container shipping business and optimization strategies. (K2)
- CO3: Analyze container terminal operations and shipping charting. (K2)
- CO4: Explore container manufacturing, leasing, and maintenance. (K2)
- CO5: Examine alternate container uses and multimodal transport options. (K2)

REFERENCES:

1. Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.
2. Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.
3. Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

24MB3L6**EXIM MANAGEMENT****L T P C 3 0 0 3****COURSE OBJECTIVES:**

- To enlighten the students about the major functions in export and import processes.
- To provide the expertise for solving issues related to requirements in EXIM management.

UNIT – I FUNDAMENTALS OF IMPORT AND EXPORT 9

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy- Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010

UNIT - II OVERVIEW OF EXPORT AND IMPORT 9

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses

UNIT - III DOCUMENTATION FRAMEWORK 9

Import for industrial use / trading - Import Documentation and Customs clearance procedures- Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import

UNIT - IV CREDIT AND PAYMENTS 9

Payment methods in Foreign Trade - Documentary Credit / Letter of Credit–LOU-UCP 600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies - Managing payment risks.

UNIT - V CUSTOMS CLEARANCE AND AGENCIES 9

Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

- CO1: Understand foreign trade's role and institutional framework. (K2)
 CO2: Acquire knowledge in export marketing, contracts, documentation, and logistics. (K2)
 CO3: Grasp import documentation, customs clearance, and logistics roles. (K2)
 CO4: Learn foreign trade payment methods and risk management strategies. (K2)
 CO5: Understand service providers' roles in EXIM transactions, including customs clearance, transport, and inspection. (K2)

REFERENCES:

1. Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. UshaKiranRai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

COURSE OBJECTIVES:

- To provide the knowledge about fundamentals of shipping management
- To equip the students with the knowledge of shipping, ship building and repair

UNIT I INTERDICTION OF SHIPPING

9

Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.

UNIT II LINER SHIPPING OPERATIONS

9

Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions

UNIT III DRY BULK BUSINESS

9

Dry Bulk shipping business- World's leading dry bulkports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.

UNIT IV TANKER OPERATIONS AND BUSINESS

9

Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them- Types of tankers and gas carriers - Tanker freighting system (world scale) -Factors affecting Tanker markets-Marine pollution conventions.

UNIT V SHIP BUILDING AND REPAIR

9

Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations-Ship building and repair yards -Financing the Shipping industry - Marine insurance providers.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

- CO1: Understand shipping's role and types of ships and cargoes. (K2)
 CO2: Grasp liner shipping business, services, rates, and documentation. (K2)
 CO3: Comprehend dry bulk shipping, ports, ship types, and chartering. (K2)
 CO4: Learn liquid bulk shipping, tanker types, freighting, and market factors. (K2)
 CO5: Understand service providers, including ship management, ports, and marine insurance. (K2)

REFERENCES:

1. Michael Robarts, Branch's Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3. Review of Maritime Transport, UNCTAD, 2014.
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

COURSE OBJECTIVES:

- To enlighten the students about the major functions in the port and terminal management
- To expose the students on the trends in port and terminal management

UNIT – I INTRODUCTION TO PORT AND TERMINAL 9

Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).

UNIT – II PORT OPERATIONS 9

Design features of facilities in ports for handling various cargoes - Organization structure in Ports -Delivery of port services and the relationship between various departments - Marine Department –Traffic Department – other departments.

UNIT – III PORT MARKETING AND SERVICES 9

Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland – Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.

UNIT – IV PORT PERFORMANCE 9

Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.

UNIT – V PORT SECURITY AND ISSUES 9

Environmental issues connected with Ports & Terminals - Health and safety issues - Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

- CO1: Understand ports' role, economic impact, and types. (K2)
 CO2: Grasp port operations, design, and organization structure. (K2)
 CO3: Learn port marketing, pricing, and total logistics cost. (K2)
 CO4: Measure port performance in vessel turnaround time and cargo handling. (K2)
 CO5: Understand environmental, health, safety, and security issues in ports. (K2)

REFERENCES:

1. Maria G. Burns, Port Management and Operations, CRC Press, 2014.
2. Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2008
3. H. Ligteringen, H. Velsink, Ports and Terminals, VSSD Publishers, 2012.
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

Infrastructure and Real Estate Management

COURSE OBJECTIVE:

To study the concepts of construction economics and finance such as comparing alternatives proposals, evaluating alternative investments, management of funds, Insurance procedures, risks involved and economics of costing.

UNIT I BASIC PRINCIPLES**9**

Time Value of Money - Cash flow diagram - Nominal and effective Interest - Continuous interest -Nominal and effective interest- continuous interest . Single Payment Compound Amount Factor(P/F,F/P) – Uniform series of Payments (F/A,A/F,F/P,A/P)– Problem time zero (PTZ)- equation time zero (ETZ). Constant increment to periodic payments – Arithmetic Gradient(G), Geometric Gradient(C)

UNIT II MARKET STRUCTURE AND CONSTRUCTION ECONOMICS**9**

Types of Market Structure in the Construction Industry – Markets and the competitive environment Perfect competition - Monopolistic competition - Oligopoly - Monopoly – Characteristics and economic Profit – Construction Economics – BOOT, BOT, BOO Methods - Depreciation – Inflation Taxes

UNIT III EVALUATING ALTERNATIVE INVESTMENTS**9**

Present worth analysis, Annual worth analysis, Future worth analysis, Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis, Benefit/Cost Analysis, Break Even Analysis- Replacement Analysis- Equipment Replacement Analysis.

UNIT IV FUNDS MANAGEMENT**9**

Project Finance - Sources - Working capital management- Inventory Management- Mortgage Financing-- Interim construction financing - Security and risk aspects 81

UNIT V ECONOMICS OF COSTING**9**

Construction accounting-Chart of accounts- Meaning and definition of costing - Types of costing -Methods of calculation (Marginal costing, cost sheet, budget preparation) – Equipment Cost Replacement Analysis - Role of costing technique in real estate and infrastructure management.

TOTAL: 45 PERIODS**COURSE OUTCOME:**

CO1: Understand financial concepts like time value of money and calculations. (K3)

CO2: Grasp market structures, construction economics, and financing methods. (K3)

CO3: Learn investment evaluation techniques and analysis methods. (K3)

CO4: Understand funds management, project finance, and risk in construction. (K3)

CO5: Comprehend construction accounting, costing, and its role in real estate and infrastructure. (K3)

REFERENCES

1. Pandey, I.M, Financial Management, 12th Edition Vikas Publishing House Pvt. Ltd., 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, 2010.
5. Patel, B M, Project management- strategic Financial Planning, Evaluation and Control, Vikas Publishing House Pvt. Ltd. New Delhi, 2000.

COURSE OBJECTIVES:

- To create an awareness on the various environmental issues in an urban scenario and give an exposure to the urban water resources and its management.
- To impart knowledge on the stages of works involved in a water supply project of a city, safe wastewater collection system for generated wastewater and its management

UNIT I URBAN ENVIRONMENTAL ISSUES**9**

Urbanization- Population growth scenario -Migration - Pollution of surface water resources - Rivers,tanks, channels - Ground water exploitation - Waste water -Characteristics -Pollution problems -Solid waste -Air pollution - CPCB norms.

UNIT II URBAN MASTER PLANS**9**

Planning and organizational aspects -Urban waste resources management - Water in urban ecosystem -Types of storage -Magnitude of storage -Storage capacity of urban components -Percolation ponds -Temple tanks -Rainwater harvesting -Smart city project planning - Green Building - LEED certification -Green audit

UNIT III URBAN WASTEWATER MANAGEMENT**9**

Sewage generation -Storm drainage estimation -Industry contribution -Wastewater collection system-Separate and combined system -Hydraulic design of sewer and storm drain -Wastewater treatment-Disposal methods -Concept of decentralization - 3R concepts.82

UNIT IV MUNICIPAL SOLID WASTE MANAGEMENT**9**

Sources of solid waste -Characteristics -Rate of generation -Segregation at source -Collection of solid waste -Methods of collection -Route analysis -Transfer and transfer stations -Processing and disposal of solid waste.

UNIT V CASE STUDIES**9**

Environmental economics- Social and physiological aspects of pollution - Successful urban management -Models- Urban management-Case studies from developed nations -Software.

TOTAL :45 PERIODS**COURSE OUTCOMES:**

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

- CO1: Understand urban environmental issues, including population growth, migration, and pollution. (K2)
- CO2: Grasp urban planning, waste management, water resources, and smart city projects. (K2)
- CO3: Learn wastewater management, sewage, storm drainage, and treatment. (K2)
- CO4: Understand solid waste management, sources, collection, and processing. (K2)
- CO5: Explore environmental economics, social aspects of pollution, and successful urban management. (K2)

REFERENCES

1. George Tchobanoglous, Hilary Theisen and Samuel A, Vigil “Integrated Solid Waste Management”, McGraw Hill Publishers, New York, 1993.

1. Martin P. Wanelista and Yousef.“Storm Water Management and Operations”, John Wiley and Sons, 1993.

**24MB3R3 SMART MATERIALS, TECHNIQUES AND EQUIPMENTS L T P C 3 0 0 3
FOR INFRASTRUCTURE**

COURSE OBJECTIVE:

□ To give an exposure on the advanced materials, techniques and equipments used in infrastructure industry.

UNIT I SPECIAL CONCRETES

9

Concrete -Behavior of concrete - High strength and high performance concrete - Fibre reinforced concrete - Self compacting concrete - Bacterial concrete -Reactive powder concrete - Ready mix concrete -Geopolymer concrete -Alternative materials for concrete.

UNIT II METALS

9

Steels - New alloy steels - Coatings to reinforcement - Cold formed steel -Aluminum and itsproducts - Applications. Composites: Plastics - Reinforced polymers- FRP -Applications. Smart and intelligent materials: smart and intelligent materials for intelligent buildings - Special features.

UNIT III ADVANCED CONSTRUCTION TECHNIQUES

9

Sub structure construction: Box jacking- Pipe jacking- Under water construction of diaphragmwalls and basement- Tunneling techniques-Cable anchoring and grouting- Driving diaphragmwalls, sheet piles, laying operations for built up offshore system- Shoring for deep cutting- Large reservoir construction -Trenchless technology.

UNIT IV SUPERSTRUCTURE CONSTRUCTION FOR BUILDINGS

9

Vacuum dewatering of concrete flooring- Concrete paving technology- Techniques of construction for continuous concreting operation in tall buildings of various shapes and varyingsections - Launching techniques suspended form work -Erection techniques of tall structures,large span structures- Launching techniques for heavy decks -Inset pre-stressing in high risestructures, aerial transporting, handling, erecting lightweight components on tall structures.83

UNIT V CONSTRUCTION OF SPECIAL STRUCTURES

9

Erection of lattice towers and rigging of transmission line structures- Construction sequence incooling towers, silos, chimney, sky scrapers, bow string bridges, cable stayed bridges -Launching and pushing of box decks - Advanced construction techniques of offshore structuresConstruction sequence and methods in domes and prestress domes -Support structure for heavy equipment and conveyor and machinery in heavy industries - Erection of articulated structures,braced domes and space decks. Demolition Techniques -Advanced techniques and sequence in demolition and dismantling.

TOTAL :45 PERIODS

COURSE OUTCOMES:

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

1 CO 1: explain the properties and applications of special concretes, composites, smart and intelligent materials(K2)

2 CO 2: identify and explain advanced construction techniques used for sub structure construction(K2)

3 CO 3: select appropriate techniques for super structure construction of buildings(K2)

4 CO 4: select suitable techniques for construction of special structures(K2)

5 CO 5: choose relevant technique for demolition and dismantling works(K2)

REFERENCES

1. Robertwade Brown, "Practical foundation Engineering handbook", McGraw Hill Publications,1995.
2. Sankar S.K. and Saraswathi. S, "Construction Technology", Oxford University Press, New Delhi,2008.

COURSE OBJECTIVE:

□ To provide the participants with a good knowledge on real estate marketing and management.

UNIT I CONCEPT**9**

Fundamental concepts and techniques involved in real estate development process- Role of various organizations - CREDAI- BAI etc

UNIT II EVENTS AND PRE-PROJECT STUDIES**9**

Modeling sequential events in real estate development process - Site evaluation - Land procurement- Development Team assembly - Market study

UNIT III DEVELOPMENT PLANNING & APPROVAL PROCESS**9**

Identifying technical inputs required, planning objectives, front end clearances from various authorities, timing of the project and scheduling

UNIT IV CONSTRUCTION AND PROJECT MANAGEMENT**9**

Identifying the elements of infrastructure and the resource mobilization, disaggregating the project components, mobilizing the human and fiscal resources procuring and storing materials

UNIT V PROJECT MARKETING & HANDING OVER**9**

Over of the completed project- Communication tools required for presenting the project -In housesales promotion -Franchisee system -Joint venture and sharing issues-Procedure and laws relating to transfer of completed project.

TOTAL :45 PERIODS**COURSE OUTCOMES:**

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

CO1: Understand real estate development concepts and organizational roles. (K2)

CO2: Model events in the development process, focusing on site evaluation and market study. (K2)

CO3: Identify technical inputs, planning objectives, and approval processes for real estate projects. (K2)

CO4: Manage construction and project elements, mobilizing resources and procuring materials. (K2)

CO5: Learn project marketing and completion strategies, including communication tools and legal aspects. (K2)

REFERENCES:

1. Fillmore W Galaty, "Modern real estate practice" (2002); Dearborn Trade publishing, New York, USA
2. Tanya Davis, "Real estate developer's handbook" (2007), Atlantic pub company, Ocala, USA.

24MB3R5 VALUATION OF REAL ESTATE AND INFRASTRUCTURE ASSETS L T P C 3 0 0 3

COURSE OBJECTIVE:

- To gain knowledge about the valuation of different infrastructure assets

UNIT I REAL ESTATE VALUATION 9

Scope and objectives -Concepts of valuation - Types of value - Value vs Price vs Cost-Different methods of valuation- SWOT analysis

UNIT II APPROACHES TO REAL ESTATE VALUATION 9

Sales comparison approach - Cost approach - Income approach - SWOT analysis

UNIT III VALUATION OF VARIOUS CATEGORIES OF REAL ESTATE 9

Residential real estate valuation - Commercial real estate valuation - Industrial real estate valuation -Retail real estate valuation- Mixed-use real estate valuation

UNIT IV INFRASTRUCTURE ASSET VALUATION 9

Objective and approaches-Different categories of infrastructure assets- Valuation methodology- Key operational and financial parameters -Valuation framework and models.

UNIT V SECTORAL INFRASTRUCTURE VALUATION 9

Power sector- IT sector - Telecom sector - Aviation-Education sector- Other service sectors- Plant and Machinery -Case studies

TOTAL :45 PERIODS

COURSE OUTCOMES:

CO1: Understand real estate valuation concepts and methods. (K3)

CO2: Apply sales, cost, and income approaches in real estate valuation. (K3)

CO3: Value various real estate categories, including residential, commercial, industrial, retail, and mixed-use properties. (K3)

CO4: Learn infrastructure asset valuation and operational parameters. (K3)

CO5: Explore sectoral infrastructure valuation, including power, IT, telecom, aviation, education, and other service sectors. (K3)

REFERENCES:

1. Infrastructure valuation –Frederic Blanc - Brude and MajidHasan, EDHEC Risk Institute
2. Infrastructure Asset Management - Frederic Blanc - Brude and MajidHasan, EDHEC Risk Institute
3. Valuation techniques for infrastructure investment decisions, Michael J. Garvin, Department of Civil Engineering and Engineering Mechanics , Columbia University
4. <https://www.thebalance.com/different-types-of-real-estate-investments-you-can-make-357986>
5. http://rbsa.in/valuation_of_infrastructure_assets_specialized_assets.html
6. http://edhec.infrastructure.institute/wp-content/uploads/publications/blanc-brude_2015a.pdf
7. Application of Real Options in Infrastructure Projects Charles Y.J. Cheah, PhD, CFA

TOURISM MANAGEMENT

COURSE OBJECTIVE:

- ☐ To enable the students to enhance the skills and knowledge on travel industry and its types.

UNIT I INTRODUCTION**9**

Travel Industry – modes of Travel – Air, Rail, Road, Sea, Authorities; Classification of travels- Inbound & Outbound Tours- Classification

UNIT II TRAVEL AGENCY**9**

Introduction to Travel Trade: Historical Background of Travel Trade, Significance of Travel Agency Business, Meaning of Travel Agency- Types of Travel Agent- Full Service Agency, Commercial Agency, Implant Agency, Group / Incentive Agency, Types of Tour Operator Inbound, Outbound , Domestic, Ground and Specialized.

UNIT III COMPONENTS OF TRAVEL MANAGEMENT**9**

Market Survey and Research , A Guide to Marketing of Leisure Activities, Marketing Techniques of a Travel management - Marketing of Conferences, Congress, Conventions, Incentive Travel, Workshops, Seminars, MICE, Fare constructions and Scheduling – railway and airlines, consumer mix, Rules and regulations for registration - International Travel Formalities- Foreign Exchange Regulations, passport, visas, Clearances and other Procedures.

UNIT IV CARGO MANAGEMENT**9**

Air & Sea , Pre-requisites, Different types of Cargo, Documentations, Cargo Rates, Loading, Manifestation, Transshipment, Handling at Destination, Regulations.

UNIT V MODERNIZATION AND TRENDS IN TRAVEL INDUSTRY**9**

Impact of Liberalization, Strategic trends in Travel Industry- Disinvestments, Takeovers, Consolidations, and Acquisitions in Travel Industry.

TOTAL : 45 PERIODS**COURSE OUTCOME:**

CO1: Understand travel industry modes and classifications. (K2)

CO2: Comprehend types of travel agencies and tour operators. (K2)

CO3: Learn marketing techniques, leisure activities, and fare constructions in travel management. (K2)

CO4: Understand cargo management in air and sea travel. (K2)

CO5: Explore the impact of liberalization and trends in the modern travel industry. (K2)

REFERENCES:

1. Chand, M. (2009), Travel Agency Management: An Introductory Text. Anmol Publications Pvt. Ltd., New Delhi.
2. Swain, S.K. & Mishra, J.M. (2012). Tourism: Principles & Practices. Oxford University Press, New Delhi.
3. Holloway, J.C. (2012), The Business of Tourism, Prentice Hall, London,
4. Roday, S, Biwal.A & Joshi.V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi.
5. Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London.

24MB3T2

TOURISM PRODUCTS IN INDIA

L T P C3 0 0 3

COURSE OBJECTIVE

□ To enable the students to understand the tourist resources in India, prepare a theme based tour itinerary and manage the tourist destinations travel.

UNIT I INTRODUCTION

9

Tourism Products: Definition, Concept, Characteristics and Classification. Cultural Heritage of India — Stages of evolution, continuity. Heritage - Types of Heritage Tourism, Heritage Management Organizations.

UNIT II NATURAL RESOURCES

9

Natural resources: Wildlife sanctuaries - National parks - Biosphere reserves – Backwater Tourism - Mountain and Hill Tourist Destinations – Islands, Beaches, Caves&Deserts of India.

UNIT III TOURISM CIRCUITS

9

Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits -Heritage Circuits - Wildlife Circuits.

UNIT IV MANMADE DESTINATIONS AND THEME PARKS

9

Manmade Destinations: Locations of Adventure sports - Commercial attractions -Amusement Parks – Gaming - Shopping - Live Entertainments – Supplementary accommodation - House boats – Tree houses - Home stays - Tourism by rail – Palaeon wheels - Zoological and Botanical Garden.

UNIT V CONTEMPORARY DESTINATIONS IN INDIA

9

Places and Packages for Ecotourism, Rural Tourism, Golf Tourism, Medical Tourism and Pilgrimage Tourism - Camping Tourism.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

CO1: Understand tourism products, characteristics, and cultural heritage. (K2)

CO2: Learn about natural resources in tourism, including wildlife, national parks, and various destinations. (K2)

CO3: Explore major tourism circuits in India, covering religious, heritage, and wildlife circuits. (K2)

CO4: Discover manmade destinations and theme parks, including adventure sports and accommodations. (K2)

CO5: Examine contemporary destinations in India, including ecotourism, rural tourism, golf tourism, medical tourism, and pilgrimage tourism. (K2)

REFERENCES:

1. S.P. Gupta (2003), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2. Jacob, R. (2012). Indian Tourism Products. Abhijeet publications.
3. Hussain.A.K (2000). The National Culture of India. National Book Trust, New Delhi.
4. Sahai, S. (2006), Indian Architecture: Hindu Buddhist and Jain. Prakash Books.
5. The Gazette of India: History and Culture, Vol.2

24MB3T3 ACCOMMODATION AND HOUSE KEEPING MANAGEMENT L T P C3 0 0 3

COURSE OBJECTIVES:

- To study the flow of activities and functions in lodging operations.
- To make the learner to understand about the operation and the management of front office and Housekeeping departments in hotels.

UNIT I INTRODUCTION

9

Hotel Industry – Classification of hotels – Other types of lodging – Types of rooms – Tariff Plans – Duties & Responsibilities of front office personnel – Inter-department coordination.

UNIT II FRONT OFFICE MANAGEMENT

9

Room Reservation – Types of reservation – Front office accounting – Registration – Lobby and well desk operations – Guest Services – Settlements – Safety & Security – Night Audit - Yield Management – Budgetary Control.

UNIT III HOUSE KEEPING MANAGEMENT

9

Importance of housekeeping – Departmental Structures – Coordination with other departments – Duties & Responsibilities of Executive housekeeper, Asst. Executive housekeeper, floor supervisor, room attendant – House Keeping Control desk.

UNIT IV HOUSE KEEPING FUNCTION

9

Linen & Uniform – Laundry: Equipment, detergents, Stain removal, Laundry Process flow– Sewing – Cleaning Practice: Equipment, Cleaning agents, Cleaning methods – Pest Control – Public area cleaning and maintenance.

UNIT V INFRASTRUCTURE MANAGEMENT & OTHER SOURCES

9

Elements of Interior Decoration & Design – Colours – Furniture – Floor – Lighting – Floral art – Textiles – Carpets – Catering Services – Wellness & Fitness Services – Leisure & Travel Services – Business Services – Concierge services - Innovative ideas.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

- CO1: Understand hotel industry, lodging types, room categories, and tariff plans. (K2)
- CO2: Learn front office management, including reservation, accounting, guest services, and safety. (K2)
- CO3: Grasp the importance of housekeeping, departmental structures, and coordination. (K2)
- CO4: Explore housekeeping functions, including linen, laundry, cleaning practices, and pest control. (K2)
- CO5: Learn infrastructure management and additional services like decoration, catering, wellness, leisure, and concierge. (K2)

REFERENCES:

1. James , Hotel Front Office Management, 5th Edition, Wiley, 2014.
2. Sudhir Andrews. Text book of Hotel Housekeeping Management & Operations, Tata McGraw Hill, 2008.
3. Jatashankar R. Tiwari, Hotel Front office & Operations management, Oxford University Press, 2009.
4. Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012.
5. Ahmed Ismail. Front Office Operations and Management. Cengage Learning.
6. Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Management. Second Edition. Oxford 2007.
7. Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2nd edition, 2011.

24MB3T4

TRAVEL MEDIA AND PUBLIC RELATIONS

L T P C 3 0 0 3

COURSE OBJECTIVES:

- ☐ To facilitate in the understanding of travel media and its role in tourism promotion through public relations.
- ☐ To impart and equip the students with practical know-how on travel writing and dynamics of making of travelogues.

UNIT I HISTORICAL UNDERSTANDING OF MASS MEDIUMS

9

History of print media – Global and Indian context, Advent of printing; British and American streams of journalism; Overview of world mass media -- Sky Invasion, Newspapers and Globalization, Role of Travel Media

UNIT II COMMUNICATION MESSAGE AND ITS CONSTRUCTION

9

Idea of a successful message; Ethics, Standards and Practices; Relevance of effective messages, interpretation of cues; How and what you communicate; Self-awareness in travel communication – Power of message/words; Organization – converting information into convenient understandable messages, Interpretation – how easily the thoughts of the source is organized for the receiver to interpret it correctly

UNIT III TRAVEL WRITING

9

News Worthiness of developed Ideas; Writing Travel Pieces; Writing and Submitting Stories for Travel Mediums; Articles and Short Pieces, Travel Magazines, Travel Newsletters, Travel and Guide Books; Travel Reviews; the Internet; Coffee Table Books and Anthologies; Preparing Scripts for Travel Programs; Conducting Interviews; Visual support

UNIT IV GENERAL INTRODUCTION TO PUBLIC RELATIONS

9

Public Relations Fundamentals – Definitions, Practices, Strengths -Duties and responsibilities of a Public relations manager, Code of ethics, Emergence of Public Relations –from ancient times to Modern- the changing role of PR. Grunig and Hunt's four models. Public Relations in India – a historical perspective- pre and post independence era-liberalised economy and corporate -PR in India growth and challenges.

UNIT V ROLE OF PUBLIC RELATIONS

9

Standard PR Tools and Most Common Travel/Tourism PR Tools, PR at Hotels and Lodging Establishments, Restaurant Public Relations, Transportation Public Relations, Destination and Tourist Attraction PR, What Travel and Tourism Employers Should Understand About PR

TOTAL: 45 PERIODS

COURSE OUTCOME:

- CO1: Learn the history of print media and its role in travel. (K2)
- CO2: Understand how to construct effective communication messages with ethics and interpretation. (K2)
- CO3: Develop skills in travel writing for various mediums like magazines, the internet, and guidebooks. (K2)
- CO4: Get an introduction to public relations, its fundamentals, and its historical perspective in India. (K2)
- CO5: Explore the role of public relations in travel, covering tools and applications in hotels, restaurants, transportation, destinations, and attractions. (K2)

REFERENCES :

1. Seema Hasan, Mass Communication Principles and Concepts, 2nd Edition, CBS Publishers & Distributors Pvt Ltd, 2016
2. Dennis E. Deuschl, Travel and Tourism Public Relations – An Introductory Guide for Hospitality Managers, Routledge, 2011
3. Keval J. Kumar, Mass Communication in India, 4th Edition, JAICO Publishing House, 2010
4. Annamalai Murguan, Tourism and Public Relations, Kalpaz Publications, 2013

COURSE OBJECTIVE:

□ To prepare the learners with knowledge and skills essential to understanding and manage the needs of destination

UNIT I INTRODUCTION**9**

Tourists destination-concepts/ notions; Destination- Elements of Tourists Destination - Characteristics of successful destination- Uniqueness of destination management Sustainable Tourism Development : Meaning , Principles and Practices

UNIT II TOURISM DESTINATION PLANNING**9**

Tourists destination development; planning and development of tourism; Traditional and contemporary approaches to destination planning- History & Influence on planning- Factors affecting the planning process- Stages in destination planning Benefits of strategic plans Outcome of destination planning - Strategic Plans. Environment Analysis, Resource Analysis, Regional Environment analysis. Market analysis, competitor's analysis

UNIT III DESTINATION PRODUCT DEVELOPMENT & PROMOTION**9**

Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies. Segmenting, Targeting, and Positioning. Destination branding, Destination Image, Resort development-Types, Planning and Development

UNIT IV TOURISM DESTINATION MANAGEMENT**9**

Stakeholders in destination management- Destination governance- Destination Management organization (DMO) Partnership and Team-building – Leadership and Coordination Community Relations & Roles Tourists Destination - Destination Information and Communication Technologies - Future of Destination Management

UNIT V EMERGING TRENDS IN DESTINATION MANAGEMENT**9**

Environmental Management Systems -Integrated Coastal Zone Management- Eco-friendly Practices -Water Conservation- Energy Efficiency - Waste Management –Commoditization Community Participation– Responsible tourism - Space Tourism - Recent Trends – Best Practices.

TOTAL : 45 PERIODS**COURSE OUTCOME:**

CO1: Understand tourist destination concepts and sustainable tourism practices. (K2)

CO2: Explore traditional and contemporary approaches to destination planning. (K2)

CO3: Examine destination marketing, competitiveness, and communication strategies. (K2)

CO4: Learn about stakeholders, governance, and the role of technology in destination management. (K2)

CO5: Explore emerging trends like eco-friendly practices and responsible tourism. (K2)

REFERENCES:

1. C.Gunn (2002), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.
2. Krishan K. Kamra, Managing Tourist Destination: Development, Planning, Marketing & Policies, Kanishka Publishers, 2005.
3. Alastair Morrison, Marketing & Managing Tourism Destination, Routledge Publications, 2013.
4. Nigel Morgan, Annette Pritchard & Roger Pride (2011), Destination branding: Creating the Unique Proposition, Butterworth and Heinemann , 3 rd edition.

COURSE OBJECTIVE:

□ To make the students knowledgeable in tour operations and its related documentation. The student will study the tour preparation, marketing tour products and the role of guides and escorts in tour operations.

UNIT I TOUR INDUSTRY**9**

Tour operations business – definition, evolution; Types of tours – inbound, outbound, escorted, guided, types of package tours and operators; factors affecting tour design and selection; Tourism intermediaries - mass-market package holidays, specialist tour operators, domestic & international, collaborative tourism.

UNIT II ITINERARY PREPARATION**9**

Itinerary Preparation - meaning, types, Resources and steps of preparation, Do's and don'ts of itinerary preparation; Tour Formulation and Designing Process - Starting of tour operations business, departments of tour operations, tour departure procedure, activities.

UNIT III TOUR OPERATIONS BUSINESS**9**

Tour operations process, research, planning, costing, costing elements; Tour operations business – role, relevance, tour operational techniques – Booking a tour, reservations, hotel booking procedures, boarding bus/coach, emergency procedures, finance details, travel insurance, Foreign Exchange, Cargo, documentation, food and beverages, transportation delays; Recognition - IATA Accreditation - Recognition from Government; Travel trade organizations – Objectives, activities and functions.

UNIT IV MARKETING AND PROMOTION OF TOUR**9**

Marketing and promotion of tour – marketing strategies of tour operation business, tour brochure, how to prepare a tour brochure, items to be included in tour brochure, tools used to market tour packages, Indian and world tourism day; Promotion of Tour Operation – Mix and Media, Types of media, Selection criteria; Tour Pricing - Calculation of Tour Price - Pricing Strategies.

UNIT V GUIDING AND ESCORTING**9**

Guiding and escorting – meaning, concepts, golden rules of guiding, difference between guide and escort, skills, responsibilities of guides, interpreting sites, escorts, personal hygiene, grooming, pre, post, and during tour responsibilities, checklist, safety and security, insurance, first aid, emergency handling, leading a group, code of conduct.

TOTAL:45 PERIODS**COURSE OUTCOME:**

- CO1: Learn about different types of tours and tourism intermediaries in the tour operations business. (K2)
 CO2: Understand the process of preparing itineraries, including types, resources, and steps involved. (K2)
 CO3: Explore the various aspects of tour operations, such as planning, costing, and the recognition process. (K2)
 CO4: Examine marketing and promotion strategies, including brochure preparation and tour pricing. (K2)
 CO5: Gain knowledge about guiding and escorting principles, responsibilities, safety, and emergency handling. (K2)

REFERENCES:

1. K. Bhatia, Business of Travel Agency & Tour Operations Management, Sterling Publishers, 2012.
2. Jagmohan Negi, Travel Agency and Tour Operation Concepts and Principles, Kanishka Publishers & Distributors, 2006.
3. Lalita Sharma, Travel Agency & Tour Operation Concepts and Principles, Centrum Press, 2010.

COURSE OBJECTIVE:

□ To introduce the student to the broad base of study needed for understanding of the fundamentals of and issues in leisure and recreation management.

UNIT I INTRODUCTION TO LEISURE**9**

Introduction, the historical analysis of leisure, Leisure – the social context, Demand for leisure, leisure participation and leisure behavior, Supply for leisure, leisure places, spaces and environment, Planning, managing and marketing leisure.

UNIT II SECTORS IN LEISURE**9**

The public, private and voluntary sectors in leisure provision, Leisure and the experience economy: the cultural industries and entertainment, Urban leisure, Coastal leisure, Rural leisure, Future of leisure.

UNIT III INTRODUCTION TO RECREATION**9**

Recreation: an overview - Recreation & Leisure Participation and Behavior - Role in Health & Well-Being - Leisure & Culture - Mass Leisure: Popular Culture & Purple Leisure – Balancing Leisure & Work services.

UNIT IV RECREATION MANAGEMENT**9**

Recreation Theories -Impact of recreation on tourism - Recreation Resource Management -Recreational and Tourist Motivation - Barriers to Recreation - Gender and Social Constraints Tourism and recreation planning and policy - Urban and rural recreation – Relationships between leisure, recreation and tourism.

UNIT V RECENT TRENDS**9**

Trends in the recreation industry- Tourists and recreational demand for wilderness, National Parks and natural areas - Supply of the wilderness and outdoor recreation experience Tourism recreation and climate change - - Environmental perspectives on coastal recreation and tourism. Technology Impacts on Recreation & Leisure

TOTAL: 45 PERIODS**COURSE OUTCOME:**

- CO1: Understand leisure history, demand, planning, and marketing. (K2)
 CO2: Explore public, private, and cultural sectors in leisure. (K2)
 CO3: Study recreation's role in health, mass leisure, and work services. (K2)
 CO4: Learn about recreation theories, tourism impact, and resource management. (K2)
 CO5: Analyze recent trends, including wilderness demand and technology impact. (K2)

REFERENCES:

1. Stephen J. Page and Joanne Connell, Leisure – An Introduction, Pearson Education Limited, 2010.
2. George Torkildsen (2000), Leisure and Recreation Management, Fourth Edition, E&FNSpon, London.
3. Daniel D. McLean and Amy R. Hurd, Kraus' Recreation and Leisure in Modern Society, Jones and Bartlett Learning, 10th Edition, 2015.
4. William C. Gartner & David W. Lime (2000), Trends in Outdoor, Recreation, Leisure and Tourism, CABI, London.
5. Chris Ryan (2006), Recreational Tourism, Demands and Impacts, Viva Books, New Delhi.
6. Michael Hall.C. & James Higham (2006), Tourism, Recreation and Climate Change, Viva Books, New Delhi.

VALUE ADDED COURSES

OBJECTIVES

- To understand the Principles of Digital Marketing
- To learn the applications of Search Engine Optimization, Search Engine Marketing
- To learn the applications of Social Media Optimization, Social Media Marketing with respect to Facebook, Twitter, LinkedIn & YouTube, Email Marketing
- To learn the applications of E-mail Marketing

- 1) **Principles of Digital marketing** (1)
 - Introduction to Online Marketing – Online Marketing Types
- 2) **Search Engine Optimization (SEO)** (3)
 - Introduction to SEO- Search Engine Algorithms and Updates- On page /Off Page Optimization strategies- Reports and SERP Management- Google My Business- Competition Analysis
- 3) **Search Engine Marketing (SEM)** (3)
 - Introduction to SEM- AdWords tools- Campaign Setup- AdGroups and Keywords setup- Bidding strategies- Google AdWords account and billing settings
- 4) **Social Media Optimization (SMO)** (6)
 - Introduction to Social Media Marketing(SMM)- *Facebook, Twitter, LinkedIn, Instagram* - account setup- business page setup- Types of Business pages- Increase the Likes to page- Increase the Follows to page- Page management options- Types of Posts and Statistics – Groups; *YouTube* - Creating a Channel – Uploading and Optimising the videos- Get more Subscribe and views; Impact of Social Media marketing on SEO
- 5) **Email & Referral Marketing(2)**
 - Introduction to Email Marketing, Benefits of email marketing, Email Marketing Software, Designing Newsletters - Referral marketing and its significance.

TOTAL: 30 PERIODS**Outcomes**

1. **CO1:**Apply Search Engine Optimization **(K3)**
2. **CO2:**Apply Search Engine Marketing tools and techniques**(K3)**
3. **CO3:**Apply Social Media Optimization **(K3)**
4. **CO4:**Apply Social Media Marketing with respect to Facebook, Twitter, LinkedIn & YouTube, Email Marketing tools and techniques **(K3)**
5. **CO5:**Apply E-mail Marketing tools and techniques. **(K3)**

Reference books

- Mastering Online Marketing;MagnusUnemyr ;Amazon Asia-Pacific Holdings Private Limited; ASIN : 4LF2B4510B
- Seema Gupta, “Digital Marketing”, Mcgraw Hill, 2nd Edition 2020
- Simon Kingsnorth, “Digital Marketing Strategy”, Kogan Page, 2nd edition, 2019

OBJECTIVE :

- **This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.**

UNIT I EVENT CONTEXT**3**

History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession –Perspectives on event : Government, Corporate & Community – Code of Ethics.

UNIT II EVENT PLANNING & LEGAL ISSUES**3**

Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew –Design of concept – Theme and content development – Visualization – Event objectives –Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, License and Permits – Negotiation.

UNIT III EVENT MARKETING**3**

Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.

UNIT IV EVENT OPERATION**3**

Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list –Guest demographics – Children at event – Invitation – Media – Freelance Event Operation –Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities –Onsite logistics – Control of event logistics – Evaluation & Logistics.

UNIT V SAFETY & EVENT EVALUATION**3**

Risk assessment – Safety officer, Medical Manager – 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: 15 PERIODS**OUTCOMES:**

1. CO1:Learning about structure and code of ethics of events(K2)
2. CO2: Exploring and getting to know about event planning and regulations(K2)
3. CO3: Understand about event marketing, planning and strategies(K2)
4. CO4: Enhance professional skills in event management(K2)
5. CO5:Analyse the safety measure of event management(K2)

REFERENCES :

1. Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & SportingEvents, 4 th Edition, Pearson Publications, 2014.
2. Lynn Van Der Wagen, & Brenda R. Carlos,Sucessful Event Management.
3. Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014

24MB0V3

ERP –ACCOUNTING & FINANCE

L T P C 00302

OBJECTIVES

To learn the following applications through ERP –Accounting & Finance

- To learn the applications of company accounts with GST
- To learn the applications of Accounting Voucher maintenance
- To learn the applications of Inventory management
- To learn the applications of Payroll System

PRE-REQUISITE: To develop Employability & Entrepreneurship skills.

- | | |
|---|-----|
| 1) Introduction to ERP | (2) |
| 2) Accounts Information- Ledgers, Groups | (2) |
| 3) Inventory Information- Stock Groups, Stock Items, Units of Measure | (2) |
| 4) Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers Sales Vouchers, Contra Vouchers, Journal Vouchers Debit Note, Credit Note, Memorandum Voucher | (3) |
| 5) Warehouse(Godowns) | (2) |
| 6) Date Management- More than one year company creation, Change Period | (2) |
| 7) Payroll System | (3) |
| 8) Discount Management-Cash Discount, Trade Discount, Vouchers Types, Back up, Restore | (3) |
| 9) Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books Statements of Inventory, Cash/fund flow, Payroll Reports, List of Accounts Exception Reports, Print Management | (3) |
| 10. Various Types of Company- Traders, Processional, Opening Balance with New Company Other Options | (3) |
| 11. GST- CGST, SGST, IGST | (3) |
| 12. Printout Management | (2) |

TOTAL: 30 PERIODS

OUTCOMES:

Applications of following through ERP

1. CO1:Introduction & Accounts Information(K3)
2. CO2:Accounting Voucher maintenance (K3)
3. CO3:Inventory management(K3)
4. CO4:Manage Payroll System (K3)
5. CO5:Discount Management ,Display ,Various types of Companies(K3)

Reference book

- 1.Rajesh cheddar ,Learn Tally Prime:with All New Features 4/E,;ISBN; 9789390658466, Ane books pvt Ltd.,2021
- 2.Steve Holzner,,Zoho for Dummies ,1 /E, ISBN; 978-0470484548;For Dummies,(imprint of Wiley) 2009

OBJECTIVES:

- To familiarize students with the theory and practice of small business management.
- To learn the legal issues faced by small business and how they impact operations.

UNIT I INTRODUCTION TO SMALL BUSINESS**3**

Creation, Innovation, entrepreneurship and small business - Defining Small Business –Role of Owner – Manager – government policy towards small business sector –elements of entrepreneurship –evolution of entrepreneurship –Types of Entrepreneurship – social, civic, corporate - Business life cycle - barriers and triggers to new venture creation – process to assist startups – small business and family business.

UNIT II SCREENING THE BUSINESS OPPORTUNITY AND FORMULATING THE BUSINESS PLAN**3**

Concepts of opportunity recognition; Key factors leading to new venture failure; New venturescreening process; Applying new venture screening process to the early stage small firm Role planning in small business – importance of strategy formulation – management skills for small business creation and development.

UNIT III BUILDING THE RIGHT TEAM AND MARKETING STRATEGY**3**

Management and Leadership – employee assessments – Tuckman’s stages of group development - The entrepreneurial process model - Delegation and team building - Comparison of HR management in small and large firms - Importance of coaching and how to apply a coaching model. Marketing within the small business - success strategies for small business marketing - customer delight and business generating systems, - market research, - assessing market performance- sales management and strategy - the marketing mix and marketing strategy.

UNIT IV FINANCING SMALL BUSINESS**3**

Main sources of entrepreneurial capital; Nature of ‘bootstrap’ financing - Difference between cash and profit - Nature of bank financing and equity financing - Funding-equity gap for small firms. Importance of working capital cycle - Calculation of break-even point - Power of gross profit margin- Pricing for profit - Credit policy issues and relating these to cash flow management and profitability.

UNIT V VALUING SMALL BUSINESS AND CRISIS MANAGEMENT**3**

Causes of small business failure - Danger signals of impending trouble - Characteristics of poorly performing firms - Turnaround strategies Concept of business valuation – Different valuation measurements - Nature of goodwill and how to measure it - Advantages and disadvantages of buying an established small firm - Process of preparing a business for sale.

TOTAL: 15 PERIODS**OUTCOMES:**

1. CO1:Familiarise the students with the concept of small business (K2)
2. CO2:In depth knowledge on small business opportunities and challenges(K2)
3. CO3:Ability to devise plans for small business by building the right skills and marketing strategies(K2)
4. CO4:Identify the funding source for small start ups. (K2)
5. CO5: Business evaluation for buying and selling of small firms. (K2)

REFERENCES:

1. Hankinson, A.(2000). “The key factors in the profile of small firm owner-managers that Influence business performance. The South Coast Small Firms Survey, 1997-2000.” Industrial and Commercial Training 32(3):94-98.
2. Parker,R.(2000). “Small is not necessarily beautiful: An evaluation of policy support for small and medium-sized enterprise in Australia.” Australian Journal of Political Science 35(2):239-253.
3. Journal articles on SME’s.

BUSINESS INTELLIGENCE

OBJECTIVE

To familiarize the students with data analytics and visualization techniques using popular tools, such as, Tubule,PowerBI,etc.

Unit 1	Introduction to Data Analytics and Data Visualization- Introduction to the tool and its products; Installation ; Interface and features - Importing data; Basic reports - Bar charts- Horizontal, Vertical, Stacked- Line Charts - Area Chart - Pie chart - Formatting of Charts - Using Filters	6
Unit 2	Scatter plot, Bubble chart, Treemaps; Calculated Variables, Hierarchies- Crosstab reports, Dual axis chart, Histogram, Doughnut reports and Gauges	6
Unit 3	Analytical reports - Trend line, Linear regression model and Forecasting; Performance reports-MoM, YoY Reports; Performance reports -Waterfall reports	6
Unit 4	What -If-Analysis – Reports; Pareto Analysis - 80-20 rule- Pareto chart; Statistical Analysis - Box plots; Geographical analysis – Maps	6
Unit 5	Interactive Dashboards – Introduction; Creating Dashboards for Sales analysis	6

Total periods
30

OUTCOME

After this course students could,

- 1 CO1:work on Data Analytics and Data Visualization tools(K3)
- 2 CO2:Produce Scatter plot, Bubble chart, Treemaps(K3)
- 3 CO3:Generats Analytical reports(K3)
- 4 CO4:Perform What -If-Analysis, Statistical Analysis(K3)
- 5 CO5:Navigate and work through Interactive Dashboards(K3)

REFERENCES :

- Chandraish Sinha, Mastering Power BI, ISBN-13 : 978-9391030728, BPB Publications ,2021
- Ryan Sleeper, Tableau Desktop Pocket Reference: Essential Features, Syntax and Data Visualizations, ISBN:9789391043353, Shroff/O'Reilly,2021