



# **Sri Ramakrishna College of Arts and Science**

Formerly SNR Sons College

(An Autonomous Institution)

Affiliated to Bharathiar University

Approved by Government of Tamilnadu, AICTE and UGC New Delhi

Reaccredited with 'A' Grade by NAAC, An ISO 9001:2008 certified institution

SNR College Road, Coimbatore - 641006

Awarded as Best Private Institute by Assocham, Gujarat.

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## **SYLLABUS SRI RAMAKRISHNA BUSINESS SCHOOL**

**Syllabus -MBA**

**Academic Year (2019 - 20 onwards)**

**(For the batch of 2019-2021)**

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# Sri Ramakrishna College of Arts and Science



(Autonomous)  
(Formerly S.N.R. Sons College)  
(Affiliated to Bharathiar University)  
(Re-Accredited with 'A' Grade by NAAC)  
(An ISO 9001:2015 Certified Institution)



Nava India, Coimbatore-641 006, Tamil Nadu, India.

**"Scheme of Examination along with Distribution of Marks and Credits"**

**CBCS & OBE PATTERN**

**POST GRADUATE PROGRAMMES**

**MBA Degree Course**

(For the students admitted during the academic year 2019 – 20 and onwards)

Study Components and Course Title		CIA	Comprehensive Exam		Compreh ensive Exam Total	Total	Credit
			Online	Descriptive Theory			
	I SEMESTER						
19MBA101	CORE I – Foundations of Management	50	-	50	50	100	4
19MBA102	CORE II – Organizational Behaviour	50	-	50	50	100	4
19ECO03	CORE III – Managerial Economics	50	-	50	50	100	3
19MBA104	CORE IV – Accounting for Managers	50	-	50	50	100	4
19MBA105	Core-V Statistics for Management	50	-	50	50	100	4
19MBA106	Core-VI Accounting Lab- Tally	25	-	-	25	50	2
19CME01	Masters Ability and Career Enhancement – I *	-	-	-	100*	100*	2*
	Total					550	21
	II SEMESTER						
19MBA201	Core – VII Operations Management	50	-	50	50	100	4
19MBA202	CORE – VIII Financial Management	50	-	50	50	100	4
19MBA203	Core – IX Human Resource Management	50	-	50	50	100	4
19MBA204	Core – X Marketing Management	50	-	50	50	100	4
19MBA205	Core-XI Operations Research for Business	50	-	50	50	100	4
19MBA206	Core XII Business Research Methods	50	-	50	50	100	4
19CME02	Masters Ability and Career Enhancement – II *	-		-	100*	100*	2*
	Total					600	24

III SEMESTER							
19MBA301	Core – XIII Indian Business History	50	-	50	50	100	4
19MBA302	**Do your venture” - IIBX	Certification- IIBx Norms				100*	2*
19MBA303	***Swayam online course	Certification – Swayam Norms				100	3
	Elective -I	50	-	50	50	100	4
	Elective-II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective-IV	50	-	50	50	100	4
19MBA304	Project Work & Viva voce	80		-	20	100	5
	<b>Total</b>					<b>700</b>	<b>28</b>
IV SEMESTER							
19MBA401	* Business Ethics and Corporate Governance	50	-	-		50*	2*
19MBA402	Core – XIV Strategic Management and Blue Ocean Strategy	50	-	50	50	100	4
	Elective -I	50	-	50	50	100	4
	Elective -II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective- IV	50	-	50	50	100	4
19MBA403	Internship	50		50	50	100	5
19MBA 404	^ Article Publication	-	-	-	-	50	2
	<b>Total</b>					<b>650</b>	<b>27</b>

Summary						
Subject	Papers	Credit	Total credits	Papers	marks	Total marks
Core (Including Swayam, Internship, Project work & Viva voce)	17	3/4/5	66	17	50/100	1650
Electives	8	4	32	8	100	800
Article Publication	1	2	2	1	50	50
<b>Total</b>			<b>100</b>			<b>2500</b>

\*MACE-I, MACE-II, IIMBx and Business Ethics and Corporate Governance (each 2 credits), will be evaluated and entered in transcription sheet as extra credit courses.


\*\*IIBx (2 credits), If the candidate does not complete IIMBx course Certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which the evaluation will be completely external online examination, conducted by our College.

\*\*\*Swayam (2 credits), If the candidate does not complete the Swayam Online course Certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which the evaluation will be completely external online examination, conducted by our College.

^ Article Publication Certificate has to be presented for obtaining 1 credit.

Total Marks : 2500

Credits : 100

  
Syllabus Coordinator

  
BOS Chairperson



## **Internal and comprehensive evaluation**

1. Evaluation of students performance will be based on both continuous internal assessment (CIA & CE) and comprehensive examinations for core and elective courses. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case analysis, simulations, class room participations, student presentations, internal examinations, field study, role play, mini project etc. The faculty concerned may decide appropriate mixture of component for their courses, provided there shall be not less than 3 components of assessments, excluding the internal examination, or each course.
2. CIA shall carry a weightage of 50 % and the CE 50 %. " internal examinations" component of CIA shall carry 20 marks. The remaining 30 marks of the CIA comprise other components.
3. For internal mode paper, only CIA will be considered.

**CIA- Continuous Internal Assessment**

**CE- Comprehensive Examination**

## **MAPPING OF MANAGERIAL SKILLS WITH THE SYLLABI**

### **What Are Managerial Skills?**

**Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks.** This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks while learning. Therefore, the students can develop each skill through learning and practical experience.

**Managerial skills** is a term that refers to the required skills (competences) of the manager. In particular, following skills are included:

- **Planning** - to know planning techniques and be able to apply them in practice
- **Organizing** - to know organizing techniques and be able to apply them
- **People management** - the ability to manage people (it is a typical hard skill - work allocation, monitoring, etc.)
- **Leadership** - the ability to lead people (it is a typical soft skill - to motivate, inspire, coach, etc.)
- **Communicating** - to be a good communicator
- **Decision making** - to know decision making techniques and be able to practically apply them
- **Problem solving** - to be able to solve business problems

## List of Electives

List of Elective papers (Can choose any two of the paper as electives from III & IV semester respectively)			
Elective – I  Marketing	1	19MBAM01	Consumer Behaviour
	2	19MBAM02	Integrated Marketing Communication
	3	19MBAM03	Sales & Distribution management
	4	19MBAM04	Customer Relationship Management
	5	19MBAM05	Services Marketing
	6	19MBAM06	Brand Management
	7	19MBAM07	Rural Marketing
	8	19MBAM08	Social Media Marketing
	9	19MBAM09	International Marketing
	10	19MBAM10	Marketing Research
Elective – II  Human Resources	1	19MBAH01	Performance Management
	2	19MBAH02	Training and Development
	3	19MBAH03	Organizational Change and development
	4	19MBAH04	Organizational Design for excellence
	5	19MBAH05	Industrial Relations & Labour Law
	6	19MBAH06	Negotiation & conflict management
	7	19MBAH07	Compensation and Reward Management
	8	19MBAH08	Strategic Human resource Management
	9	19MBAH09	Talent Acquisition
	10	19MBAH10	International Human Resource Management
Elective – III  Finance	1	19MBAF01	Security Analysis & Portfolio Management
	2	19MBAF02	Financial Services
	3	19MBAF03	Insurance and Risk Management
	4	19MBAF04	Banking
	5	19MBAF05	Derivatives Management
	6	19MBAF06	Mergers and Acquisitions
	7	19MBAF07	International Financial Management
	8	19MBAF08	Financial Markets
	9	19MBAF09	Strategic Cost Management
	10	19MBAF10	Project Management
Elective- IV  System	1	19MBAS01	Software Project Management
	2	19MBAS02	Internet & E Commerce
	3	19MBAS03	Information Security Systems
	4	19MBAS04	Information Technology Applications
	5	19MBAS05	Enterprise resource planning
	6	19MBAS06	Software Quality Assurance
	7	19MBAS07	Data warehousing and Data mining
	8	19MBAS08	Analysis and Design of Information systems

Elective -V  Production	1	19MBAP01	Integrated Materials Management
	2	19MBAP02	Advanced Production Management
	3	19MBAP03	Operations Strategy
	4	19MBAP04	Total Quality Management
	5	19MBAP05	Six Sigma
	6	19MBAP06	Supply Chain Management
	7	19MBAP07	World class Manufacturing
	8	19MBAP08	Technology Management
Elective- VI  Logistics	1	19MBAL01	Logistics and Supply Chain Management
	2	19MBAL02	Warehousing and Inventory Management
	3	19MBAL03	Fundamentals of Shipping
	4	19MBAL04	Export and Import Management
	5	19MBAL05	Port and Terminal Management
	6	19MBAL06	Packing and Packaging Management
	7	19MBAL07	Fundamentals of E- Logistics
	8	19MBAL08	Air Cargo Logistics Management

## EVALUATION & GRADING OF ASSIGNMENT -10 MARKS

### **1. Online Interaction / posting of assignment in Google Class room**

Online interaction will consist of three parts:

- (a) a thorough reading and engaging of the instructor's posted introduction of the session and any additional material (posted at the beginning of each week session),
- (b) a clear and concise evaluation of the material and / or report of research assignments
- (c) and a written interaction with the posts consisting of 300- 400 words per post is recommended

Participants are invited to continue the online discussions as they wish, although only the required posts will be marked.

**2. Research Assignments :** Detailed instructions for the research assignment will be provided at the appropriate time.

**3. Written assignments on a given topic :** Each session will require a written paper based on the topic given by the faculty and constitute one section of the whole syllabus

## EVALUATION & GRADING OF ASSIGNMENT

Originality	Content	Timely submission	Online Interaction/ Submission	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

## EVALUATION & GRADING OF CASE ANALYSIS

Pre reading	Content of the subject	Class participation	Oral communication	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

## EVALUATION & GRADING OF FIELD STUDY

Selection of area of study	Involvement	Submission of report	Total
3	2	5	10

Minimum : 0                      Maximum : 2/3/5 for each component

### **EVALUATION & GRADING OF PROJECT WORK & VIVA VOCE (SEMESTER- III)**

The prime objective of the project work is to give an opportunity to students for getting an exposure into the industrial work and thereby the budding managers would get to know the actual problems faced by the industries or organizations.

**Major project:** During the end of semester II, the students will be allotted to a staff coordinator who will be the guide and internal examiner for the project work. Each student should select a topic and the same to be approved by the guide. The fieldwork has to be done during the summer vacation and during the beginning of semester II. The student should submit the project report on or before the last date specified for submission. The student submitting the report after the last date of submission will be rejected and the same will be treated as "Not completed"

Students are allowed to take up academic project that deals with industrial problems or any other issue pertaining to any industry. From the very first stage of the topic selection the students shall seek the guidance and help of the project supervisor. Consequently the students are expected to go for review of literature.

It is mandatory that every student, on completion of the project should get a certificate from the organization in which they took up the project training with the details viz., the title of the project and the period of study. However if any general studies are carried out the students are expected to submit the certificate and the guide should certify the originality of the work carried out by the candidate.

- The students -have to make a presentation of their findings and recommendations to the company executives if necessary.
- The students should make a presentation in the class to the faculty team on the project discussion. A separate schedule would be put up for the same.

The components of Marks for project work will be as follows:

#### **INTERNAL EVALUATION (CIA)**

S.No	Components	Evaluation	Max. Marks
1	I Review	Selection of the field of study, Topic & research ( presentation )	20
2	II Review	Literature & Data Collection (Presentation )	20
3	III Review	Analysis & Conclusion: Preparation of rough Draft (Presentation )	20
4	IV Review	Presentation of the Project – Open internal Viva	20
		Total	80

**Total :80 Marks**

#### **END SEMESTER EXAMINATION (CSE)- VIVA VOCE**

S.No	Evaluation	Max. Marks
1	Evaluation of the Project	80 Marks
2	Viva Voce (External)	20 Marks

## **EVALUATION & GRADING OF INTERNSHIP : SEMESTER- IV**

### **Objective**

Every student has to undertake a Internship. This Internship has been designed to give the student a full time exposure to the corporate world, to enable the student develop orientation to real life situations in industry. This internship is offered in organizations of repute with specific focus in areas of specialization of the student. The duration of the internship is of 4 weeks.

At the end of Internship, a student has to submit an Internship Report along with a certificate from the organization with whom he/she has done the Internship. A major part of this internship is a Project on a particular area related to his/her subjects of specialization involving in-depth observation or study by data collection through primary sources. This internship Project is a detailed study of the organization and its functioning with particular focus on the areas of specialization

**Internship** : An internship for a period of 4 weeks to be completed at the end of IV semester during the Mid of IV Semester in an industrial establishment/organization approved by the concerned staff. The student is also required to maintain a work diary and submit a report during the end of IV semester, which will be evaluated, by an internal and external viva voce and marks are awarded accordingly.

**Evaluation will be considered with a credit of 5 and Total Marks- 100**

The students are expected to adhere to the guidelines and submit reports.

### **CIA Evaluation**

S.No	Internship Evaluation	Marks
1	Knowledge Obtained (Internal Viva)	10
2	Skills / competencies acquired	10
3	Corporate Mentor's comments/ observations	10
4	Intern Key responsibilities	10
5	Report on Internship & internal viva	10
	Total (I)	50

### **External Evaluation ( VIVA VOCE)**

S.No	Internship Evaluation	Marks
1	Report	25
2	Oral Presentation	25
	Total (II)	50

**Total (I) + Total (II) = 100 Marks**

**Max Marks for Internal & External Components = 100**

## 19 MBA 101-FOUNDATIONS OF MANAGEMENT

### Course Objective:

1. To understand current management concepts, models and managerial process and their integration into business activities.
2. To introduce students to the 21st century Management model which reflects innovation and practices.
3. To develop and refine the skills necessary to identify management issues and formulate solutions and techniques in managing organizations.
4. To stimulate the students' interest in the meaning and the role of management in society and in our lives.
5. To assist students in learning both to express their own points of view more clearly and concisely while incorporating the insights of their classmates and articulate their practices.

Semester	I
Credit	4
Max.	CTA -50
Marks	CE -50
	TOTAL 100

### Unit- I Introduction to Management

Management – Nature and purpose – Evolution of management – Systems approach to management process – Functions of managers - **Management and Society:** Management and Society – Social responsibility of managers – Ethics in managing

(12Hours)

### Unit- II Fundamentals of Planning

Planning - Essentials of Planning - Management by Objectives - Strategies, Policies - Planning Premises - Decision Making – Exercise: Search the internet for the 'TOWS Matrix' and identify the application of the matrix.

(12Hours)

### Unit- III Fundamentals of Organizing

Organizing – Nature, Organization Structure: Departmentation - Line/Staff Authority – Exercise: Select a company and identify the departmentation pattern(s) it uses.

(12Hours)

### Unit - IV Staffing

Process of Recruitment, Selection, Induction Training – Motivation – Leading – Leadership styles and qualities – Communication – process and barriers.

(12Hours)

### Unit-V Controlling

Controlling - The System and Process of Controlling - Control Techniques – Exercise: Design a control system for measuring the progress you make in your course work. Comparison of Indian Management style with World Business Culture (American, Japanese, Chinese, Brazil, European)

(12Hours)

**Total : 60 Hours**

### Course Outcome:

- Discuss and communicate the management evolution and how it will affect future managers. *L2*
- Practice the process of management's four functions: planning, organizing, leading, and controlling. *L2*
- Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment. *L4*
- Evaluate leadership styles to anticipate the consequences of each leadership style. *L3*

### Pedagogy

Lectures, Assigned Readings, Exercises, and Case Discussions

### Learning Resources:

#### Text Book:

1. Morden T.-Principles of management. Routledge; 2017 May 15.
2. Koontz, Harold and Weihrich, Heinz (2011). *Essentials of Management: An International Perspective*, 9/e; New Delhi: Tata McGraw Hill



**References:**

1. Robbins, Stephen P, Mary Coulter and Neharika Vohra (2016). *Management*, 10/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2015). *Principles of Management*, 2/e; New Delhi: Pearson Education
3. Jones, Gareth R (2015). *Organisational Theory, Design and Change*, 5/e; New Delhi: Pearson Education Asia
4. Adekola, Abel, and Bruno S. Sergi. *Global business management: A cross-cultural perspective*. Routledge, 2016.
5. Noe RA, Hollenbeck JR, Gerhart B, Wright PM. *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education; 2017 Jan.

**Supplementary Reading Material****Websites**

- "Business Culture in India." UK India Business Council. Accessed May 03, 2019. <https://www.ukibc.com/india-guide/how-india/business-culture/>.
- "Business Culture in India." World Business Culture. Accessed May 03, 2019. <https://www.worldbusinessculture.com/country-profiles/india/culture/>.
- "Understanding the World Business Culture - Times of India." Accessed May 3, 2019. <https://timesofindia.indiatimes.com/lifestyle/relationships/work/Understanding-the-world-business-culture/articleshow/17191117.cms>.

**Journals**

- International Journal of Comparative Management, ISSN:2514-412X, ISBN: 2514-4111, Inderscience Publisher, UK.
- International Journal of Indian Culture and Business Management, ISSN 1753-0814, ISBN: 1753-0806, Inderscience Publisher, UK.
- International Journal of Chinese Culture and Management, ISSN 1752-1289, ISBN: 1752-1270, Inderscience Publisher, UK.
- South African Journal Of Business Management, Issn: 0378-9098, Assoc Professional Managers South Africa, South Africa

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of Learning Managerial Skills with the Syllabi**

	Components	UNIT- I	UNIT-II	UNIT-III	UNIT-IV	UNIT- V
Conceptual	Planning	✓	✓	✓	✓	✓
	Organizing	✓	✓	✓	✓	✓
Interpersonal	People management	✓	✓	✓	✓	✓
	Leadership					
	Communication					
Technical /Cognitive	Decision making	✓	✓			✓
	Problem Solving		✓			✓

Course Prepared By: A.V.R .Akshaya

Approved By: Dr. Pon Meenakshi P

**19MBA102- ORGANISATIONAL BEHAVIOUR****Course Objective:**

- To enhance the students understanding of one's own behaviour and its impact on others.
- To develop a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.
- To develop students skills for influencing and managing groups thus enhancing personal & interpersonal skills.
- The student will also gain an appreciation of the relevance of the study of organizational behaviour to the practice of human resource management.

Semester	I
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT I Introduction to Organizational Behaviour****(12Hours)**

Behavioural sciences and Organizational behaviour, Meaning, Importance, Basic concepts, organizational behaviour (OB) in global context, Managing worker diversity.

**Individual Behaviour – Personality & Perception**

Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.

**UNIT -II Learning, Attitudes, Values & Job Satisfaction****(12Hours)**

Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes

**UNIT -III Motivation****(12Hours)**

Meaning, Theories of motivation, Motivation applied in organizations, Job design, Performance appraisal, Goal setting.

**Emotional Intelligence**

Introduction, Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Script Analysis using Enneagram, Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes

**UNIT -IV Groups & Teams****(12Hours)**

Groups - Meaning classification and nature of groups, Stages of group development, Resources structure and processes, Tasks and effect of groups on performance and satisfaction. Teams - Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making.

**Enhancing Interpersonal Effectiveness**

Transactional Analysis and Johari Window Model. TA and Self Awareness, Concept of Script, Winners and Losers, Structural Analysis, Life Positions, Transactions, Games and Strokes, Life Scripts TA Applications in Motivation, Leadership and Teamwork, TA in Counselling, Contracting for Change

**UNIT -V Power, Politics& Managing Organizational Culture****(12Hours)**

Meaning, nature & bases of power, power relationships, organizational politics, outcomes of power, Meaning, dimensions & Types of culture, Creating, Sustaining & Transmitting culture, keeping cultures alive & How employees learn culture.

**Managing Organizational Conflict & Stress**


Managing organizational conflict: Meaning & views to conflict, sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies

### Managing change and development

Level of Knowledge – skill development & application knowledge Meaning & types of change, managing organizational change, resistance to change, overcoming resistance to change. Meaning & values of organizational development, Organizational development approaches and techniques.

**Total :60 Hours**

### Course Outcome:

On completion of this course candidates will be able to:

- 1) Explore the factors that influence the reshaping of employees, workplaces and organisations from a learning perspective. *L3*
- 2) Critically analyse and apply different theories of learning at individual and organisational levels. *L3*
- 3) Reflect on personal learning and development strategies, approaches and preferences in relation to organisational and individual needs. *L1*
- 4) Analyse and evaluate knowledge management strategies in work organisations. *L3*
- 5) Plan and develop strategies and management practice for building learning organisations. *L3*

### Pedagogy:

Lectures, Role play, Case Discussion and Field Study

### Learning Resources:

#### Prescribed Texts

1. Organisational Behaviour, (2016), 12 Edition, K. Aswathappa, Himalaya Publishing House
2. Udai Pareek., (2009). Understanding Organizational Behavior. Oxford University Press.
3. Robbins & Judge., (2009). Organizational Behavior. 13th Edition, Prentice Hall of India.
4. Debra I. Nelson & James C. Quick., (2009). Organizational Behavior, Thomson South Western.

#### References

1. Fred, Luthans. (2009). Organizational behavior. McGraw –Hill international edition.
2. Helriegel, D., Slocum, J. N., & Woodman, R. W. (2009). Organizational behavior. Macgraw-Hill.
3. Hodegetts, R. M. (2009). Organizational behavior. Macmillan.
4. Greenberg, J., & Baron, R. A. (2009). Behavior in organizations. Prentice hall of India.
5. Robert, Kreitner., & Angelo, Kinicki. (2009). Organizational behavior. McGraw hill.

### Supplementary Reading Material

#### Websites

1. Leadership and Organizational Behavior. Accessed May 03, 2019. <http://www.nwlink.com/~donclark/leader/leadob.html>.
2. Pradhan, Rabindra Kumar. "Humanities and Social Sciences - NOC:Emotional Intelligence." NPTEL. Accessed May 03, 2019. <https://nptel.ac.in/courses/109105116/>.
3. TheraminTrees. "Transactional Analysis 1: Ego States & Basic Transactions." YouTube. June 10, 2010. Accessed May 03, 2019. <https://www.youtube.com/watch?v=nKNyFSLJy6o>.

#### Journals

1. European Journal Of Work And Organizational Psychology ISSN:1359-432x, Isbn: 1464-0643, Psychology Press England
2. Research In Organizational Behavior, Issn:0191-3085 Elsevier United States



3. Organizational Behavior And Human Decision Processes, Issn: 0749-5978, Isbn: 1095-9920 Academic Press Inc Elsevier Science United States
4. Journal Of Organizational Change Management Issn:0953-4814, Isbn:1758-7816 Emerald Group Publishing Limited England
5. Journal Of Organizational Behavior Management Issn:0160-8061, Isbn: 1540-8604 Routledge Journals, Taylor & Francis Ltd United States


**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of Learning Managerial Skills with the Syllabi**

	Components	UNIT- I	UNIT-II	UNIT-III	UNIT-IV	UNIT- V
Conceptual	Planning	✓	✓	✓	✓	✓
	Organizing	✓	✓	✓	✓	✓
Interpersonal	People management	✓	✓	✓	✓	✓
	Leadership					
	Communication					
Technical /Cognitive	Decision making	✓	✓			✓
	Problem Solving		✓			✓

Course Prepared By:  Dr. A.V.R. Akshaya

Approved By :  Dr. Pon Meenakshi P



**19ECO03- MANAGERIAL ECONOMICS**  
**(I MBA Students Only)**

Semester	I
credit	3
Max. Marks	CIA - 50 CE - 50 TOT = 100

**COURSE OBJECTIVE:**

To impart theoretical and practical knowledge on business decision making using the tools of economic analysis and to offer insights into the behaviour of microeconomic and macroeconomic units

**UNIT I: FUNDAMENTALS OF MANAGERIAL ECONOMICS**

9

Introduction to Managerial Economics - Decision making model- Role of profits - objectives of the firm - Fundamental economic concepts - Demand and Supply - Demand Analysis; law of demand - Price elasticity of demand- Income elasticity of demand- Cross elasticity of demand - Measurement of Elasticity- Estimating demand - Business and economic forecasting - Supply Analysis - Elasticity of supply- Factors influencing supply.

**Unit II: PRODUCTION AND COST**

9

Meaning of Production Function - Laws of Returns - Law of Variable Proportion - Law of Returns to scale - Cost Concepts - Meaning and measurement of cost- Short run cost functions- Long run cost functions-Economies of Scale - Diseconomies of scale - Cobb -Douglass Production function-Estimating cost functions- Break Even Analysis.

**Unit III: PRICING AND OUTPUT DECISIONS**

9

Market structures - Meaning and Features of Perfect Competition - Meaning and Features of Monopoly - Meaning and Features of Monopolistic competition- Meaning and Features of Oligopoly- Oligopolistic rivalry and Game Theory - Price-Output Determination under Perfect competition - Price-Output Determination under Monopoly - Price-Output Determination under Monopolistic Competition.

**Unit IV: MACROECONOMICS: ECONOMIC GROWTH AND BUSINESS CYCLES**

9

Nature and Scope of Economics - Meaning and definition of National Income - Concepts of national Income - Measurement of National income - Balance of Payment(BoP)- Balance of Trade (BoT)- Foreign Exchange- Consumption and Investment - Meaning and feature of Business cycles- Phases of Business cycle - Causes and control of Business cycle - Money and the financial system.

**Unit V: MACROECONOMIC POLICY**

9

Objectives of macroeconomic policy - Monetary policy and its instruments - Fiscal economics and its instruments - Foreign exchange rate system - International financial system- IMF - World Bank - International liquidity - Meaning of Inflation - Types of inflation - Causes and control of inflation .

**Total Periods: 45**

**Note : The Question paper consists 100% Theory**



## **COURSE OUTCOMES**

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

- Understand the law of demand & supply and elasticity of them, evaluate and analyse these concepts and apply them in various changing situations in industry. Students would also be able to apply various techniques to forecast demand for better utilization of resources. (L2)
- Explain the concept of production and various production functions, and able to distinguish and estimate cost functions and breakeven point. (L2)
- Evaluate and distinguish between different market structures and determine the equilibrium of the firms as well as the industry under various market situations. (L3)
- Analyse the macroeconomic concepts & how they affect the business and the economy. (L2)
- Elaborate the application of macroeconomic policy in the economy. (L3)

## **TEXT BOOKS**

1. Metha P.L., "Managerial Economics" Sultan chand & sons , 21<sup>st</sup> Edition, New Delhi, 2016

## **REFERENCE BOOKS**

1. Varshani R. L., & Maheswari K. L., "Managerial Economics" JBA Publishers , 22<sup>nd</sup> Edition, New Delhi, 2014
2. Atmanand, "Managerial Economics" Excel Books (EB) Publication, New Delhi, Reprint 2012.
3. Ahuja. H. L., "Managerial Economics" S. Chand Publishing, 7<sup>th</sup> Edition, New Delhi, Reprint 2012.
4. Sankaran , S. "Business Economics" 3 Edition, Margham Publications, Chennai, (2012)

## **Websites**

1. [www.cambridge.org](http://www.cambridge.org)
2. [www.stanford.edu](http://www.stanford.edu)
3. [www.lse.ac.uk](http://www.lse.ac.uk)
4. <https://economics.uchicago.edu>
5. [www.ibscdc.org](http://www.ibscdc.org)

**Verified by**  
**(course coordinator)**

Dr.P. MANIMALATHI

**Approved by**  
**(BOS Chairman)**

Dr. R. SRI DEVI

**19 MBA104: ACCOUNTING FOR MANAGERS****Course Objectives:**

This course intends to enhance the knowledge of the students in

- Understanding the applications of principles and concepts of various branches of accounting.
- Preparing and interpreting the financial statements, analyze the effect and need of providing depreciation, prepare Cost Sheet, budgets and estimate the various requirements and summarize the application and sources of funds

Semester	I
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT- I: Introduction:****12**

Financial Accounting – Preparation of Trading, Profit and Loss account and Balance Sheet (Problems). Depreciation – Meaning – Methods – Straight Line Method – Written Down Value Method (Problems) – Cost Accounting – Meaning – Distinction between Financial Accounting and Cost Accounting – Elements of Cost – Cost Sheet (Problems).

**UNIT – II: Financial Statement Analysis :****12**

Financial Statement Analysis – Objectives – Techniques – Comparative Statements – Common Size Statement – Trend Percentage. Accounting Ratios – Liquidity, Profitability, Turnover and Market test Ratio (Problems).

**UNIT – III: Fund Flow & Cash Flow Analysis:****12**

Fund Flow Statement Analysis – Sources and Application of Funds – Statement of Changes in Working Capital – Computation of Fund from Operation – Working for Computation of various sources and uses – Preparation of Fund Flow Statement. Cash Flow Statement – Problems – Distinction between fund flow and cash flow statement.

**UNIT-IV- Marginal Costing:****12**

Marginal costing – Distinction between Marginal Costing and Absorption Costing – Contribution – P/V Ratio, Margin of Safety, Break Even Point (Problems) – Break Even Chart – Uses and Limitations of Break Even Chart – Decision making under Marginal Costing System.

**UNIT-V: Budget:****12**

Budget – Budgeting and Budgetary Control – Types of budgets – Preparation of Production, Purchases and Cash budgets – Preparation of flexible budgets (Problems) – Zero Base Budgeting- Accounting with Excel.

**Total 60 hours****Course outcomes:**

Upon successful completion of this course students Would be able to:

- Demonstrate the ways to improve the operations of organisations through the application of management accounting techniques. **L<sub>2</sub>**
- Explore mastery of costing systems, cost management systems, budgeting systems and performance measurement systems. **L<sub>3</sub>**
- Able to assess financial and non-financial information in decision making and evaluate the costs and benefits of different conventional and contemporary costing systems; **L<sub>3</sub>**

**Pedagogy :** Lectures, Numerical exercises and Case Discussion

**Learning Resources:****Prescribed Text:**

1. Maheshwari, S.N, Maheshwari K Sharad, and Maheshwari, S.K. (2013). *A Textbook of Accounting for Management*, 3/e; New Delhi: Vikas Publications

**References:**

1. Jain S.P and Narang K.L, *Financial Accounting*, New Delhi Kalyani Publishers.
2. Jain, S.P. and Narang, K.L. (2014). *Cost Accounting*, 18/e; New Delhi: Kalyani Publications
3. Khan, M.Y. and Jain, P. K. (2017). *Management Accounting: Text, Problems and Cases*, 6/e; New Delhi: Tata McGraw-Hill
4. Shashi Gupta, K. and Sharma, R.K. (2014). *Management Accounting*, 11/e; New Delhi: Kalyani Publications

**Supplementary Reading Materials:****Website:**

1. Contribution Margin: What It Is, How to Calculate It, and Why You Need It, Amy Gallo, OCTOBER 13, 2017 , <https://hbr.org/topic/accounting>

**Journals:**

1. The **Journal of Management Accounting Research (JMAR)** is pleased to announce the forthcoming **SPECIAL INTEREST FORUM ON SURVEY RESEARCH**, co-edited by Professors Sally K. Widener, Clemson University, and Roland F. Speklé, Nyenrode University, The Netherlands, Paper 03, Management Accounting 1, 2017, Publisher American Accounting Association.
2. **Management Control in Family Firms**. October 2017, **Issue 3**. Social and ethical issues of management accounting and control. May 2017, **Issue 2**; February 2017, **Issue 1**. Innovation and Management Control. Volume 27 February 2016 - November 2016. International Journal of Management control research
3. **CFO emphasis on value- based Management: Performance implications and the challenge of CFO succession**, 2019 , Elsevier B.V.

**Evaluation and Grading:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & MODEL	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of Learning Managerial Skills with the Syllabi**

	Components	UNIT- I	UNIT-II	UNIT-III	UNIT-IV	UNIT- V
Conceptual	Planning	✓	✓	✓	✓	✓
	Organizing	✓	✓	✓	✓	✓
Interpersonal	People management	✓	✓	✓	✓	✓
	Leadership					
	Communication					
Technical /Cognitive	Decision making	✓	✓			✓
	Problem Solving		✓			✓

Course Prepared:  Dr.P.PonMeenakshiApproved by :  Dr. Pon Meenakshi P

**19MBA105 – STATISTICS FOR MANAGEMENT****COURSE OBJECTIVE**

- To enable the students to learn and gain the fundamental knowledge about statistics, probability distributions, index numbers, time series and test of significance.

Semester	I
Credit	4
Paper Type	Allied
Max. Marks	CIA -50 CE -50 TOT =100

**UNIT- I : BASIC CONCEPTS IN STATISTICS****(11)****Measures of Central Tendencies** – Mean, Median and Mode.**Measures of Dispersion** – Mean Deviation, Standard Deviation and Co-efficient of variation.**Simple Correlation** – Karl Pearson's and Spearman's Rank Correlation and Regression.

(Problems related to business applications).

**UNIT-II:PROBABILITY AND THEORETICAL PROBABILITY DISTRIBUTIONS****(11)**

Definitions- Addition and Multiplication rules (statements only) – Simple business application problems.

Binomial, Poisson and Normal distribution (No derivations) - Simple business application problems.

**UNIT-III : INDEX NUMBERS AND TIME SERIES****(11)**

Basic concepts of index numbers – Simple and Weighted index numbers.

Components of Time Series – Methods of Measuring Trend and Seasonal Variations (only method of Simple Averages) – Uses of time Series for business forecasting.

**UNIT-IV:TEST OF HYPOTHESIS****(11)**

Procedure of Testing Hypothesis - Standard error- Errors in Testing Hypothesis- Test of Significance-z test-

Large Samples- Small Samples-Students t- test -F test- One Way- Two Way ANOVA.

**UNIT – V : TEST OF SIGNIFICANCE****(11)**Test of significance- $\chi^2$  Test and Goodness of fit- Uses of  $\chi^2$  test.

Multivariate Analysis- Partial and Multiple Correlation and Regression- Factor Analysis.

**COURSE OUTCOMES:**

After the completion of the course the student will be able to

- Solve problems on central tendency, dispersion and analyzedata by using correlation, regression.  $L_2$
- Apply the concepts of probability and probability distribution.  $L_2$
- Gain knowledge about the time series and index numbers.  $L_1$
- Analysedata by using Large sample & Small sample test.  $L_2$
- Analyse data by using Multiple Correlation & Regression.  $L_3$

**Total Periods : 55****\* Note : The Question paper consists 20% Theory and 80% Problems****TEXT BOOK**

- S.C.Gupta&V.K.Kapoor : "Fundamentals of Mathematical Statistics" 1<sup>st</sup> Edition 1970, Reprint 2016.

**REFERENCE BOOKS**

- P.R. Vittal "Mathematical Statistics" 1<sup>st</sup> Edition 2002, Reprint 2016.
- S.P.Gupta "Statistical Methods" 1<sup>st</sup> Edition 1969, Reprint 2017.

  
**Mrs J SINTHIYA**  
 (Course Coordinator)



  
**Dr N UMA**  
 (BOS Chairman)

**19 MBA 106: Accounting Lab - TALLY****Course Objective:**

To understand the techniques of using Accounting Software Package for recording accounts

Semester	I
Credit	2
Max.	CIA -25
Marks	CE -25
	TOTAL 50

**Content**

- Company Creation and Management
- Accounting Groups and Ledger Creation
- Cash and Bank Transactions
- Accounting and Voucher Creation-Sales, Purchase, Receipt and Payment Voucher
- Contra, Journal Vouchers, Debit Notes and Credit Notes
- Trial Balance, Final Accounts without adjustments
- Final Accounts with adjustments
- Report Generation
- Inventory Management- Creating Stock Groups,
- Stock Categories, Stock Items and Inventory Masters
- Inventory Voucher Creation-Purchase Order, Sales Order, Rejections, Stock Journal, Delivery Notes and Receipt Voucher
- Preparation of Bank Reconciliation Statement
- Export and Import of Data and Printing of Reports and Data Security
- Extended Experiment-Completion of Accounting Cycle

**Course Outcome:**

1. To acquire reasonable hands on knowledge of accounting Software *L3*
2. To provide hands on exposure in Book Keeping and Financial Statements Preparation *L2*

**References:**

1. Mastering Tally ERP 9, Ashok K.Nadhani, BPB Publications, 2016
2. Accounting with Tally 9, Dinesh Maidasani, Laxmi Publications, 2014
3. Tally ERP 9, Kogent Learning Solutions Inc., Dreamtech Press, 2013.

Course Prepared By: *D. CAROLINE REBECCA*

Approved By: Dr. *Pon Meenakshi P*

*[Signature]*

**19CME01: MASTERS' ABILITY AND CAREER ENHANCEMENT (MACE – I)**

Semester	I
Credit	2
Paper type	Skill based
Max. Marks	Total=100 (Online:50+Verbal Oral: 50)

**Instruction Hours per Semester: 40****Aim:**

To educate and enrich the students on setting goals, career planning, communication skills and professional grooming. Equip them on the techniques of listening, non-verbal communication, etiquette, written and presentation skillsetc.

**Course Objectives**

To enable students to,

- Setgoals.
- Assess individual communication skills, aptitude and employabilityskills
- Revise the fundamentals of Englishgrammar
- Enhance their Englishlanguage.
- Equip with techniques of listening and non-verbalcommunication
- Enhance techniques such as listening, non-verbal communication, verbal oral & written skillsetc.

**Unit I**

Assessment of individual levels of communication skills, aptitude and employability skills; Psychometric test, SWOT analysis; Planning on setting goals. Introduction to Career planning; Goal setting - Introduction to Soft Skills - Presentation skills - Intra-personal skills

**Unit II**

Enhancement of Basic English vocabulary; Nouns, Verbs, Tenses, Phrases, Synonyms, Antonyms, and Homonyms Descriptive words - Combining sentences

**Unit III**

English language enhancement- Business Idioms- Indianisms in English- Common Errors in Pronunciation - Signposts in English- Verbal ability-Articles-Parts of speech-Phrases, clauses and modifiers - errors in tenses - prepositional errors - parallelism errors - mood, conditionals and multiple usages.

**Unit IV**

English listening- hearing Vs. listening - Nonverbal communication - Appearance, dressing and grooming - Tips to maintain good impression at work - business etiquette - basic postures and gestures and table manners, Body language - dealing with people communication - media etiquette - telephone etiquette, email etiquette.

**Unit V**

Basics of Writing Skills - Sentence Construction - Email Writing. Presentation Skills (Writing) - Effective organization of content - Importance of Presentation in both Writing and Speaking. Communication Process and Barriers - Elimination of stage fear - Impromptu speaking

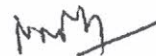
**Course Outcomes**

On the successful completion of the course, the student would be able to-

- Set goals L<sub>1</sub>
- Learn fundamentals of English grammar, common errors of pronunciation and parts of speech. L<sub>1</sub>
- Understand individual communication skills, aptitude and skills required for employment L<sub>1</sub>
- Enhance their English language. L<sub>2</sub>
- Listen better, improve their body language, and adopt good manners and etiquettes. L<sub>1</sub>
- Write better and communicate effectively. L<sub>1</sub>

**References:**

- 1) A Modern Approach to Verbal and Nonverbal Reasoning by Dr. R. S. Aggarwal
- 2) A Modern A Modern Approach to Verbal by Dr. R. S. Aggarwal
- 3) A Modern Approach to Nonverbal Reasoning by Dr. R. S. Aggarwal
- 4) A Practical Course in Spoken English by J. K. Gangal
- 5) Effective English Communication for you by V. Shamala
- 6) Developing Communication Skills by Krishna Mohan & Meera Banerji
- 7) English for Competitive Exams by Bhatnagar



Verified

By Course

Coordinator





## Sri Ramakrishna College of Arts and Science

Formerly SNR Sons College  
(An Autonomous Institution )

Affiliated to Bharathiar University

Approved by Government of Tamilnadu, AICTE and UGC New Delhi  
Reaccredited with 'A' Grade by NAAC, An ISO 9001:2015 certified institution

SNR College Road, Coimbatore - 641006

Awarded as Best Private Institute by Assocham, Gujarat.

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## **SYLLABUS** **SRI RAMAKRISHNA BUSINESS** **SCHOOL**

Syllabus -MBA  
Academic Year (2019-20 onwards)  
**(For the batch of 2019-2021)**



**Sri Ramakrishna College of Arts and Science**  
**(Autonomous)**  
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**(An ISO 9001:2015 Certified Institution)**  
**Nava India, Coimbatore-641 006, Tamil Nadu, India.**



**"Scheme of Examination along with Distribution of Marks and Credits"**  
**CBCS & OBE PATTERN**

**POST GRADUATE PROGRAMMES**

**MBA Degree Course**

(For the students admitted during the academic year 2019 – 20 and onwards)

(For the students admitted during the academic year 2019 – 20 and onwards)							
Study Components and Course Title		CIA	Comprehensive Exam		Comprehensive Exam Total	Total	Credit
			Online	Descriptive Theory			
<b>I SEMESTER</b>							
19MBA101	Core I –Foundations of Management	50	-	50	50	100	4
19MBA102	Core II – Organizational Behavior	50	-	50	50	100	4
19EC003	Core III – Managerial Economics	50	-	50	50	100	3
19MBA104	Core IV – Accounting for Managers	50	-	50	50	100	4
19MBA105	Core-V Statistics for Management	50	-	50	50	100	4
19MBA106	Core-VI Accounting Lab- Tally	25	-	-	25	50	2
19CME01	Masters Ability and Career Enhancement – I *	-	-	-	100*	100*	2*
	Total					550	21
<b>II SEMESTER</b>							
19MBA201	Core – VII Operations Management	50	-	50	50	100	4
19MBA202	CORE – VIII Financial Management	50	-	50	50	100	4
19MBA203	Core – IX Human Resource Management	50	-	50	50	100	4
19MBA204	Core – X Marketing Management	50	-	50	50	100	4
19MBA205	Core-XI Operations Research for Business	50	-	50	50	100	4
19MBA206	Core XII Business Research Methods	50	-	50	50	100	4
19MBA207	Core – XIII Data Analytics & Business Modelling - Lab	25	-	-	25	50	2
19CME02	Masters Ability and Career Enhancement – II *	-	-	-	100*	100*	2*
	Total					650	26
<b>III SEMESTER</b>							
19MBA301	Core – XIV Indian Business History	50	-	50	50	100	4
19MBA302	***" Do your Venture" – IIMBx	Certification – IIMBx Norms				100*	2*
19MBA303	***Swayam Online course	Certification – Swayam Norms				100	3
	Elective -I	50	-	50	50	100	4

	Elective-II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective-IV	50	-	50	50	100	4
19MBA303	Project Work & Viva voce	80		-	20	100	5
	<b>Total</b>					800	28
	<b>IV SEMESTER</b>						
19MBA401	* Business Ethics and Corporate Governance	50	-			50*	2*
19MBA402	Core - XV Strategic Management	50	-	50	50	100	4
	Elective -I	50	-	50	50	100	4
	Elective -II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective- IV	50	-	50	50	100	4
19MBA403	Internship	50		50	50	100	5
19MBA 404	^ Article Publication	-	-	-	-	50	2
	<b>Total</b>					650	27
	<b>Overall Total</b>					2550	102

<b>Summary</b>							
<b>Subject</b>		<b>Papers</b>	<b>Credit</b>	<b>Total credits</b>	<b>Papers</b>	<b>marks</b>	<b>Total marks</b>
Core (Including Swayam, Internship, Project work & Viva voce)		18	2/3/4/5	68	18	50/100	1700
Electives		8	4	32	8	100	800
<b>Total</b>				<b>102</b>			<b>2550</b>

\*MACE-I, MACE-II, IIMBx and Business Ethics and Corporate Governance (each 2 credits), will be evaluated and entered in transcription sheet as extra credit courses.

\*\* IIMBx (2 Credits) - if the candidate does not complete IIMBx course certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which evaluation will be completely external online examination, conducted by our College.

\*\*\* If the candidate does not complete the Swayam Online course Certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which the evaluation will be completely external online examination, conducted by our College.

Total Marks : 2550

Credits : 102

  
Syllabus Coordinator

  
BOS-Chairperson  
**Dr. BAMINI RAJASEKHARAN**  
DIRECTOR  
Sri Ramakrishna Business School  
Sri Ramakrishna College of Arts & Science  
Coimbatore - 641 006

### Internal and comprehensive evaluation

1. Evaluation of students performance will be based on both continuous internal assessment (CIA & CE) and comprehensive examinations for core and elective courses. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case analysis, simulations, class room participations, student presentations, internal examinations, field study, role play, mini project etc. The faculty concerned may decide appropriate mixture of component for their courses, provided there shall be not less than 3 components of assessments, excluding the internal examination, or each course.
2. CIA shall carry a weightage of 50 % and the CE 50 %. "internal examinations" component of CIA shall carry 20 marks. The remaining 30 marks of the CIA comprise other components.

**CIA- Continous Internal Assessment**  
**CE- Comprehensive Examination**

### MAPPING OF MANAGERIAL SKILLS WITH THE SYLLABI

#### What Are Managerial Skills?

**Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks.** This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks while learning. Therefore, the students can develop each skill through learning and practical experience.

**Managerial skills** is a term that refers to the required skills (competences) of the manager. In particular, following skills are included:

- **Planning** - to know planning techniques and be able to apply them in practice
- **Organizing** - to know organizing techniques and be able to apply them
- **People management** - the ability to manage people (it is a typical hard skill - work allocation, monitoring, etc.)
- **Leadership** - the ability to lead people (it is a typical soft skill - to motivate, inspire, coach, etc.)
- **Communicating** - to be a good communicator
- **Decision making** - to know decision making techniques and be able to practically apply them
- **Problem solving** - to be able to solve business problems

**List of Electives**

List of Elective papers (Can choose any two of the paper as electives from III & IV semester respectively )				
Elective – I  Marketing	1	19MBAM01	Consumer Behaviour	
	2	19MBAM02	Integrated Marketing Communication	
	3	19MBAM03	Sales & Distribution management	
	4	19MBAM04	Customer Relationship Management	
	5	19MBAM05	Services Marketing	
	6	19MBAM06	Brand Management	
	7	19MBAM07	Rural Marketing	
	8	19MBAM08	Digital Marketing	
	9	19MBAM09	International Marketing	
Elective – II  Human Resources	1	19MBAH01	Performance Management	
	2	19MBAH02	Training and Development	
	3	19MBAH03	Organizational Change and development	
	4	19MBAH04	Organizational Design for excellence	
	5	19MBAH05	Industrial Relations & Labour Law	
	6	19MBAH06	Negotiation & conflict management	
	7	19MBAH07	Compensation and Reward Management	
	8	19MBAH08	Strategic Human resource Management	
	9	19MBAH09	Talent Acquisition	
	10	19MBAH10	International Human Resource Management	
Elective III  Finance	1	19MBAF01	Security Analysis & Portfolio Management	
	2	19MBAF02	Financial Services	
	3	19MBAF03	Insurance and Risk Management	
	4	19MBAF04	Banking	
	5	19MBAF05	Derivatives Management	
	6	19MBAF06	Mergers and Acquisitions	
	7	19MBAF07	International Financial Management	
	8	19MBAF08	Financial Markets	
	9	19MBAF09	Strategic Cost Management	
Elective- IV  System	1	19MBAS01	Software Project Management	
	2	19MBAS02	Internet & E Commerce	
	3	19MBAS03	Information Security Systems	
	4	19MBAS04	Information Technology Applications	
	5	19MBAS05	Enterprise resource planning	
	6	19MBAS06	Software Quality Assurance	
	7	19MBAS07	Data warehousing and Data mining	
	8	19MBAS08	Analysis and Design of Information systems	

Elective V Production	1	19MBAP01	Integrated Materials Management
	2	19MBAP02	Advanced Production Management
	3	19MBAP03	Operations Strategy
	4	19MBAP04	Total Quality Management
	5	19MBAP05	Six Sigma
	6	19MBAP06	Supply Chain Management
	7	19MBAP07	World class Manufacturing
	8	19MBAP08	Technology Management
Elective- VI Logistics	1	19MBAL01	Logistics and Supply Chain Management
	2	19MBAL02	Warehousing and Inventory Management
	3	19MBAL03	Fundamentals of Shipping
	4	19MBAL04	Export and Import Management
	5	19MBAL05	Port and Terminal Management
	6	19MBAL06	Packing and Packaging Management
	7	19MBAL07	Fundamentals of E- Logistics
	8	19MBAL08	Air Cargo Logistics Management

### Evaluation & Grading of Project & VIVA (Semester- III)

The prime objective of the project work is to give an opportunity to students for getting an exposure into the industrial work and thereby the budding managers would get to know the actual problems faced by the industries or organizations.

**Major project:** During the end of semester II, the students will be allotted to a staff coordinator who will be the guide and internal examiner for the project work. Each student should select a topic and the same to be approved by the guide. The fieldwork has to be done during the Summer vacation and during the beginning of semester II,. The student should submit the project report on or before the last date specified for submission. The student submitting the report after the last date of submission will be rejected and the same will be treated as "Not completed"

Students are allowed to take up academic project that deals with industrial problems or any other issue pertaining to any industry. From the very first stage of the topic selection the students shall seek the guidance and help of the project supervisor. Consequently the students are expected to go for review of literature.

It is mandatory that every student, on completion of the project should get a certificate from the organization in which they took up the project training with the details viz., the title of the project and the period of study. However if any general studies are carried out the students are expected to submit the certificate and the guide should certify the originality of the work carried out by the candidate.

- The students have to make a presentation of their findings and recommendations to the company executives if necessary.
- The students should make a presentation in the class to the faculty team on the project discussion. A separate schedule would be put up for the same.

The components of Marks for project work will be as follows:

#### INTERNAL EVALUATION (CIA)

S.No	Components	Evaluation	Max. Marks
1	I Review	Selection of the field of study, Topic & research ( presentation )	20
2	II Review	Literature & Data Collection (Presentation )	20
3	III Review	Analysis & Conclusion: Preparation of rough Draft (Presentation )	20
4	IV Review	Presentation of the Project – Open internal Viva	20
		Total	80

**Total :30 Marks**

**END SEMESTER EXAMINATION)- VIVA VOCE**

S.No	Evaluation	Max. Marks
1	Evaluation of the Project	80 Marks
2	Viva Voce (External)	20 Marks

**Internship : Semester- IV****Objective**

Every student has to undertake an Internship. This Internship has been designed to give the student a full-time exposure to the corporate world, to enable the student develop orientation to real life situations in industry. This internship is offered in organizations of repute with specific focus in areas of specialization of the student. The duration of the internship is of 4 weeks.

At the end of Internship, a student has to submit an Internship Report along with a certificate from the organization with whom he/she has done the Internship. A major part of this internship is a Project on a particular area related to his/her subjects of specialization involving in-depth observation or study by data collection through primary sources. This internship Project is a detailed study of the organization and its functioning with particular focus on the areas of specialization

**Internship** : An internship for a period of 4 weeks to be completed during IV semester. During the Mid of IV Semester in an industrial establishment/organization approved by the concerned staff. The student is also required to maintain a work diary and submit a report during the end of III semester, which will be evaluated, by an internal and external viva voce and marks are awarded accordingly.

**Evaluation will be considered with a credit of 4 and Total Marks- 100**

The students are expected to adhere to the guidelines and submit reports.

**CIA evaluation**

S.No	Internship Evaluation	Marks
1	Knowledge Obtained (internal Viva)	10
2	Skills / competencies acquired	10
3	Corporate Mentor's comments/ observations	10
4	Intern Key responsibilities	10
5	Report on Internship & internal viva	10
	Total (I)	50

**External Evaluation ( VIVA VOCE)**

S.No	Internship Evaluation	Marks
1	Report	25
2	Oral Presentation	25
	Total (II)	50

**Total (I) and Total (II)**

**Internal & External Components - Max Marks : 100****Internal Evaluation of the CIA components for the Marks – (30)****Assignment -10 Marks****1. Online Interaction / posting of assignment in Google Class room**

Online interaction will consist of three parts:

- (a) a thorough reading and engaging of the instructor's posted introduction of the session and any additional material (posted at the beginning of each week session),
- (b) a clear and concise evaluation of the material and / or report of research assignments
- (c) and a written interaction with the posts consisting of 300- 400 words per post is recommended

Participants are invited to continue the online discussions as they wish, although only the required posts will be marked.

**2. Research Assignments :** Detailed instructions for the research assignment will be provided at the appropriate time.

**3. Written assignments on a given topic :** Each session will require a written paper based on the topic given by the faculty and constitute one section of the whole syllabus

**Assignment**

Originality	Content	Timely submission	Online Interaction/ Submission	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

**Case Analysis**

Pre reading	Content of the subject	Class participation	Oral communication	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

**Field Study**

Selection of area of study	Involvement	Submission of report	Total
3	2	5	10

Minimum : 0                      Maximum : 2/3/5 for each component

**19MBA201-OPERATIONS MANAGEMENT****Course Objective:**

- To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
- To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
- To gain some ability to recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and strategy.
- To understand how Enterprise Resource Planning and MRP II systems are used in managing operations

Semester	II
Credit	4
Max. Marks	CIA -50 CE -50
	TOTAL =100

**UNIT – I: INTRODUCTION TO OM****11 Hours**

Introduction - importance of OM - System View of OM – Functions of OM - Characteristics of Modern production and operation function - Decision making and applications in OM - Types of production Systems – Characteristics of Modern Production and operation function – recent trends in Operation management – Introduction to Service operations Management – Classification, Nature.

**UNIT – II: PLANT LOCATION& MANUFACTURING****11 Hours**

Plant Location - Steps in Location selection - Location models - Plant layout - Characteristics, types, Importance –Production and Operation Technology, Evolution of Technology - Computer Integrated Manufacturing (CIM) – Objectives – Issues- Lean Manufacturing System – Steps in transformation - Agile Manufacturing System – Line on Balance: Application Area, Steps.

**UNIT – III: PRODUCTION PLANNING & CONTROL****11 Hours**

Production Planning Control (PPC) - Functions - Capacity Requirement Planning (CRP) - Material Requirement Planning (MRP) - Master production Schedule (MPS) - Objectives, Functions - Introduction to MRP - II and ERP – Bills of Materials (BOM). Business Process Re-Engineering (BPR) – Process, Need.

**UNIT – IV: MATERIALS MANAGEMENT****11 Hours**

Materials Management: Objectives, Functions – Budgeting – Purchase Management: Functions, Procedure – ABC Analysis – Inventory Control: Functions, Motives Types – Stock: Types, Levels - JIT – KANBAN – Value Analysis: Types, Procedures.

**UNIT –V: SCHEDULING & QUALITY CONTROL****11****Hours**

Project Management: Scheduling technique – PERT, CPM Scheduling – Workcenters, Priority rule and techniques, Johnson's algorithm, Gantt Charts.  
Quality Assurance: Introduction, Importance, approaches – Quality Control: TOM – Six Sigma – ISO – Statistical Control Technique – Techniques.

**Total Hours 55**

**Note: Question paper consists of 100% Theory questions only.**

**Course Outcome:**

After successful completion of the course the student will be able to:

- CO1:** Understand the core features of the operations and production management function at the operational and strategic levels
- CO2:** Develop the ability to identify the organizational locate selection and technology procedure
- CO3:** Assess the operation functions, planning, performance and capabilities in various forms
- CO4:** Realize the materials importance and procedure of purchasing
- CO5:** Recognize the quality effectiveness with the combination of certification and indian work ethos position.

**Pedagogy:**

Lectures, Role play, Case Discussion, Field Study and Production Unit Analysis.

**TEXT BOOK:**

1. Martin K Starr, Sushil K Gupta, (2017) The Routledge Companion to Production and Operations Management, Pearson Education.

**REFERENCES:**

1. Aswathappa&Shridhara Bhat, (2014) Production and Operations Management, 3/e Himalaya Publishing House, New Delhi
2. Ray R Venkatraman, Jeffrey, K Pinto(2016) Operations Management Managing Global Supply Chains, SAGE Publications.
3. R B Khanna, (2015) "Production and Operations Management", PHI Learning PVT Ltd.

**SUPPLEMENTARY READING MATERIAL****Websites**

1. <https://onlinelibrary.wiley.com/journal/18731317>
2. <https://onlinelibrary.wiley.com/page/journal/18731317/homepage/overview>
3. <https://www.inderscience.com/jhome.php?jcode=ijsom>
4. <https://www.sciencedirect.com/journal/journal-of-operations-management>

**Journals**

1. Journal of Modern Science, Vol:8, No-1mFeb 2018, ISSN – 2277 7628
2. Indian Journal of Management, Vol:12, Issue 10, October 2019, ISSN – 0975 2854
3. Indian Journal of current trends in Management Science, Vol 10, No1, April 2017, ISSN- 0976 1845
4. Tatva , The Journal of Management Scholars, Vol15, 2018, ISSN – 0973 0974

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study / Assignment/Seminar	10
Viva Voce	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>TOTAL</b>	<b>100</b>

**CO – PO – PEO Mapping**

<b>PO CO</b>	<b>POa</b>	<b>POb</b>	<b>POc</b>	<b>POd</b>	<b>POe</b>	<b>POf</b>	<b>POg</b>	<b>POh</b>	<b>POi</b>	<b>POj</b>	<b>POk</b>	<b>POl</b>
<b>CO 1</b>	3	2	2	1	1	1	2	1	2	1	2	1
<b>CO 2</b>	3	3	2	2	3	3	3	3	1	1	2	3
<b>CO 3</b>	3	3	3	2	2	1	3	3	2	2	2	2
<b>CO 4</b>	3	2	1	1	2	1	2	3	2	2	2	3
<b>CO 5</b>	3	2	3	3	3	2	1	1	1	1	1	3

**3= Strong****2=Medium****1=Weak**

<b>Program Educational Objectives</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>	<b>CO 4</b>	<b>CO 5</b>
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	3	2	3	2	2
<b>PEO 3</b>	2	1	2	3	1

**3= Strong****2=Medium****1=Weak****Course Prepared By:****Dr B MercelineAnitha****Approved By:****Dr. BaminiRajasekharan**

**Dr. BAMINI RAJASEKHARAN**  
**DIRECTOR**  
 Sri Ramakrishna Business School  
 Sri Ramakrishna College of Arts & Science  
 Coimbatore - 641 006

**19MBA 202-FINANCIAL MANAGEMENT****Course Objective:**

The course aims to enhance the ability of students

- To obtain an understanding and ability to use business financial management concepts and tools of analysis to become familiar with the various types of financing available to a firm.
- To provide knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems

Semester	II
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT – I FOUNDATIONS OF FINANCE:****11Hours**

Financial management: An overview, Time value of money, Introduction to the concept of risk and return of a single asset and of a portfolio, Valuation of bonds and shares, Option valuation.

**UNIT-II INVESTMENT DECISIONS:****11Hours**

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, Profitability Index: Comparison of DCF techniques, Project selection under uncertainty. Inflation and capital budgeting: Concept and measurement of cost of capital, Specific cost and overall cost of capital

**UNIT – III FINANCING AND DIVIDEND DECISION:****11Hours**

Financial and operating leverage: capital structure, Cost of capital and valuation, designing capital structure. Dividend policy: Aspects of dividend policy, practical consideration, forms of dividend policy, forms of dividends, share splits.

**UNIT - IV WORKING CAPITAL MANAGEMENT:****11Hours**

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 SOURCES OF FINANCE AND DIGITAL TRANSFORMATION:****11Hours**

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity. Digital Transformation: Payment Gateways, Online Banking, Mobile Banking, Crypto currency, Block Chain, Artificial Intelligence and Big Data Analytics in Financial Management.

\*Hands on experience on cost of capital and working capital management

**\*Theory 70% and 30% problems**

**Total :55 hours****Course Outcomes:**

After completion of the course the student will be able to:

- CO1:** Understand various financial concepts, principles, techniques and important theories of financial management.
- CO2:** knowledge on fundamental concepts and tools of finance and make investment decisions.
- CO3:** Ability to undertake Financing decisions for formulation of Capital structure and the policy of dividends.
- CO4:** Apply knowledge on Financing and investment in international perspective.
- CO5:** Provide an optimal working capital structure for his own business.

**Pedagogy**

Lectures, Numerical exercises , Mini Project and Case Discussion

**TEXT BOOK**

Pandey I. M., (2011) Financial Management, 11/e Vikas Publishing House Pvt. Ltd.

**REFERENCES**

- 1.Khan M.Y and Jain P.K.(2018), Financial management - Text and problems, 6/e TataMcGraw Hill Publishing Co Ltd.
- 2.Prasanna Chandra,(2019) Financial Management - Theory and practice, 5/eTata Me Graw Hill Publishing Co Ltd.

**Websites:**

- <https://hbr.org/topic/financial-management>
- <https://hbr.org/topic/financial-analysis>
- <https://hbr.org/2015/03/when-it-pays-to-think-like-a-finance-manager>

**Journals:**

- <https://www.journals.elsevier.com/journal-of-multinational-financial-management>
- **Journal of Risk and Financial Management**
- **International Journal of Financial Management**

**Evaluation &Grading :**

Components	Weightage of marks
Case Discussion and Class Exercises	10
Mini Project	20
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	3	1	3	3	1	3	1	2	1
<b>CO 2</b>	3	1	3	3	3	2	3	3	3	1	2	1
<b>CO 3</b>	3	2	2	3	1	2	3	3	3	3	2	3
<b>CO 4</b>	3	3	3	2	1	3	3	1	3	2	2	3
<b>CO 5</b>	3	3	3	3	3	2	3	1	3	1	2	3

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	1	1	3	1
<b>PEO 33</b>	2	3	3	3	3

**3= Strong****2=Medium****1=Weak****Course Prepared By:****Dr. Bamini Rajasekharan****Approved By:**

**Dr. Bamini Rajasekharan**  
**Dr. BAMINI RAJASEKHARAN**  
 DIRECTOR  
 Sri Ramakrishna Business School  
 Sri Ramakrishna College of Arts & Science  
 Coimbatore - 641 006

**19 MBA 203 - HUMAN RESOURCE MANAGEMENT****Course Objective:** The course aims to enhance the ability of students

- To understand the importance of an organizational perspective of Human Resources.
- To know about the training process adopted in HR field
- To have an idea about the various compensation plans adopted by the organization.

Semester	II
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT – I: HRM OVERVIEW****11hours**

Human Resource Management - Line Vs Staff Authority - Work Force Diversity, Globalization - Work Trends - New Management Practices - Changing Role of HR Management - Strategic HRM - HR Planning.

**UNIT –II: JOB ANALYSIS AND ASSIGNMENT****11hours**

Job Analysis: Nature of Job Analysis - Job Description - Job Specification -Recruitment and Selection Process-competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data, online recruitment; employee referrals; recruitment process outsourcing, head hunting, testing for selection of employees, use of psychological test, selection process, interviewing skills, errors in selection. Employer branding- Forecasting of Personnel -Promotions.

**UNIT – III: TRAINING AND EVALUATION****11 hours**

Training Process - Analysis of Training Needs - Training Techniques - Evaluation of Training - Managerial Training (On the Job/Off the Job) - Nature and Purpose of Management Development - Executive Development - Importance of Performance Appraisal - Performance Appraisal –Types, Methods, limitations and problems, ethics, Potential Appraisals Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods-- Appraisal Interview -Career Counselling.

**UNIT – IV: COMPENSATION MANAGEMENT****11 hours**

Basic Aspects of Compensation - methods of calculation-Pay for performance, competency-based pay, equity-based rewards, team rewards-Reward strategy & psychological contract-Law relating to compensation. Executive compensation, Benefits administration, employee welfare and working conditions-statutory and voluntary measures. Factors Determining Pay Rates - Establishing Pay Rates - Current Trends - Pricing Managerial and Professional Jobs - Current Issues in Compensation - Money and Motivation - Incentives for Employees and Executives -Incentive Plans - Benefits, Insurance, Retirement and Employee Services Benefits.

**UNIT – V: EMPLOYEE RELATIONS****11 hours**

Labor Movement and Unions - Collective Bargaining-Recent Trends in Industrial, Trade Unions, Grievances Handling, Grievances and Redressal mechanisms, Code of discipline in industries, Standing orders, Settlements, Managing foreign nationals in Indian organizations - Fair Treatment and Employee Discipline - Managing Dismissal - Employee Safety and Health - Causes of Accidents - Global HR - International Assignments - Internationalization of Business - Diversity -Training and Maintaining International Employee- Human resource information system. Emerging Trends in Human Resource Management

**Total Hours 55**

**Course Outcome**

After completion of the course the student will be able to:

- CO1:** Appreciate the concept of human resource management and their effective management in today's organization.
- CO2:** Apply the various job analysis tools and techniques to cater to the organizations HR needs.
- CO3:** Develop, implement, and evaluate employee orientation, training, development and evaluation programs.
- CO4:** Implement benefits package that supports the organization's strategy in line with HRM cost-containment policies and practices.
- CO5:** Facilitate and support governmental regulations affecting employees and employers.

**Pedagogy:**

Lectures, Role play, Case Discussion and Field Study

**Learning Resources:****Text Book:**

Gary Dessler, Human Resources Management, and Prentice Hall of India: New Delhi, 15<sup>th</sup> Edition, 2017.

**References:**

1. Rao VSP, Human Resources Management: Text and cases, Excel books: New Delhi, 15<sup>th</sup> Edition, 2016
2. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy. Managing Human Resource. PHI Learning. 2012
3. Bernadin, Human Resource Management, Tata McGraw Hill, 8<sup>th</sup> edition 2012. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
4. Ivancevich, Human Resource Management, McGraw Hill 2012.
5. Uday Kumar Halder, Juthika Sarkar. Human Resource management. Oxford. 2012.
6. David A. Decenzo and Stephen P. Robins, Personnel / Human Resource Management, Prentice Hall of India: New Delhi, 5<sup>th</sup> Edition, 2016.
7. Wayne F. Cascio, Managing Human Resources, and McGraw Hill: New Delhi, 12<sup>th</sup> Edition, 2018.

**Supplementary Reading Material****Websites**

- "The Psychology of Human Analytics." AIHR Academy. Accessed March, 2019. <https://www.analyticsinhr.com/blog/psychology-people-analytics/>.
- "The seven Practices of High-Impact HR." Global industry Analyst. Accessed October 06, 2017. <https://www.linkedin.com/pulse/work-disrupted-what-should-hr-do-seven-practices-josh-bernsin/?trackingId=jTjD38B2ermnTTl7k7WGyQ%3D%3D>.
- "Top 4HR Trends for 2019." Accessed May 5, 2019. <https://www.business.com/articles/top-4-hr-trends-for-2019/>.

**Journals**

- Journal of Human Resource Management, ISSN Print: 2331-0707, Volume 7, Issue 4, December 201, Inderscience Publisher. UK.
- International Journal of Human Resource Management, Volume 15, 2017, Job analysis: a strategic human resource management practice.
- International Journal Of HRD and Management, ISSN online 1741-5160 ISSN print 1465-6612, Inderscience Publisher. UK
- International Journal of Chinese Culture and Management, ISSN 1752-1289, ISBN: 1752-1270, Inderscience Publisher. UK.
- Gurkov I. B., Zelenova O. I., Saidov Z. Mutation of HRM practices in Russia: an application of CRANET methodology // International Journal of Human Resource Management. 2012. Vol. 23. No. 7. P. 1289-1302.

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Assignment/Seminar/Field Study	10
Viva voce	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong 2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

  
 Dr Akshaya A.V.R

Approved By:

  
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**19 MBA 204- MARKETING MANAGEMENT**

Semester	II
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**Course Objective**

- To understand the concept of marketing management
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision situations
- To understand the marketing environment.

**UNIT - I INTRODUCTION****11 Hours**

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

**UNIT - II MARKETING STRATEGY****11 Hours**

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****11 Hours**

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

**UNIT - IV BUYER BEHAVIOUR****11 Hours**

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

**UNIT - V MARKETING RESEARCH & TRENDS IN MARKETING****11 Hours**

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – AI for Marketing decisions- Customer driven organizations - Cause related marketing - Ethics in marketing – Online marketing trends.

**Total 55 hours****Course Outcomes**

After successful completion of this course, the student would be able to-

- CO1: Demonstrate strong conceptual knowledge in functional areas of marketing management
- CO2: Demonstrate effective understanding of relevant functional areas of marketing management and its application
- CO3: Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.
- CO4: Develop an insight into basic marketing mix issues, Effectively segment a market, target and position a product
- CO5: Decide on marketing channels and logistics

**Pedagogy**

Lectures, Case Discussion and Field Study

**TEXT BOOK:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha (2012) *Marketing Management: A South Asian Perspective*, 14/e; New Delhi: Pearson Education

**REFERENCES:**

1. Michael, J. Etzel, Bruce, J. Walker, William, J. Stanton and Ajay Pandit (2009). *Marketing Concepts and Cases*, 14/e; New Delhi: Tata McGraw-Hill.
2. Ramasamy, V.S and Namakumari, S. (2009). *Marketing Management: Global perspective Indian Context*, 4/e; New Delhi: Macmillan India

**Supplementary Reading:****Weblinks:**

- Marketing for the 21<sup>st</sup> century, <https://www.managementstudyguide.com/marketing-management-articles.htm>
- Recent Industrial marketing management articles, <https://www.journals.elsevier.com/industrial-marketing-management/recent-articles>
- Sales and marketing management articles, <https://blog.oxfordcollegeofmarketing.com/category/sales-and-marketing-management-articles/>

**Journals:**

- **Journal of Marketing Management (ISSN 2333-6080 (Print) 2333-6099(Online))**
- Marketing Management Journal, Current and Past Issues, Volume 28, 2018
- Industrial Marketing Management ISSN 0091-8501

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Viva voce	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Prepared By

D.Caroline Rebecca

Approved By

Dr. Bamini Rajasekharan

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**19MBA205 – OPERATIONS RESEARCH FOR BUSINESS****COURSE OBJECTIVE**

To enable the students to understand the operational research concepts.

Semester	II
Credit	4
Paper Type	Allied
Max. Marks	CIA -25 CE-25
	TOTAL =50

**UNIT I LINEAR PROGRAMMING (12)**

Formulation – Graphical Solution – Simplex Method – Dual of Linear Programming Problem – Economic Interpretation.

**UNIT II TRANSPORTATION AND ASSIGNMENT MODEL (12)**

Initial Basic Feasible Solutions- NWC, LCM and VAM – Optimum Solution – MODI method. Hungarian algorithm of Assignment Model - Unbalanced A.P. – Maximization (Simple Problems)

**UNIT III NETWORK AND WAITING LINE MODEL (11)**

Networking – CPM – Critical Path – PERT Time Estimates – Critical Path. Structure of Waiting line Models – M/M/1 for infinite Population – Simple problems for Business Decisions.

**UNIT IV INVENTORY MODELS (9)**

Inventory Control- Introduction- Inventory Costs- EOQ Problem with and without shortages- Production Problems with and without shortages- EOQ with Price Breaks.

**UNIT V SIMULATION AND DECISION THEORY (13)**

Types of Simulation – Event type Simulation – Monte Carlo Simulation. Pay-off tables in Decision theory – Decision Criteria – Decision trees – Simple Problems.

**COURSE OUTCOMES**

After the completion of the course the student will be able to

- CO1 Solve linear programming problems
- CO2 Formulate and solve transportation and assignment problems
- CO3 Construct the network and identify the critical activities and find the probability of completion
- CO4 Solve the waiting line and inventory models.
- CO5 Acquire knowledge about Simulation and decision theory in real life.

**Total Periods : 55**

**\* Note : The Question paper consists 20% Theory and 80% Problems**

**TEXT BOOK**

1. N.D.Vohra, “Quantitative Techniques in Management”, TMH Publishers, 2<sup>nd</sup> edition 2007.

**REFERENCE BOOKS**

1. Sunderesan, Ganesan and Ganapathy Subramanian “Resource Management Techniques”, AR Publishers, 9<sup>th</sup> edition 2015.
2. KantiSwarup, P.K.Gupta and Man Mohan , “Operations Research”, Tata McGraw Hill, 17<sup>th</sup> ,edition,2015.

Prepared by

*N. Radha*

**Dr Radha N**

Approved by

*Uma N*  
**Dr Uma N**

**19MBA 206-BUSINESS RESEARCH METHODS****Course Objective:**

The course aims to help students to acquire a working knowledge about business research methods and the ability to apply them in practice.

- To undertake a study on their behalf in business environment & to become skilled in technical required to be successful to complete research project themselves

Semester	II
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT – I OVERVIEW OF RESEARCH IN MANAGEMENT: 11Hours**

Definition of Research - Research Methods Vs Research Methodology - Significance - Scope of Research in Business Management - Characteristics of Good Research - Types of Research and their Application - Research Process - Defining Research Problems, Review of Literature and Hypothesis Testing.

**UNIT – II RESEARCH DESIGNS, SAMPLING TECHNIQUES:11Hours**

Research Design: Types of Research Designs and their Application - Features of a Good Research Design, Variables in Research - Sampling Design: Population and Sample, determination of Sample size, Types of Sampling Technique- Probability Vs. Non Probability sampling methods, Criteria for a Good Sampling Design.

**UNIT – III DATA COLLECTION, MEASUREMENT & SCALING :11Hours**

Measurement: Types of Measurement, Errors in Measurement and Tests for Sound Measurement Technique - Scaling Technique: Rating Scale, Ranking Scale, Arbitrary Scale, Consensus Scaling, Item Analysis, Cumulative Scales, Factor Scales and Advanced Scaling Techniques. UniDimensional scaling, Multi Dimensional Scaling-Types of Data Sources – Primary Data collection methods- Observation, Interview- steps in Constructing questionnaire - Pilot Study

**UNIT – IV DATA ENTRY & DATA ANALYSIS:11Hours**

Data Entry-Editing, Coding, Tabulation- Procedure of Testing Hypothesis, Parametric Test Vs Non Parametric test, Types of Analysis: Univariate data analysis, Bivariate data analysis, Multivariate data analysis: Factor Analysis, Cluster Analysis, Discriminant Analysis and Conjoint Analysis. Parametric Test Vs Non Parametric test

**UNIT – V INTERPRETATION AND REPORT:11Hours**

Significance of Interpretation –Research report- Types and Layout of Reports - Precautions of Report Writing - Types and Layout of Reports - Tables and Chart, Diagrams References, Bibliography - Appendices - Annexure - Final Proof- Tools in checking Plagiarism- Ethics in Research Report Writing

**Total Hours: 55 hours****Course Outcomes:**

After completion of the course the student will be able to:

- CO1:** Apply a range of quantitative and or qualitative research techniques.
- CO2:** Understand and apply research approaches, techniques & strategies
- CO3:** Demonstrate understanding of data collection and apply appropriate sampling techniques.
- CO4:** Apply the appropriate test methods in various research studies
- CO5:** Present the interpretations in a report format for business decision making.

**Pedagogy:**

Lectures, Numerical Exercises and experiential learning

**TEXT BOOKS:**

1. Uma Sekaran and Roger Bougie, Research Methods for Business – A Skill Building Approach, New Delhi: Wiley India 4/e; Seventh edition, 2018
2. Research Methodology in Business Research by Dr.R.Prabhu, Dr.T.Raju and Dr. V.Krishnapriya by Vijay Nicole Imprints Limited, Chennai, 2017

**REFERENCES:**

1. Research Methodology : Methods And Techniques (Multi Colour Edition). by C.R. Kothari and Gaurav Garg , 2019
2. Krishnasamy. O.R., Methodology of Research in Social Science, Himalaya Publishing House: Delhi, 5<sup>th</sup> Edition, 2016.
- 2 Gupta. S. K, Statistics for Management, Sultan Chand: Delhi, 2018.
3. Donald. R. Cooper and Pamela S. Schindler - Business Research Methods, Tata McGraw Hill: New Delhi, 2017.

**Supplementary Reading Material****Websites**

Harvard Business Review- Defend your Research:

- <https://hbr.org/2019/09/experience-doesnt-predict-a-new-hires-success>
- <https://hbr.org/2019/07/instant-feedback-hurts-our-performance>
- <https://hbr.org/2019/01/mindfulness-is-demotivating>
- <https://hbr.org/2019/11/for-women-in-business-beauty-is-a-liability>
- <https://hbr.org/2019/03/you-shouldnt-volunteer-to-help-your-coworkers>
- <https://store.hbr.org/product/defend-your-research-are-entrepreneurs-really-pot>

**Journals:**

- International Journal of Social Research methodology
- Journal of Mixed Methods Research- SAGE Journal
- <https://www.journals.elsevier.com/journal-of-operations-management/empirical-research>

**Evaluation & Grading :**

Components	Weightage of marks
Case Discussion and Class Exercises	10
Mini Project	20
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO - PO - PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	3	1	3	3	1	3	1	2	1
CO 2	3	1	3	3	3	2	3	3	3	1	2	1
CO 3	3	2	2	3	1	2	3	3	3	3	2	3
CO 4	3	3	3	2	1	3	3	1	3	2	2	3
CO 5	3	3	3	3	3	2	3	1	3	1	2	3

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	1
PEO 33	2	3	3	3	3

**3= Strong****2=Medium 1=Weak****Course Prepared By:****Dr PonMeenakshi P****Approved By:****Dr. Bamini Rajasekharan****Dr. BAMINI-RAJASEKHARAN**  
**DIRECTOR**Sri Ramakrishna Business School  
Sri Ramakrishna College of Arts & Science  
Coimbatore - 641 006

**19MBA 207-DATA ANALYSTICS IN BUSINESS MODELLING**

**Course Objective:** At the completion of this course, students will be able to:

- To Prepare and manipulate datasets for analysis
- To able to Conduct simple descriptive and graphic analyses of data .
- Prepare a report with a summary of analyses.

Semester	II
Credit	2
Max. Marks	CIA -25 CE-25
	TOTAL =50

**UNIT I: INTRODUCTION TO R & SPSS:****6Hours**

Data Analytics-Basics of R, SPSS & Python- Introduction to R libraries- Data structure & Data types in R operators- Control Structures & functions in R- Data Processing

**UNIT II- DATA IMPORT:****6 Hours**

Data import- Data cleaning, Sorting, Preprocessing Data –Charts&Graphs: Creating and editing graphs and charts- Frequencies: bar charts, pie charts, histograms.

**UNIT III- DATA PROCESSING:****6Hours**

Exploratory Data Processing- Data Visualization, Charts & Exploratory graphs- Plots using ggplot2-Descriptive analysis of data: Frequencies - Descriptives - Explore - Crosstabs - Charts Exercise

**UNIT IV:DATA ANALYSIS:****6 Hours**

Data analysis, Hypthesis testing- Supervised learning- Decision tree- Unsupervised Learning, k- Means Clustering- Use case- Customer Segmentation using R - ANOVA, Rank sum Test: Mann whitney U test, Krushkal Wallis test, Reliability test, Regression

**IV. ANALYSING PARAMETRIC & NON PARAMETRIC TEST:****6 Hours**

Data Analysis and Interpretation with SPSS& R: Kolmogorov- Smirnov test, One sample T test , Correlation, Chi square Test

**Total Hours: 30****Hours****Course Outcomes:**

After completion of the course the student will be able to:

- CO1:** Effectively organise and manage data sets for analytical problems
- CO2:** Import data for efficient use in analysis
- CO3:** Process and Prepare data for further analysis
- CO4:** Apply advance qualitative & quantitative techniques for analysis
- CO5:** Analyse& interpret the results of analysis.

**Learning Resources:****Text Book:**

Advanced R- Hadley Wickham-CRC Press,Taylor&Francis Group, 2015

**Evaluation & Grading :**

Components	Weightage of marks
Class Exercises	10
Report	05
Model	10
<b>Total CIA marks</b>	<b>25</b>
<b>End Semester Examination</b>	<b>25</b>
<b>Total</b>	<b>50</b>

**References:**

- IBM SPSS Statistics 23 Step by Step- A simple guide & reference- Darren George & Paul Mallery
- Bernadin, Human Resource Management ,TataMcgraw Hill ,8th edition 2012.
- Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.

**Supplementary Reading Material****Websites**

- <https://hbr.org/2018/12/what-great-data-analysts-do-and-why-every-organization-needs-them>
- <https://hbr.org/2019/01/data-science-and-the-art-of-persuasion>
- <https://hbr.org/2019/10/most-analytics-projects-dont-require-much-data>
- <https://hbr.org/2018/10/4-analytics-concepts-every-manager-should-understand>

**Journals:**

- International Journal of Data Science and Analytics
- International Journal of Business and Data Analytics

**CO - PO - PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	3	1	3	3	3	2	1	1	3
<b>CO 2</b>	3	1	3	3	3	2	3	3	3	1	1	3
<b>CO 3</b>	3	2	2	3	1	2	3	3	3	3	2	3
<b>CO 4</b>	3	3	3	1	1	3	3	1	3	2	1	3
<b>CO 5</b>	3	3	3	3	3	2	3	1	2	3	2	3

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	1	1	3	1
<b>PEO 3</b>	2	3	3	3	3

**3= Strong****2=Medium****1=Weak****Course Prepared By:**

**Dr PonMeenakshi P****Approved By:**

  
**Dr Bamini Rajasekharan**
**Dr. BAMINI RAJASEKHARAN****DIRECTOR**

Sri Ramakrishna Business School  
Sri Ramakrishna College of Arts & Science  
Coimbatore - 641 006

**MASTERS' ABILITY AND CAREER ENHANCEMENT (MACE – II)****Subject Code: 19CME02****Common to all the PG streams admitted from AY 2019-21**

Semester	II
Credit	2
Paper type	Skill based
Max. Marks	Total=100 (Online:50+Verbal Oral: 50)

**Aim:**

To educate and enrich the students on quantitative ability, arithmetic reasoning, and verbal ability. Enhance the students on group behavior and team building skills.

**Semester: 40****Instruction Hours per****Course Objectives**

To enable students to,

- Improve their quantitative ability.
- Ability of arithmetic reasoning
- Enhance their verbal ability through vocabulary building and grammar
- Enhance their group behavior and team building skills.
- Build resumes, speak in public, debate and discuss in groups

**Unit I(Quantitative Ability)**

Speed Maths – Simple Conversion – Square roots and Cube roots – Vedic Maths – Short cuts-Special Concepts. Number Properties – Divisibility rules – Unit digit – HCF and LCM – Simplification. Percentage – Fundamentals – Increase and decrease concepts – Basics of Averages. Profit and Loss – Finding CP, MP, SP. Discount – Flat & Successive

**Unit II (Arithmetic Reasoning)**

Data Arrangements – Linear and Circular arrangement – Alpha & Numeric series – Analogy. Blood Relation – Family Tree – Statement based. Coding & Decoding – Alpha coding and Numeric coding

**Unit III(Verbal Ability)**

Vocabulary – Etymology, Root words, Verbal Analogy. Reading Comprehension: Workshop on Reading – Sub-skills of Reading, Techniques of Reading, Jumbled Paragraphs. Application of Grammar concepts – Parts of Speech, Tenses

**Unit IV**

Group discussion, interviews and presentation skills - Group behaviour – Team Work – Team building – Open and Closed group discussions.

**Unit V**

Exercises on Resume writing - Public speaking, Group discussion, debate, extempore, quiz and contemporary group play and role play.

**Course Outcomes**

On the successful completion of the course, the student would be able to-

- Enhance their ability to deal with quantities
- Understand and improve arithmetic reasoning.
- Build better vocabulary and grammar
- Improve the group behavior and team building.
- Prepare resumes, speak in public, debate and discuss in groups

### References

1. Quantitative Aptitude for Competitive Exams by R. S. Agarwal
2. Quantum CAT by Sarvesh Verma
3. A Modern Approach to Logical Reasoning by R. S. Agarwal
4. Verbal Ability and Reading Comprehension by Arun sharma
5. Word Power Made Easy by Norman Lewis
6. High School English Grammar by Wren and Martin
7. English Conversation Practice by Grant Taylor
8. Group Discussion and Interviews by Anand Ganguly
9. Art of Social Media by Guy Kawasaki



Verified By Course

Coordinator



# **Sri Ramakrishna College of Arts and Science**

**Formerly SNR Sons College**

**(An Autonomous Institution )**

**Affiliated to Bharathiar University**

**Approved by Government of Tamilnadu, AICTE and UGC New Delhi**

**Reaccredited with 'A' Grade by NAAC, An ISO 9001:2008 certified institution**

**SNR College Road, Coimbatore - 641006**

**Awarded as Best Private Institute by Assocham, Gujarat.**



## **SYLLABUS**

### **Department of Management Sciences PG**

### **MBA**

**Syllabus –MBA**

**Academic Year (2020-2021 onwards)**

**(For the batch of 2019-2021)**



**Sri Ramakrishna College of Arts and Science**  
**(Autonomous)**  
**(Formerly S.N.R. Sons College)**  
**(Affiliated to Bharathiar University)**  
**(Re-Accredited with 'A' Grade by NAAC)**  
**(An ISO 9001:2015 Certified Institution)**  
**Nava India, Coimbatore-641 006, Tamil Nadu, India.**



**“Scheme of Examination along with Distribution of Marks and Credits”**

**CBCS & OBE PATTERN**  
**POST GRADUATE PROGRAMMES**  
**MBA Degree Program**

(For the students admitted during the academic year 2019– 20 and onwards)

Study Components and Course Title		CIA	Comprehensive Exam		Comprehensive Exam Total	Total	Credit
			Online	Descriptive (Theory)			
	<b>I SEMESTER</b>						
19MBA101	Core I –Foundations of Management	50	-	50	50	100	4
19MBA102	Core II – Organizational Behavior	50	-	50	50	100	4
19EC003	Core III – Managerial Economics	50	-	50	50	100	3
19MBA104	Core IV – Accounting for Managers	50	-	50	50	100	4
19MBA105	Core-V Statistics for Management	50	-	50	50	100	4
19MBA106	Core-VI Accounting Lab- Tally	25	-	-	25	50	2
19CME01	Masters Ability and Career Enhancement – I *	-	-	-	100*	100*	2*
	Total					550	21
	<b>II SEMESTER</b>						
19MBA201	Core – VII Operations Management	50	-	50	50	100	4
19MBA202	CORE – VIII Financial Management	50	-	50	50	100	4
19MBA203	Core – IX Human Resource Management	50	-	50	50	100	4
19MBA204	Core – X Marketing Management	50	-	50	50	100	4
19MBA205	Core-XI Operations Research for Business	50	-	50	50	100	4
19MBA206	Core XII Business Research Methods	50	-	50	50	100	4
19MBA207	Core – XIII Data Analytics & Business Modelling – Lab	25	-	-	25	50	2
19CME02	Masters Ability and Career Enhancement – II *	-		-	100*	100*	2*
	Total					650	26
	<b>III SEMESTER</b>						
19MBA301	Core – XV Strategic Management	50	-	50	50	100	4
19MBA302	Core – XVI Design Thinking for Mangers	50	-	-	-	50	2
19MBA303	** IIMBx Course	Certification – IIMBx Norms				100*	2*
19MBA304	***Swayam Online course	Certification – Swayam Norms				100*	3*
	Elective -I	50	-	50	50	100	4
	Elective-II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective-IV	50	-	50	50	100	4
19MBA305	Project Work & Viva voce	80	-	-	20	100	6
	Total					650	28

	<b>Total</b>					<b>650</b>	<b>28</b>
	<b>IV SEMESTER</b>						
19MBA401	Core – XVII Business Ethics and Corporate Governance	50	-	-	-	50	2
19MBA402	Core – XVIII Entrepreneurship and New Venture Development	50	-	50	50	100	4
	Elective -I	50	-	50	50	100	4
	Elective -II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective- IV	50	-	50	50	100	4
19MBA407	Internship	50		50	50	100	4
19MBA408	^ Article Publication	-	-	-	-	50*	2*
	Total					650	26
	Overall Total					2500	101

**COURSE SUMMARY:**

Subject	Papers	Credit	Total credits	Marks	Total marks
Core (Including, Internship, Lab, Project work & Viva voce)	19	2/3/4/6	69	50/100	1700
Swayam , IIMBx	2	2/3	5	100	200
Mace1/II	2	2	4	100	200
Electives	8	4	32	100	800
Article Publication	1	2	2	50	50
<b>Total</b>			<b>101+(11 Extra Credit)</b>		<b>2500+(450Extra credit marks)</b>

\*MACE-I, MACE-II, IIMBx and Business Ethics and Corporate Governance (each 2 credits), will be evaluated and entered in transcription sheet as extra credit courses.

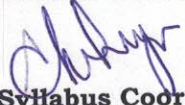
\*\* IIMBx (2 Credits) - if the candidate does not complete IIMBx course certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which evaluation will be completely external online examination, conducted by our College.

\*\*\* If the candidate does not complete the Swayam Online course Certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which the evaluation will be completely external online examination, conducted by our College.

# Industry Integrated Certification course –2 courses as per chosen specialization

^ Article Publication Certificate has to be presented for obtaining 2 credit.

**Total Marks: 2500**

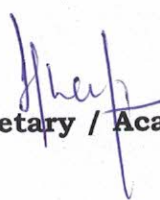


**Syllabus Coordinator**

**Credits: 101**



**BOS-Chairperson**

  
**Member Secretary / Academic Council**

### Internal and comprehensive evaluation

1. Evaluation of students performance will be based on both continuous internal assessment (CIA & CE) and comprehensive examinations for core and elective courses. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case analysis, simulations, class room participations, student presentations, internal examinations, field study, role play, mini project etc. The faculty concerned may decide appropriate mixture of component for their courses, provided there shall be not less than 3 components of assessments, excluding the internal examination, or each course.
2. CIA shall carry a weightage of 50 % and the CE 50 %. "Internal examinations" component of CIA shall carry 20 marks. The remaining 30 marks of the CIA comprise other components.

#### CIA- Continuous Internal Assessment

#### CE- Comprehensive Examination

### MAPPING OF MANAGERIAL SKILLS WITH THE SYLLABI

#### What Are Managerial Skills?

**Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks.** This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks while learning. Therefore, the students can develop each skill through learning and practical experience.

**Managerial skills** refer to the required skills (competences) of the manager and particular, following skills are included in the MBA program:

- **Planning** - to know planning techniques and be able to apply them in practice
- **Organizing** - to know organizing techniques and be able to apply them
- **People management** - the ability to manage people (it is a typical hard skill - work allocation, monitoring, etc.)
- **Leadership** - the ability to lead people (it is a typical soft skill - to motivate, inspire, coach, etc.)
- **Communicating** - to be a good communicator
- **Decision making** - to know decision making techniques and be able to practically apply them
- **Problem solving** - to be able to solve business problems

**List of Specializations and Electives**

The MBA program offers Dual Specializations and students are required choose any two from the following Specializations. For each Specializations they will choose four elective courses adding up to a total of Eight courses, spread across two semesters for their chosen Specializations.

<b>Specialization - I Marketing</b>	1 ✓	19MBAM01	Consumer Behaviour 303
	2 ✓	19MBAM02	Marketing Communication Strategy 304
	3	19MBAM03	Customer Relationship Management
	4	19MBAM04	New Product Development
	5	19MBAM05	Sales & Distribution management
	6	19MBAM06	Brand Management
	7	19MBAM07	Rural Marketing
	8	19MBAM08 ✓	Marketing Analytics ✓
	9	19MBAM09	International Marketing
	10	20MBAM10 ✓	Services Marketing 305
<b>Specialization - II Human Resources</b>	1 ✓	19MBAH01	Performance Management 305
	2	19MBAH02	Training and Development 306
	3 ✓	19MBAH03	Organizational Change and development 306
	4	19MBAH04	Organizational Design for excellence
	5	19MBAH05	Industrial Relations & Labour Law
	6	19MBAH06	Negotiation & conflict management
	7	19MBAH07	Compensation and Reward Management
	8	19MBAH08 ✓	Strategic Human resource Management
	9	19MBAH09 ✓	Human Resource Analytics ✓
	10	19MBAH10	International Human Resource Management 307
<b>Specialization -III Finance</b>	1 ✓	19MBAF01	Security Analysis & Portfolio Management 307
	2 ✓	19MBAF02	Management of Financial services 308
	3	19MBAF03	Insurance and Risk Management
	4	19MBAF04	Banking Systems and Regulations
	5	19MBAF05	Derivatives Management
	6	19MBAF06	Mergers and Acquisitions
	7	19MBAF07	International Financial Management
	8	19MBAF08 ✓	Financial Markets
	9	19MBAF09	Strategic Cost Management
	10	19MBAF10 ✓	Working Capital Management

<b>Specialization - IV Logistics</b>	1	19MBAL01	Global Procurement Management 309
	2	19MBAL02	Fundamentals of Shipping 310
	3	19MBAL03	Logistics and Supply Chain Management 310
	4	19MBAL04	Air Cargo Management
	5	19MBAL05	Transport & Distribution Management
	6	19MBAL06	Supply Chain Information System
	7	19MBAL07	Port & Terminal management
	8	19MBAL08	Warehouse Management
	9	19MBAL09	Supply Chain Inventory Management
	10	19MBAL10	Export Import Management
<b>Specialization - V Systems</b>	1	19MBAS01	Software Project Management
	2	19MBAS02	Internet & E Commerce
	3	19MBAS03	Information Security Systems
	4	19MBAS04	Information Technology Applications
	5	19MBAS05	Enterprise resource planning
	6	19MBAS06	Software Quality Assurance
	7	19MBAS07	Data warehousing and Data mining
	8	19MBAS08	Analysis and Design of Information systems
<b>Specialization - VI Production</b>	1	19MBAP01	Integrated Materials Management
	2	19MBAP02	Advanced Production Management
	3	19MBAP03	Operations Strategy
	4	19MBAP04	Total Quality Management
	5	19MBAP05	Six Sigma
	6	19MBAP06	Supply Chain Management
	7	19MBAP07	World class Manufacturing
	8	19MBAP08	Technology Management

**Evaluation & Assessment of Project & VIVA (Semester- III)**

The prime objective of the project work is to give an opportunity to students for getting an exposure into the industrial work and thereby the budding managers would get to know the actual problems faced by the industries or organizations.

**Major project:** During the end of semester II, the students will be allotted to a staff coordinator who will be the guide and internal examiner for the project work. Each student should select a topic and the same to be approved by the guide. The fieldwork has to be done during the Summer vacation and during the beginning of semester II,. The student should submit the project report on or before the last date specified for submission. The student submitting the report after the last date of submission will be rejected and the same will be treated as "Not completed"

Students are allowed to take up academic project that deals with industrial problems or any other issue pertaining to any industry. From the very first stage of the topic selection the students shall seek the guidance and help of the project supervisor. Consequently the students are expected to go for review of literature.

It is mandatory that every student, on completion of the project should get a certificate from the organization in which they took up the project training with the details viz., the title of the project and the period of study. However if any general studies are carried out the students are expected to submit the certificate and the guide should certify the originality of the work carried out by the candidate.

The students have to make a presentation of their findings and recommendations to the company executives if necessary.

- The students should make a presentation in the class to the faculty team on the project discussion. A separate schedule would be put up for the same.

The components of Marks for project work will be as follows:

**INTERNAL EVALUATION (CIA)**

S.No	Components	Evaluation	Max. Marks
1	I Review	Selection of the field of study, Topic & research (Problem identification)	20
2	II Review	Literature & Data Collection (Presentation )	20
3	III Review	Analysis & Conclusion: Preparation of rough Draft (Presentation )	20
4	IV Review	Presentation of the Project – Open internal Viva	20
		Total	80

**Total:**80 Marks

**END SEMESTER EXAMINATION (ESE) VIVA VOCE**

S.No	Evaluation	Max. Marks
1	Evaluation of the Project	80 Marks
2	Viva Voce (External)	20 Marks

**Internship: Semester- IV****Objective**

Every student has to undertake an Internship. This Internship has been designed to give the student a full-time exposure to the corporate world and to enable the student develop insights from the real life situations in industry. This internship is offered in organizations of repute with specific focus in areas of specialization of the student. The duration of the internship is of 4 weeks.

At the end of Internship, a student has to submit an Internship Report along with a certificate from the organization with whom he/she has done the Internship. A major part of this internship is a Project on a particular area related to his/her subjects of specialization involving in-depth observation or study by data collection through primary sources. This internship Project is a detailed study of the organization and its functioning with particular focus on the areas of specialization

**Internship:** An internship for a period of 4 weeks to be completed during IV semester. Towards the end of IV Semester, students undergo internship in an industrial establishment/organization approved by the supervising faculty and the Director. The student is required to maintain a work diary and submit a report during the end of internship period, which will be evaluated, by an internal and external viva voce and marks are awarded accordingly.

**CIA and evaluation**

S.No	Criteria for Evaluation	Marks
1	Knowledge Obtained (internal Viva)	10
2	Skills / competencies acquired	10
3	Corporate Mentor's comments/ observations	10
4	Intern Key responsibilities	10
5	Report on Internship & internal viva	10
	Total	50

**External Evaluation (VIVA VOCE)**

S.No	Criteria for Evaluation	Marks
1	Report	25
2	Oral Presentation	25
	Total (II)	50

**Total (I) and Total (II) Internal & External Components - Max Marks: 100**

**Evaluation and Assessment of Theory Courses:**
**Component I:**

Component I consists of any 3 components from the following list:

1. Simulation
2. Field study
3. Case Analysis
4. Assignment
5. Any other component (mentioned in the respective syllabi)

**Sample Marks Distribution, Assessment rubrics for Internal Evaluation of the CIA components for the Marks – (30)**

**1. Assignment -10 Marks**
**A. Online Interaction / posting of assignment in Google Class room**

Online interaction will consist of three parts:

- (a) a thorough reading and engaging of the instructor's posted introduction of the session and any additional material (posted at the beginning of each week session),
- (b) a clear and concise evaluation of the material and / or report of research assignments
- (c) and a written interaction with the posts consisting of 300- 400 words per post is recommended

Participants are invited to continue the online discussions as they wish, although only the required posts will be marked.

**B. Research Assignments:** Detailed instructions for the research assignment will be provided at the appropriate time.

**C. Written assignments on a given topic :** Each session will require a written paper based on the topic given by the faculty and constitute one section of the whole syllabus

**Assignment**

Originality	Content	Timely submission	Online Interaction/ Submission	Total
3	3	3	1	10

Minimum : 0

Maximum : 1/3 for each component

Case Analysis

Pre reading	Content of the subject	Class participation	Oral communication	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

Field Study

Selection of area of study	Involvement	Submission of report	Total
3	2	5	10

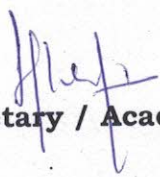
Minimum : 0                      Maximum : 2/3/5 for each component

Component II:

Continuous Internal Exam I (CIA-I): 10 marks

Model Examination: 10 marks

**Total Internal Marks = 50**

  
Member Secretary / Academic Council

**19MBA301 STRATEGIC MANAGEMENT****Course Objective:**

The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organizations. The Strategic Management course is designed to explore an organization's vision, mission, examine principles, techniques and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation artificial intelligence and Big data analytics for the development of effective strategic leadership.

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT I STRATEGY AND PROCESS****(12 Hours)**

Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business. Introduction to Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management. Strategic Analysis, Importance, Environmental Appraisal and Scanning Techniques.

**UNIT II COMPETITIVE ADVANTAGE****(12 Hours)**

Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization and Industry Structure - National Context and Competitive advantage Resources-Capabilities and competencies-core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies, Resources and Capabilities durability of competitive Advantage-

**UNIT III STRATEGIES****(12 Hours)**

The generic strategic alternatives - Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy. Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card.

**UNIT IV BUSINESS POLICY AND DECISION MAKING****(12Hours)**

Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making. Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning.

**UNIT V OTHER STRATEGIC ISSUES****(12 Hours)**

Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies. Challenges in Strategic Management: Strategic Management as an Organizational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges. Applications of AI/VR/Big Data for Managing Strategic Issues in Modern Organizations.

**Total 60 Hours**

  
**Member Secretary / Academic Council**

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

- CO 1 Critically analyze the internal and external environments in which businesses operate and assess the implications of forecast changes
- CO 2 Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios
- CO 3 Develop and prepare organizational strategies that will be effective for the current business environment by working in teams
- CO 4 Apply appropriate tools, theories and concepts to analyze strategic issues in organizations and to develop options for implementation
- CO 5 Devise strategic approaches to manage Technology and Innovation

**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions

**Learning Resources:****Text Book:**

1. Jeffrey H. Dyer, Paul Godfrey, Robert Jensen, David Bryce: Strategic Management: Concepts and Cases, 2nd Edition, Wiley (2017).
2. Hesterly & Hesterly: Strategic Management and Competitive Advantage: Concepts and Cases, 6th Edition, Pearson (2019)
3. Azhar Kazmi Strategic Management And Business Policy, 3rd Edition The McGraw Hill company (2018)

**References:**

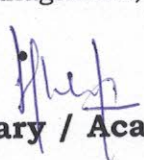
1. Charles W. L. Hill, Melissa A. Schilling: Strategic Management: Theory: An Integrated Approach 12th Edition, Cengage (2017)
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2nd Edition (2013).
3. Srinivasan, Strategic Management: The Indian Context, PHI Learning; 5 edition (2014) Kindle Edition

**Supplementary Reading Material****Websites**

- "Mastering Strategic Management." Open Textbook Library: Accessed Oct 10, 2019. <https://open.umn.edu/opentextbooks/textbooks/mastering-strategic-management/>.
- "Business Culture in India." World Business Culture. Accessed May 03, 2019. <https://www.worldbusinessculture.com/country-profiles/india/culture/>.
- "Strategic Management", Neil Ritson, Bookboon.com, Accessed Oct 10, 2019. <https://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>.

**Journals**

- International Journal of Comparative Management, ISSN:2514-412X, ISBN: 2514-4111, Inderscience Publisher.UK.
- International Journal of Indian Culture and Business Management, ISSN 1753-0814, ISBN: 1753-0806, Inderscience Publisher.UK.
- International Journal of Chinese Culture and Management, ISSN 1752-1289, ISBN: 1752-1270, Inderscience Publisher.UK.
- South African Journal Of Business Management, ISSN: 0378-9098, Assoc Professional Managers South Africa, South Africa



**Member Secretary / Academic Council**

**Evaluation & Assessment**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of Learning Managerial Skills with the Syllabi - CO - PO - PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak**

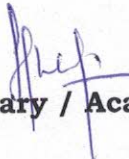
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:


**Dr. Bamini Rajasekharan**

Approved By:


**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBA302: Design Thinking for Managers****Course Objectives:**

- Introduce students to a new approach—design thinking—that enhances innovation activities in terms of market impact, value creation, and speed.
- Expand students' thinking about design and innovation beyond the design and development of new products to other fundamental sources of value creation.

Semester	III
Credit	2
Max. Marks	CIA -50
	TOTAL 50

**Unit I: Introduction****(6 Hours)**

Design thinking and designers, design principles, Design thinking process, design thinking and other methods. Design thinking strategy and capability: Build design thinking strategy and capability (structure, culture, skills, process) in an organisation to define the organisation's design journey

**Unit II: Explore & Ideate****(6 Hours)**

Discover challenges, interpret through empathy study, understand various tools of empathy study and perform risk assessment. Ideate: Generate ideas, shortlist a workable solution, perform risk assessment, product innovation and design; service innovation and design; information systems innovation and design; and business model innovation and design

**Unit III: Prototyping****(6 Hours)**

Problem decomposition techniques and solution concepts, Brainstorming principles and their efficacy in creative thinking, System exploration and concept/down-selection, Prototyping and its relevance in the concept development phase, Types of prototyping, Prototyping strategy, Rapid prototyping and virtual prototyping Prototyping examples

**Unit IV: Create & Evolve:****(6 Hours)**

Develop prototypes of a big idea, get feedback, perform financial analysis of the solution and risk assessment. Evolve: Track success and scale the solution

**Unit V: Design for Products and Services****(6 Hours)**

Product vs services, service development and experience lifecycle, Product development economics. Service development process. Service cycle experience map, Service innovation examples. Project financial modelling.

**Total : 30 Hours****Course Outcome:****After completion of the course, students will be able to:**

- CO 1 Apply Design Thinking principles in developing new products, services, information systems and business model innovation.
- CO 2 Examine Design Thinking concepts and principles to explore and ideate
- CO 3 Practice the methods, processes, and tools of Design Thinking.
- CO 4 Apply the Design Thinking approach and model to real world situations.
- CO 5 Critically analyse the product and service quality in the light of design thinking principles.

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

  
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**Learning Resources:****Text Books:**

1. Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)
2. Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske, The Designing for Growth Field Book: A Step-by-Step Project Guide (Columbia University Press, 2014),

**References:**

1. Kelley, D. & Kelley, T. (2014). Creative Confidence: Unleashing the Creative Potential Within Us All. New York: William Collins.
2. Roth, B. (2015). The Achievement Habit: Stop Wishing, Start Doing, and Take Command of Your Life. HarperBusiness.
3. Roger, M. (2013). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Boston: Harvard Business Review Press.

**Supplementary Reading Material****Websites**

1. Design Thinking Handbook, Eli Woolery: <https://www.lapabooks.com/book/design-thinking/>
2. Scaling Design Thinking in the Enterprise, Jerry Cao: <https://www.uxpin.com/studio/blog/free-e-book-scaling-design-thinking-enterprise/>
3. Design Thinking: Driving Transformation: <https://www.agencyq.com/design-thinking-ebook>

**Evaluation & Assessment (CIA)**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
Terminal Exam (Model Exam)	20
<b>Total marks</b>	<b>50</b>

**CO - PO - PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

Dr. Bamini Rajasekharan

Approved By:

Dr. Bamini Rajasekharan

Member Secretary / Academic Council

## Electives for Marketing Specialization

### 19MBA M01: CONSUMER BEHAVIOUR

**Course Objectives:**

- The course emphasis on consumer behaviour in an informed and systematic way.
- Analyses personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- Enables students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- Enables students to develop marketing strategies that are consumer based and create and enhance customer value.

Semester	III
Credit	4
Max. Marks	CIA -50
	CE -50
	TOTAL 100

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

Marketing Concept – Customer value, Satisfaction, Retention - Digital Technologies on Marketing Strategies Ethics and Social Responsibility - Consumer Research Paradigms - Consumer Research Process – Consumer the decision maker.

**UNIT II - PSYCHOLOGICAL INFLUENCES**
**(12 Hours)**

Consumer Motivation - Needs, selecting goals - The Measurement of Motives – Consumer Personality – theories of Personality – Consumer Perception - Elements, Dynamics of Perception, Consumer Imagery. Consumer Learning - Behavioural and Cognitive Learning Theories – Measures of Consumer Learning.

**UNIT III - SOCIOLOGICAL INFLUENCE**
**(12 Hours)**

Consumer Attitude Formation - Strategies for Attitude Change. Reference Groups and Family Influences - Socialization of Family Members – Celebrity and other reference group, Family Decision Making and Consumption - The Family Life Cycle. Social Class and Consumer Behaviour – Measurement of Social class

**UNIT IV - CULTURE AND CONSUMERISM**
**(12 Hours)**

Culture - Subcultures - Religious, Geographical, Racial, Age, Sex - Cross Culture Consumer Behaviour - Cross Culture Consumer Analysis - Cross Cultural Psychographic Segmentation Consumerism – consumer safety, consumer information choice redress marketers response to consumer issues.

**UNIT V - OPINION LEADERSHIP**
**(12 Hours)**

Dynamics of Opinion Leadership Process - Opinion Leadership and the Firm Marketing Strategy - Diffusion of Innovation -The Diffusion Process - The Adoption Process - A Profile of the Consumer Innovator - Consumer Protection Act. Integrating AI into CRM- Transformation – automate sales-virtual assistance to employees- predict consumer behavior with Big Data- progressing customer segmentation-machine learning and Human buying behavior. Block chain in consumer goods-challenges.

**Total 60 Hours**
**Course Outcome:**
**After completion of the course, students will be able to:**

- CO 1 Demonstrate how knowledge of consumer behaviour can be applied to marketing.
- CO 2 Identify and explain factors which influence consumer behaviour.
- CO 3 Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
- CO 4 Implement appropriate research approaches to design strategies for specific marketing situations.
- CO 5 Ability to formulate marketing strategies that incorporate psychological and sociological factors which influence consumers

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**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Leon. G. Schiffman, Joseph Wisenblit, and Ramesh Kumar S., Consumer Behaviour, 11<sup>th</sup> Edition, Pearson, 2015

**References:**

1. Ramanuj Majumdar, Consumer Behaviour: Insights From Indian Market; New Delhi: Phi Learning Private Limited, 2009
2. Nair, Suja R, Consumer Behaviour – Text and Cases, Himalaya Publishing House, 2007.

**Supplementary Reading Material****Websites**

1. <https://hbswk.hbs.edu/item/on-target-rethinking-the-retail-website>
2. <https://hbswk.hbs.edu/item/learning-to-become-a-taste-expert>
3. <https://hbswk.hbs.edu/item/people-have-an-irrational-need-to-complete-sets-of-things>

**Journals**

1. Information System Management Research & Development
2. Indian Journal of Marketing

**Evaluation & Assessment**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA I & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:

Approved By:

Ms. D Caroline Rebecca.

Dr. Bamini Rajasekharan

Member Secretary / Academic Council

**19MBA M02: MARKETING COMMUNICATIONS STRATEGY****Course Objectives:**

- Enables marketing learners to know different marketing communication tools and the factors affecting marketing communication mix.
- Develop a marketing communications program based on marketing communications plan and objectives.
- Create an advertising plan using various appeals and formats.
- Plan a sales promotion program and understand the process of personal selling
- Understand the process the PR and Direct Marketing and adopt ethical practices

Semester	III
Credit	4
Max. Marks	CIA -50
	CE -50
	TOTAL 100

**UNIT I – MARKETING COMMUNICATION MIX****(12 Hours)**

Marketing Communications- Marketing Communication Mix: Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, Direct Marketing, Sponsorships, Exhibitions, Packaging, Point-of-purchase Displays, Internet, Word-of-Mouth, Corporate Identity. Factors affecting the Marketing Communication Mix: Stages in the product Life Cycle, Stages in Consumer Adoption Process, Nature of Competition- Marketing Communications process.

**UNIT II -MARKETING COMMUNICATION PROGRAM****(12 Hours)**

Marketing Communications Plan- Situational Analysis: Competition, Company Analysis, Customer Analysis, Positioning Analysis. Marketing Communication Objectives: Creating Brand Awareness and Building Brand Equity, Providing Information, Increasing Sales, Differentiating the Brand, Influencing Consumer behavior- budget Planning- Developing a marketing Communications Program: Selection of Marketing Communications Mix, Creative Strategy, Media Decisions- Evaluation and Control of Marketing Communication Programs.

**UNIT III – ADVERTISING****(12 Hours)**

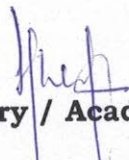
Advertising Plan: Establishing Advertising Objectives, Selecting the Advertising Message, Setting the Advertising Budget, developing a media strategy, Evaluating Advertising Effectiveness- The briefing process- The Advertising Production Process. Creative Strategy: The Creative Objective, The Target Market, Primary Selling Proposition, Secondary Selling Proposition, Support, Tone and Manner- Advertising Appeals: Rational Appeal, Emotional Appeal, Other Appeals. Creative Formats- The Creation Stage: Idea Generation, Copywriting, Illustration, Layout, Creative Process for Television Advertisements- Copy Testing and Diagnosis. The Advertising Agency- Types of Advertising Agencies- News Papers and Advertising- Radio & Television Advertising-Outdoor Advertising

**UNIT IV – SALES PROMOTION & PERSONAL SELLING****(12 Hours)**

Reasons behind growing importance of Sales Promotions- Types of Sales Promotions: Trade Promotions, Consumer Promotions – Objectives of Sales Promotion- Consumer Promotion Objectives, Trade promotion Objectives.Planning Sales Promotion program- Measures to improve Effectiveness of Sales Promotions- Personal Selling- Types of Personal Selling- Personal Selling Process

**UNIT V – PUBLIC RELATIONS & DIRECT MARKETING****(12 Hours)**

Public Relations –Types of Public Relations: Corporate Public Relations, Marketing Public Relations- The process of PR- Measurement and Evaluation of PR Effectiveness- Growth of Direct Marketing- Database and Direct Marketing- Direct Media: Direct Mail, Telemarketing, Mass Media Advertising, Internet. Social Responsibility- Ethics in Advertising: Puffery, Taste, Stereotyping, Advertising to Children, Promoting unhealthy Products, Subliminal Advertising- Ethics in Sales Promotion: Contests and Sweepstakes, Slotting Allowances- Ethics in Advertising Research- Ethics in Advertorials and Infomercials- Regulations: Self-regulation, Regulatory Bodies- The Economic Effects of Advertising- Consumer Choice, Competition, Product Costs and Prices.

**Total 60 Hours**


**Member Secretary / Academic Council**

**Course Outcome:**

Upon successful completion of the course, the marketing learner would be able to:

- CO 1 Analyse of different tools of marketing communication.  
 CO 2 Develop a marketing communications program.  
 CO 3 Create an advertising plan using various appeals and formats.  
 CO 4 Develop a sales promotion campaign and handle effective personal selling.  
 CO 5 Implement the process of PR and Direct marketing and adopt ethical practices.

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

- George E. Belch, Michael A. Belch and Keyoor Purani- Advertising and Promotion – IMC perspective – Tata Mc Graw Hill 7<sup>th</sup> edition, 2010.

**References:**

- Kruti Shah and Alan D'Souza (2009). *Advertisement & Promotion - An IMC Perspective*; New Delhi: Tata McGraw-Hill
- Clow and Baack, - Integrated Advertising, Promotion and Marketing Communications, PHI/Pearson 2007.

**Supplementary Reading Material****Websites**

- <https://www.coursera.com/learn/integrated-marketing-communications>
- <https://multimediamarketing.com/mkc/marketingcommunications/>
- <http://www.diva-portal.org/smash/get/diva2:1015940/FULLTEXT01.pdf>

**Journals**

- The IUP Journal of Marketing Management
- Indian Journal of Marketing

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA I & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Member Secretary / Academic Council

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

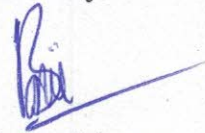
1=Weak

Course Prepared By:

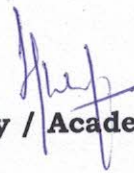


Dr. T.Nagaprakash

Approved By:



Dr. Bamini Rajasekharan



Member Secretary / Academic Council

**19MBA M03: CUSTOMER RELATIONSHIP MANAGEMENT****Course Objectives:**

- To understand consumer behaviour in an informed and systematic way.
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- To enable students to develop marketing strategies that are consumer based and create and enhance customer value.

Semester	III
Credit	4
Max. Marks	CIA -50 CE -50
	TOTAL 100

**UNIT I – CRM CONCEPTS****(12Hours)**

CRM concepts – Acquiring customers, – Customer loyalty and optimizing customer relationships – CRM defined – success factors, the three levels of Service/ Sales Profiling – Service Level Agreements (SLAs), creating and managing effective SLAs.

**UNIT II – CRM IN MARKETING(12 Hours)**

CRM in Marketing – One-to-one Relationship Marketing – Cross Selling & Up Selling – Customer Retention, Behaviour Prediction – Customer Profitability & Value Modeling, – Channel Optimization – Event-based marketing. – CRM and Customer Service – The Call Centre, Call Scripting – Customer Satisfaction Measurement.

**UNIT III – SALES FORCE AUTOMATION****(12 Hours)**

Sales Force Automation – Sales Process, Activity, Contact- Lead and Knowledge Management – Field Force Automation. – CRM links in e-Business – E-Commerce and Customer Relationships on the Internet – Enterprise Resource Planning (ERP), – Supply Chain Management (SCM), – Supplier Relationship Management (SRM), – Partner Relationship Management (PRM).

**UNIT IV – ANALYTICAL CRM****(12 Hours)**

Analytical CRM – Managing and sharing customer data – Customer information databases – Ethics and legalities of data use – Data Warehousing and Data Mining concepts – Data analysis – Market Basket Analysis (MBA), Clickstream Analysis, Personalization, and Collaborative Filtering.

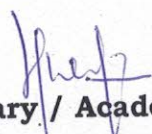
**UNIT V – CRM IMPLEMENTATION****(12 Hours)**

CRM Implementation – Defining success factors – Preparing a business plan requirements, justification and processes. – Choosing CRM tools – Managing customer relationships – conflict, complacency, resetting the CRM strategy. CRM development Team – Scoping and prioritizing – Development and delivery – Measurement. Artificial Intelligence and the future of CRM: Personal Assistant for Each Customer, Personalized Communication and Segmentation, Customer Retention, Creating Brand Value. AI-powered Sales CRM – Features, Economic Impact of AI in CRM

**Total 60 Hours****Course Outcomes:**

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

- CO 1 Create insight and new learning in the area of customer relationship management.
- CO 2 Implement latest technologies of CRM in marketing strategies
- CO 3 Apply the conceptual foundations of relationship marketing.
- CO 4 Analyse the various metrics used to have an effective method of CRM.
- CO 5 Identify the emerging trends in CRM

  
**Member Secretary / Academic Council**

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Alok Kumar Rai, Chhabi Sinha & Rakesh Sharma – Customer Relationship Management – Concepts and Applications, Published by biztantra, Edition 2017.

**References:**

2. Shainesh and Jegadish N. Seth – Customer Relationship Management- Strategic perspectives, Mac Millan, 2010.
3. Jon Anton, Shalini Kalia-Customer Relationship Management: The Bottom Line to Optimizing Your ROI (NetEffect Series), 2/E, Pearson Education. Edition no. Second (08/30/2018)

**Supplementary Reading Material****Websites**

1. <https://hbr.org/2016/08/too-many-executives-are-missing-the-most-important-part-of-crm>
2. <https://hbswk.hbs.edu/item/why-uber-is-worth-saving-and-how-to-do-it>
3. <https://hbswk.hbs.edu/item/mattel-getting-a-toy-recall-right>

**Journals**

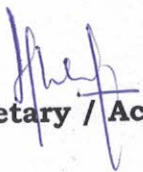
1. Journal of Academy of Marketing
2. Psychology of Marketing

**Evaluation & Assessment (CIA)**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA I & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2
3= Strong      2=Medium      1=Weak												

  
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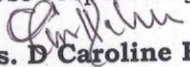
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong


2=Medium

1=Weak

Course Prepared By:

  
**Ms. D Caroline Rebecca.**

Approved By:

  
**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBA M04: NEW PRODUCT DEVELOPMENT****Course Objectives:**

- The course emphasis on marketing management issues and activities that accompany phases commonly involved in conceiving, developing, testing and launching a new product, service, or other marketing innovation.
- Learn modern tools, techniques and methods for product design and development.
- Introduce design thinking techniques and learn new creative skills.
- The course emphasizes the skills and approaches required to cope with the inevitable failures that will occur in the process.

Semester	III
Credit	4
Max. Marks	CIA -50 CE -50
	TOTAL 100

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

Introduction- Types of products – Product development - Factors contributing to New Product Development - New product development process – product life cycle in theory and practice - Invention Vs Innovation – Diffusion of innovation Theory. Marketing Innovation –Overview of New product Development Cycle – Methodologies, Planning new product opportunities – methods to analyze opportunities –Common development framework.

**UNIT II STRATEGIC PLANNING FOR NEW PRODUCT****(12Hours)**

Sources of new product ideas – Engage in design thinking- Generation of ideas - Criteria for screening –understanding customer needs – need assessment based on secondary and primary research - Concept generation and evaluation – selection, screening, scoring - Concept cycle - concept testing – purpose and procedure. Linking to Business Strategy- connecting consumer marketing concepts to business fundamentals. Strategic framework for business viability and competitive advantage.

**UNIT III – CUSTOMER AND COMPETITIVE STRATEGY****(12 Hours)**

Purpose, Stages of Business analysis - Market potential and Demand - Business plan preparation Target market identification – Behavioral strategies – Positioning principles and frameworks. Prototyping & Usage Testing – Alternative approaches to product development – Rapid Prototyping – Agile Development – Crowd sourcing and Brand control. In Market testing – Managing beta test, trial runs and stimulated markets.

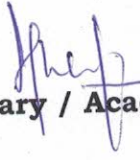
**UNIT IV – CREATING THE VALUE****(12 Hours)**

Products and Brands, Positioning, Repositioning, Differentiation, Demarketing Pricing, Distribution and Promotion Decisions: Planning for, Monitoring and Controlling the Product Over Its Life Cycle; Role of Communication in Product Planning— PR, Advertising, Event Marketing and Sales Promotion—Choice of Channels. Marketing Communications- Push & Pull decisions –Advertising – Unconventional promotional programs.

**UNIT V – COORDINATED PRODUCT AND SUPPLY CHAIN DESIGN****(12 Hours)**

Design for Logistics - Economic Packaging and Transportation - Concurrent and Parallel Processing - Standardization - Selecting a Standardization Strategy - The Push-Pull Boundary – Mass Customization - Making mass customization work - Mass Customization and Supply Chain Management. Logistics Integration for New Product Distribution – Distributor Integration - keys to effective integration.

**Total 60 Hours**

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

- CO 1 Identify the development opportunities and develop a framework for the process.  
 CO 2 Prepare strategies for each stage of the product development process, and they will be better prepared to react to common issues, risks and business challenges.  
 CO 3 Analyse the most relevant consumer and competitive forces that affect new product launches.  
 CO 4 Communicate the unique value proposition of a new product through various marketing channels.  
 CO 5 Design and customize approaches towards supply chain management.

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Dr. K. Rajeswari, New Product Development –FMCG perspective; first Published by Notion press 2017; ISBN 978-1-947429-72-7
2. Ulrich, K. and Eppinger, S.; Product Design and Development; McGraw Hill; ISBN: 978-0-07-802906-6;

**References:**

1. Christensen, C.M.; The Innovator's Dilemma; Harvard Business Review Press; ISBN: 978-1-63-369178-0.
2. Kelley, T.; The Art of Innovation; Doubleday; ISBN: 0-385- 49984-1
3. Cross, N.; Design Thinking; Bloomsbury Academic; ISBN: 978- 1-84-788636-1
4. Sutton, R.I.; Weird Ideas That Work; The Free Press; ISBN: 0- 7432-1212-6
5. Brown, T.; Design Thinking; Harvard Business Review, June 2008 pp. 84-92

**Supplementary Reading Material****Websites & Links**

1. <https://books.google.co.in/books?id=FPwsDwAAQBAJ&lpg=PP1&dq=new%20product%20development%20books%20indian%20authors&pg=PP1#v=onepage&q&f=false>
2. von Hippel, E. and Katz, R.; Shifting innovation to users via toolkits; Management Science, vol 48, No. 7 (July) pp. 821-833; <https://evhippel.files.wordpress.com/2013/08/von-hippel-andkatz-toolkits.pdf>
3. Thomke, S. and von Hippel, E.; Customers as Innovators: A New Way to Create Value; Harvard Business Review, vol 80, No. 4 (April) pp. 74-81; <https://evhippel.files.wordpress.com/2013/08/hbrtoolkitsaspub.pdf>

**Journals**

1. Journal of Product Innovation Management
2. Indian Journal of Marketing

**Evaluation &Assessment:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA I & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

  
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**CO - PO - PEO Mapping**

<b>PO CO</b>	<b>POa</b>	<b>POb</b>	<b>POc</b>	<b>POd</b>	<b>POe</b>	<b>POf</b>	<b>POg</b>	<b>POh</b>	<b>POi</b>	<b>POj</b>	<b>POk</b>	<b>POl</b>
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak**

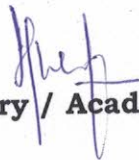
<b>Program Educational Objectives</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>		<b>CO 4</b>	<b>CO 5</b>
<b>PEO 1</b>	3	3	3		3	3
<b>PEO 2</b>	2	3	3		3	3
<b>PEO 3</b>	2	3	3		3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:


**Ms. D Caroline Rebecca.**

Approved By:


**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBA M05: SALES AND DISTRIBUTION MANAGEMENT****Course Objectives:**

- The course emphasis the students to face challenges confronting the sales and distribution function in market place.
- Enables demonstrate the selling skills to satisfy the customer needs, develop a systematic approach to increase the sales performance and design and manage the multiple channels to maintain vertical integration
- Develop understanding and appreciation of the Sales & Distribution processes in organizations.

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

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

Sales Management – Importance- Evolution - Roles and Skills of Modern Sales Managers- Nature of Personal Selling – Psychology in Selling – Transactional and Relationship Selling - Sales Budget

**UNIT II - SALES TERRITORIES****(12 Hours)**

Designing and Managing of Sales Territories - Sales Quotas – Sales Organization - Types of Organization Structure - Sales force staffing - Recruitment, Motivation and evaluation.

**UNIT III - DISTRIBUTION MANAGEMENT****(12 Hours)**

Distribution Management – Definition, Need for Distribution Channels – Marketing Channels – Channel Institutions – Retailing, wholesaling – Channel Design System

**UNIT IV - CHANNEL MANAGEMENT****(12 Hours)**

Channel Management - Principles – Channel Information System – Elements, Channel Performance Evaluation Channel Implementation.

**UNIT V - LOGISTICS AND SCM****(12 Hours)**

Logistics - Definition, Scope. Focus Area - Inventory Management, Warehouse, Transportation. Advances in SCM, International Markets – Nature, Selling, Distribution - Emerging Trends

**Total 60 Hours****Course Outcome:****After completion of the course, students will be able to:**

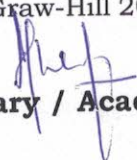
- CO 1 Demonstrate the importance of sales and entire function of the sales manager in marketing
- CO 2 Apply the concepts sales territory and motivation factor towards sales force
- CO 3 Relate and know on the concepts of sales distribution and retailing.
- CO 4 Use appropriate marketing channel management towards sales
- CO 5 Ability to analyse the importance and benefits of logistics in sales

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Krishna K Havaldar and Vasant M Cavale Sales and Distribution Management - Text and Cases; 2/e New Delhi: Tata McGraw-Hill 2011

  
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**References:**

1. Gupta S.L., Sales and Distribution Management, Excel Books, Delhi, 2007.
2. Chunnawalla, Sales and Distribution Management, Himalaya Publishing House, 2006
3. Tapan, K. Panda and Sunil Sahadev, Sales and Distribution Management, 7/e; 2007  
New Delhi: Oxford University Press

**Supplementary Reading Material****Websites**

1. <https://www.exed.hbs.edu/managing-sales-teams-distribution-channels/>
2. <https://www.hbs.edu/coursecatalog/1935.html>
3. <https://www.hbs.edu/coursecatalog/1929.html>

**Journals**

1. Journal of personal Selling & Sales Promotion
2. International Journal of Business Management & Research (IJBMR)

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO - PO - PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:

Ms. D Caroline Rebecca.

Approved By:

Dr. Bamini Rajasekharan

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## Electives for Human Resources Specialization

### 19MBA H01 - PERFORMANCE MANAGEMENT

**Course Objectives:**

- The course proposes to augment an understanding and applying performance management system in organisations.
- The students will be able to comprehend the performance management system, process and its implementation, review the concepts in international perspective with reference to MNCs and enhance their skill in decision making that influences business strategy and career development
- The course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50

**Unit -I Introduction to Performance Management**
**12 hrs**

Performance: Dimensions of Performance, Performance Appraisal & Potential Appraisal. Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness, Process of Performance Management, Developing and Implementing a Performance Management System.

**Unit- II Performance Management Analysis & Application**
**12 hrs**

Reward System: Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions and Performance Improvements, Performance Management Skills, Performance Management Systems and Appraisal Practices.

**Unit-III Performance Management Tools**
**12 hrs**

Importance- Traditions and modern techniques-Balanced score card- 360 degree performance appraising- Merit rating- MBO- BARS; Performance monitoring and counselling: Objectives and principles of monitoring-Monitoring process- Coaching- Counselling and monitoring- Concepts and skills.

**Unit-IV Performance Consulting**
**12 hrs**

Concept, The Need for Performance Consulting, Role of the Performance Consulting, Designing and Using Performance Relationship Maps, Contracting for Performance Consulting Services, Operationalizing Performance Management.

**Unit-V Performance Management skills & Future performance appraisal system**
**12 hrs**

Purpose of appraising-Methods of appraisal -Appraisal system design - Implementing the appraisal system - Ethical Issues and Dilemmas in Performance Appraisal - Appraisals and HR decisions. High performing teams-Building and leading highperforming teams - Team oriented organizations - Developing and leading high performing teams - Recent trends in performance appraisal system: Number- less performance appraisals, Subordinate appraisals, upward feedback- AI applications with latest trends, Other trends in present scenario.

  
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**Course outcomes:**

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

- CO1: Design an organization performance management process to support mission and strategy.
- CO2: Compare and contrast various organizational performance management programs.
- CO3: Identify career paths and to support individual and organizational development.
- CO4: Employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities.
- CO5: Assess how increased employee involvement can contribute to effective performance

**Pedagogy**

Lectures, Seminar, Role Play, Field Study, Games and Case Discussions

**Evaluation and Assessment:**

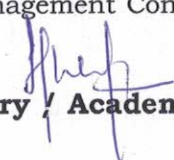
Components	Weightage of marks
Case Discussion	10
Seminar/Field Study	10
Assignment/ Role Play	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Learning resources:****Prescribed Text Book**

1. Michael Armstrong & Angela Baron, "Performance Management: The New Realities", Jaico Publishing House, New Delhi, 2010.
2. Prem Chadha, "Performance Management", Macmillan India, New Delhi, 2008.
3. Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi: Sage Publishers.
4. Rao, N.S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House.

**Supplementary Reading Material**

1. David Wade and Ronad Recardo, "Corporate Performance Management", Butter Heinemann, New Delhi, 2002.
2. Dewakar Goel, "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2009
3. Kholi A.S., "Performance Management", Oxford University Press, New Delhi, 2009
4. Rao T.V., "Appraising and Developing Managerial Performance", TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
5. Rao T.V., "Performance Management Appraisal Systems", Sage Publications, 2008.
6. Sharma A.M., "Performance Management System", Himalaya Publishing House, 2010
7. Suri, G.K. (2008). Performance Measurement and Management. New Delhi: Excel Publications.
8. Robert, L. C. (2011). Performance Management Concepts Skills and Exercises, New York: M.E. Sharpe Publications.

  
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**Website**

1. Xiao, Chilli. "Powtoon - Performance Management." YouTube. September 19, 2019. Accessed May 03, 2019. <https://www.youtube.com/watch?v=odtVduPN51w>.
2. Trinidad, Angelo. "Performance Management and Rewards." YouTube. October 10, 2017. Accessed May 03, 2019. <https://www.youtube.com/watch?v=tusYrvZdQCI>.
3. Vidya-mitra. "Performance Management Process." YouTube. October 10, 2017. Accessed May 03, 2019. <https://www.youtube.com/watch?v=kQ0PE54NH8I>.
4. Vidya-mitra. "Role of HR Professional in Performance Management." YouTube. October 27, 2017. Accessed May 03, 2019. <https://www.youtube.com/watch?v=qk3Ucnq7Vnk>.

**Journal**

1. International Journal of Business Performance Management, ISSN: 1741-5039, Publisher Inderscience, UK.
2. International Journal of Productivity and Performance management, ISSN: 17410401, Publisher Emerald, England.

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	2	3	2	2	1	1	1	2	2	1	1
CO 2	3	2	3	3	2	2	1	2	2	2	1	2
CO 3	3	2	3	3	3	2	3	2	1	1	2	2
CO 4	3	2	3	2	1	2	2	2	1	1	2	1
CO 5	3	3	2	3	3	2	1	3	1	2	2	2

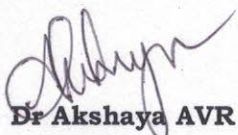
**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	3	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:

Approved By:



Dr. Akshaya AVR



Dr. Bamini Rajasekharan



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**19MBAH02 - TRAINING AND DEVELOPMENT****Course Objective:**

- The course enhances the knowledge of the students on the assessing the training needs, designing, implementation and evaluation of training programs.
- The course enhances the students to understand methods and devise training plans, prepare a blue print of training plans with clear goals and specific learning outcomes and formulate applicable training evaluation and apply them to the workplace

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50

**Unit- I Training and Development****12 Hours**

Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning, Adult Learning, Androgogy, Implementing Learning/HRD needs. Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training.

**Unit- II Need for Training and Development****12Hours**

Role of Development officers – administrators, consultants, designers and instructors – Evaluation of training programs - Identification of job competencies, Training Need Analysis and Assessment, Sources of Data for Training Needs Analysis - Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.

**Unit - III Methods of training****12Hours**

Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme. Methods of Training: Methods & Technique of Training, On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training.

**Unit - IV Evaluation of Training Program****12Hours**

Introduction, concept & principles, Evaluating Training and Results- Kirkpatrick Model of Evaluation, CIRO of Training, ROT of Training, Cost-Benefit analysis. Management development program – career development program – counselling evaluation of programs – job evaluation – methods and techniques.

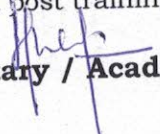
**Unit - V Management Development &Contemporary issues: 12Hours**

Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD. Special Issues and Evaluation of Training and Development, Training Audit, Future of Training and Development, Emerging trends, Automation/ applications of AI in Training and Development.

**Course outcomes**

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

- CO1: Identify the role of training and development in human resource management.  
 CO2: Analyze the psychology of the learning process on which training is based.  
 CO3: Determine the training needs of organization  
 CO4: Assess, design and implement various methods, techniques and source of training  
 CO5: Evaluate employee training and test post training performance.

  
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**Pedagogy**

Lectures, Seminar, Role play, Field Study, Games and Case Discussions

**Learning Resources:****Prescribed Text Books:**

1. Blanchard, P. Nick, James, W. Thacker and Anand Ram, V. (2012). Effective Training Systems, Strategies, and Practices, 4/e; New Delhi: Pearson Education
2. Lynton, R.P. & Udai Pareek (2011). Training for Development. New Delhi: Vistaar Publications. Raymond, A. N. (2010). Employee Training and Development. New Delhi: Tata McGrawHill Publications.

**Reference Books:**

1. Blanchard, Effective Training: Systems, Strategies and Practices, 4th Edition, Pearson Ed. 2012.
2. Raymond Noe, Employee Training and Development, TMH, 2010.
3. B.taylor & g.lippitt: management development and training handbook.
4. William e.blank, handbook for developing competency based training programmes, prentice-hall, new jersey.
5. David a.decenzo & stephen p.robins: fundamentals of human resource management
6. Rao, P.L. (2008). Enriching Human Capital through Training and Development. New Delhi: Excel publications.
7. Naik, G.P. (2008). Training and Development: Text, Research and Cases. New Delhi: Excel Books.

**Supplementary Reading Material:****Websites:**

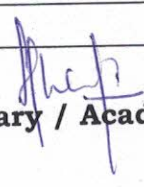
1. Nptelhrd. "Lec-1 Nature and Scope of HRM." YouTube. July 27, 2010. Accessed May 03, 2019. <https://www.youtube.com/watch?v=Fa8E3tCDIpo&list=PL6AD978F15B5E8FF6>.
2. Nonong, Hazlinah. "Training and Development (Case Study)." YouTube. May 19, 2016. Accessed May 03, 2019. <https://www.youtube.com/watch?v=sikna8UVqYI>.

**Journals:**

1. International Journal of Human Resource Management ISN: 0958-5192, ISSN:1466-4399, Routledge Journals, Taylor & Francis Ltd England
2. Journal Of Human Resources ISSN:0022-166x 1548-8004 Univ Wisconsin Press United States

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Seminar/Field study	10
Assignment/ Role Play	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

  
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**CO – PO – PEO Mapping**

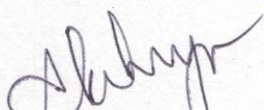
<b>PO CO</b>	<b>POa</b>	<b>POb</b>	<b>POc</b>	<b>POd</b>	<b>POe</b>	<b>POf</b>	<b>POg</b>	<b>POh</b>	<b>POi</b>	<b>POj</b>	<b>POk</b>	<b>POl</b>
<b>CO 1</b>	3	2	3	2	2	2	1	1	2	2	1	1
<b>CO 2</b>	3	2	3	3	2	2	1	1	2	2	1	2
<b>CO 3</b>	3	2	3	3	3	2	3	2	2	1	2	2
<b>CO 4</b>	3	2	3	2	1	2	2	2	1	1	2	1
<b>CO 5</b>	3	3	2	3	3	2	2	3	2	2	2	2

**3= Strong****2=Medium****1=Weak**

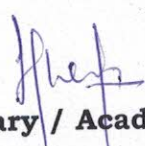
<b>Program Educational Objectives</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>	<b>CO 4</b>	<b>CO 5</b>
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	3	3	3	3	3
<b>PEO 3</b>	3	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:

  
**Dr Akshaya AVR**

Approved By:

  
**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBAH03 - ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Course Objective:** This course provides a detailed overview on

- Organizational change and organizational development issues, values, assumptions and types of interventions.
- The students will be able to acquaint complexities of managing change in organizations, plan and design prospective organizational development strategies.

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT- I Organizational Change****12Hours**

Introduction- Organisational Change- Importance of Organisational Change- Imperative of change-Factors determining organizational change, Types of change. Models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research.

**UNIT- II Management of Change****12Hours**

Characteristics of effective change programme- Change and Transition Management, Change and its Impact, Organisational culture and change. Managerial Approaches for Implementing Change, Perspectives on Change, Understanding the Change Process, Change Management: Leading the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies, Significance of Structure for Change, Structural Choice and Change, Leadership and Change, Develop Learning Organization.

**UNIT - III Organisational Development 12Hours**

The Field of Organization Development, Characteristics of OD – The evolution of OD Assumptions of OD – Models of OD Action Research: A Process and an Approach – Diagnostics – Diagnostics models – Diagnostics Skills.

**UNIT- IV OD interventions & strategies****12Hours**

An Overview of OD Interventions, Classification of OD Interventions – OD Team and Intergroup Development Interventions – Structural Interventions – Comprehensive Interventions. Human Process Interventions, Techno Structural Interventions, Human Resource Management Interventions, Strategic Change Interventions, Applicability of OD, Organizational Transformation, Culture Change, Learning Organization. Power, Politics & ethics in OD.

**UNIT – V Contemporary Issues in Organizational Development****12Hours**

OD and Diversity Management – Organizational Transformation through Teamwork – Organizational Change and Development Research- Latest Trends and Future of Organization Development. Some key considerations and issues in OD - Success and Failure of OD. Indian Experiences of OD in Public and Private Enterprises, Applications of AI in OD Interventions

  
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**Course Outcome:**

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

- CO1:** Define the concepts organizational development & change  
**CO2:** Implement organizational change models to achieve maximum efficiency.  
**CO3:** Identify and Implement effective OD Interventions.  
**CO4:** Appreciate future trends impacting organizational initiatives.  
**CO5:** Appreciate the differences of organizational development from other change methods

**Pedagogy**

Lectures , Role Play, Seminar, Field Study, Games and Case Discussions

**Learning Resources****Prescribed Text Book**

1. Kavitha Singh, Organisational Change and Development, Kindle Edition, 2012.
2. Cummings, T.G. & Worley, C.G. (2015). Organization Development & Change. US: Cengage Learning.
3. French, W., Bell, C.H. & Zawacki, R.A. (2005). Organization Development and Transformation: Managing Effective Change. New Delhi: McGraw-Hill

**Reference Books**

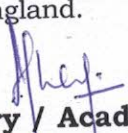
- Bhattacharyya. Organizational Change & Development. Oxford University Press (2011)
- Pathak, Harsh (2011). Organizational Change: New Delhi: Pearson, 2013
- Cummings, G. Thomas and Christopher G. Worley (2014). Organization Development and Change, 8/e; New Delhi: Cengage Learning
- French, Wendell L., Cecil H. Bell Jr., and Veena Vohra (2015). Organization Development: 6/e; New Delhi: Pearson Education
- Thornhill, L. S. (2011). Managing Change: A Human Resource Strategy Approach. New Delhi: Pearson Education.
- McMillan, E. (2008). Complexity Management and the Dynamics of Change. Howick place, UK: Routledge.

**Supplementary Reading Material****Website**

1. "Differences Between Organization Change & Development ..." Accessed May 3, 2019. <https://bizfluent.com/list-7446417-differences-between-organization-change-development.html>.
2. "Nature of Organizational Change." Organization Change and Development Notes. Accessed May 03, 2019. <http://mbaexamnotes.com/organization-change-and-development.html>.

**Journal**

1. Journal of Organizational Change Management , ISSN : 0953-4814 ISBN : 1758-7816, Emerald Group Publishing Limited England.

  
**Member Secretary / Academic Council**

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/ Seminar	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO - PO - PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	2	3	2	2	1	1	1	2	2	1	1
<b>CO 2</b>	3	2	3	3	2	2	1	1	2	2	1	2
<b>CO 3</b>	3	2	3	3	3	2	3	2	1	1	2	2
<b>CO 4</b>	3	2	3	2	2	2	2	2	2	1	2	1
<b>CO 5</b>	2	3	2	3	3	1	1	3	1	2	2	2

3= Strong      2=Medium      1=Weak

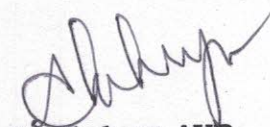
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	3	3	3	3	3
<b>PEO 3</b>	3	3	3	3	3

3= Strong

2=Medium

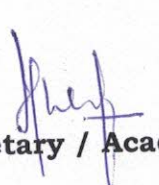
1=Weak

Course Prepared By:

  
Dr Akshaya AVR

Approved By:

  
Dr. Bamini Rajasekharan

  
Member Secretary / Academic Council

**19MBAH04 - ORGANISATIONAL DESIGN FOR EXCELLENCE****Course Objective:**

- This course is designed to provide a depth understanding of behavioural interventions
- It enables the student to apply these interventions for building individual, team, system and process related competencies and helping organization to achieve peak performance and become self-sustaining.

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50

**Unit-I Introduction****12Hours**

Formal organizations - The nature of organizations - organizations as a business, state, culture, living system and social rational system.

**Unit- II Organizational Excellence****12Hours**

The concept of organization excellence; Forms of organizational excellence -Competitive excellence, Institutional excellence, creative excellence, Missionary excellence, versatile excellence; organizational structures and designs for different Excellences.

**Unit - III Organization structure****12Hours**

Structures and Systems - Forms of Super structure - Infrastructure - shapers of organizational structure - structure and systems for excellence.

**Unit - IV Modes of management****12Hours**

Conservative mode, entrepreneurial mode, professional mode, bureaucratic mode, organic management mode, authoritarian mode, participatory mode, intuitive mode, familial mode, altruistic mode; management modes and their relationship with excellence indicators.

**Unit - V Organisational learning****12Hours**

Organisational learning for revitalization, Behavioural science approaches to organizational renewal; revitalization through leadership, future challenges for the designers of the organization, Emerging Trends, Applications of AI in achieving Organisational Excellence

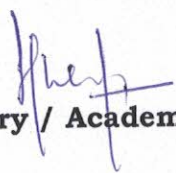
**Course outcome:**

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

- CO1: Explore organization change and design defines basic activities in different types of function.
- CO2: Differentiate organization change, redesign, an organizational effectiveness
- CO3: Evaluate the impact of technology on an organizational structure and make it effective.
- CO4: Analyse the change process and the techniques to a desired future state.
- CO5: Resolve professional challenges using objective methods of evaluation.

**Pedagogy**

Lectures, Role Play, Seminar, Field Study, Games and Case Discussions

  
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**Learning Resources:****Prescribed Text Book**

- Pradip N. Khandwalla, Organizational Designs for Excellence, New Delhi: Tata Mc Graw-Hill, 2014.
- Cummings, T.G. & Worley, C.G. (2015). Organization Development & Change. US: Cengage Learning.
- Thornhill, L. S. (2011). Managing Change: A Human Resource Strategy Approach. New Delhi: Pearson Education.

**Reference Books:**

1. Pai, Ravishankar and Others, Management Development Skills for Excellence, Himalaya Publishing House, 2014.
2. Bhaskar, Key Drives for Organizational Excellence, Excel Book, 2013.
3. Singh, Organizational Change and Development, Excel Book, 2015.
4. Harigopal, K. (2010). Management of Organizational Change: Leveraging Transformation. New Delhi: Response Books
5. French, W., Bell, C.H. & Zawacki, R.A. (2005). Organization Development and Transformation: Managing Effective Change. New Delhi: McGraw-Hill

**Supplementary Reading Material****Website:**

- "A New Approach to Organization Design." <https://www.bcg.com>. April 05, 2016. Accessed May 03, 2019. <https://www.bcg.com/publications/2016/people-organization-new-approach-organization-design.aspx>.

**Journal:**

- Journal of Organizational Behavior Journal of Organizational Behavior, ISBN:0894-3796 ISSN: 1099-1379, Wiley-Blackwell, England.

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Seminar/Field Study	10
Assignment/Role Play	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

  
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**CO – PO – PEO Mapping**

<b>PO CO</b>	<b>POa</b>	<b>POb</b>	<b>POc</b>	<b>POd</b>	<b>POe</b>	<b>POf</b>	<b>POg</b>	<b>POh</b>	<b>POi</b>	<b>POj</b>	<b>POk</b>	<b>POl</b>
<b>CO 1</b>	3	2	3	2	2	2	1	1	2	2	1	1
<b>CO 2</b>	3	2	3	3	2	2	1	1	2	2	1	2
<b>CO 3</b>	3	2	3	3	3	2	3	2	2	1	2	2
<b>CO 4</b>	3	2	3	2	2	2	2	2	2	1	2	1
<b>CO 5</b>	2	3	2	3	3	1	1	3	3	2	2	2

**3= Strong      2=Medium      1=Weak**

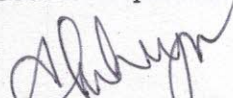
<b>Program Educational Objectives</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>	<b>CO 4</b>	<b>CO 5</b>
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	3	3	3	3	3
<b>PEO 3</b>	3	3	3	3	3

**3= Strong**

**2=Medium**

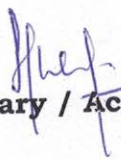
**1=Weak**

Course Prepared By:

  
**Dr Akshaya AVR**

Approved By:

  
**Dr. Bamini Rajasekharan**

  
**Member Secretary / Academic Council**

**19MBAH05: INDUSTRIAL RELATIONS AND LABOUR LAWS****Course Objective:**

- The course will explore contemporary knowledge of Industrial Relations and provisions relating to Labour Laws.
- It enables the students to resolve industrial relations problems and application of Labour Laws in organisations.
- To examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration.

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50

**Unit- I Introduction:****12Hours**

Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India.

**Unit – II Mechanism for harmonious ER****12Hours**

Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers participation in management & Problem solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees.

**Unit – III Legislations governing Employee Relations****12Hours**

The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained.

**Unit – IV Legislation governing Unions and wages****12 Hours**

The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognised trade unions, types and structure of trade unions, impact of globalisation on trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 – Unfair labour practices on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records.

**Unit- V Legislation governing working environment****12Hours**

The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace (Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer, artificial intelligence and labour protection, Artificial Intelligence and its impact labour and management

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**Course outcomes:**

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

- CO1: Probe the nature and scope of labor laws  
 CO2: Absorb the rationale of labor laws in organizations  
 CO3: Ability to elaborate Industrial Dispute settlement procedures.  
 CO4: Ability to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936.  
 CO5: Ability to summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948.

**Pedagogy**

Lectures , Seminar and Case Discussions

**Learning Resources:****Text Books:**

1. Personnel Management, C B Mamoria
2. Dynamics of Personnel Administration, Rudrabaswaraj
3. Personnel Management, Edwin Flippo
4. Industrial and Labour Laws, S. P. Jain
5. Malik, K.L., Industrial Laws and Labour Laws, Eastern Book Company, Lucknow

**Reference Books:**

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
2. Introduction of Labour and Industrial Laws, Avatar Singh
3. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
4. Bare Acts Nair and Latha Nair, Personnel Management and Industrial Relation, S. Chand and Co., Ltd: New Delhi, 2013.
5. N.D.Kapoor., Handbook on Industrial Law, Sultan Chand Sons, New Delhi.
6. Arun Monappa, Industrial Relations, Tata Mc Graw Hill: New Delhi, 2014.
7. Saxena.R.C, Labour Problems and Social Welfare, K. Nath & Company, 2013.

**Supplementary Reading Materials:****Journal:**

- Economic and Labour Relations Review, ISSN:1035-3046, Univ New South Wales-Centre Applied Economic Research, Australia.
- International Labour Review, ISSN:0020-7780, ISBN:1564-913x, Wiley-Blackwell, Switzerland.

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Seminar	10
Assignment	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

  
 Member Secretary / Academic Council

**CO - PO - PEO Mapping**

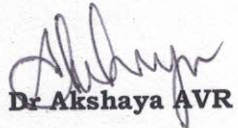
<b>PO CO</b>	<b>POa</b>	<b>POb</b>	<b>POc</b>	<b>POd</b>	<b>POe</b>	<b>POf</b>	<b>POg</b>	<b>POh</b>	<b>POi</b>	<b>POj</b>	<b>POk</b>	<b>POl</b>
<b>CO 1</b>	3	2	3	2	2	1	2	1	2	2	1	1
<b>CO 2</b>	3	2	3	3	2	2	1	1	2	2	1	2
<b>CO 3</b>	3	2	3	3	3	2	3	2	1	1	2	2
<b>CO 4</b>	3	2	3	2	2	2	2	2	2	1	2	2
<b>CO 5</b>	2	3	2	3	3	1	1	3	1	2	2	2

**3= Strong****2=Medium****1=Weak**

<b>Program Educational Objectives</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>	<b>CO 4</b>	<b>CO 5</b>
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	3	3	3	3	3
<b>PEO 3</b>	3	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:


  
Dr Akshaya AVR

Approved By:


  
Dr. Bamini Rajasekharan


  
Member Secretary / Academic Council

## Electives for Finance Specialization

### 19MBAF01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Course Objectives:**

- To impart financial knowledge on Securities and provide in-depth understanding about Company and Technical analysis.
- To analyse the various risks involved in investing in securities, measure the return on security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio,

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
TOTAL	100

**UNIT I INVESTMENT SETTING**
**12 Hours**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts – Tradeoff, measures, Analysis, Determinants of required rate of return- Relationship between Risk and Return – Risk free rate and its influencing factors and Risk Premium.

**UNIT II SECURITIES MARKETS**
**12 Hours**

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

**UNIT- III FUNDAMENTAL ANALYSIS**
**12 Hours**

Economic Analysis – Macroeconomic activities forecasting - security markets- Forecasting Techniques -The Cyclical Indicator Approach, Monetary Variables -Industry Analysis – Industry Classification- Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns- External industry Information Sources. Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation.

**UNIT – IV TECHNICAL ANALYSIS**
**12 Hours**

Technical Analysis – Fundamental Analysis Vs Technical Analysis -Assumption, Advantages, Challenges, Types of Charts -Technical Trading and Trend reversals- Patterns – Moving Average-Rules and Indicators - Exponential moving Average-Efficient Market Hypothesis- Random Walk Model, Forms of EMH, Empirical Evidences

**UNIT – V PORTFOLIO MANAGEMENT**
**12 Hours**

Introduction to Portfolio Management – Portfolio analysis –Portfolio Selection –Capital Asset Pricing model -Measurement of Expected Risk and Returns of Portfolio- Mutual Funds- Markowitz Portfolio Theory -Alternative measures of Risk -Multifactor Models and risk Estimation – Arbitrage Pricing Theory- Sharpe's Single Index Model- Lagrange Multiplier Theory.

(The question paper shall consist of 80% theory and 20% problems)

**Total 60 Hours**

  
**Member Secretary / Academic Council**

**Course Outcomes:**

**After completion of the course the student will be able to:**

- CO1:** Explore the investments concepts and basics of risk return analysis.  
**CO2:** Analyse the Indian security market and the Regulatory systems.  
**CO3:** Undertake investment decisions by fundamental analysis.  
**CO4:** Apply concepts of portfolio constrain by applying technical analysis.  
**CO5:** Analyze portfolio risk and market movements for investment decisions.

**Pedagogy:**

Lectures, Numerical exercises, Mini Project and Case Discussion

**Prescribed Text:**

1. Donald S.Fischer and Ronald Jordan, Security Analysis and Portfolio Management, Prentice Hall of India (P) Ltd., 6<sup>th</sup> Edition, 2009

**References:**

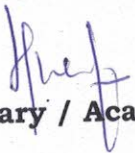
1. Prasanna Chandra, (2012) Investment Analysis and Portfolio Management, 4/e: New Delhi: TataMcGraw-Hill
2. Cottle, Sidmey and Roger. F. Murray (2010) Security Analysis, 5/e: New Delhi: Tata McGraw-Hill
3. Bhalla, V.K (2013) Investment Management, 19/e; S Chand & Company
4. Ranganathan, M and Madhumathi, R (2012). Security Analysis and Portfolio Management, 2/e; New Delhi: PearsonEducation

**SUPPLEMENTARY LEARNING RESOURCES****Websites**

1. [http://ebooks.lpude.in/commerce/mcom/term\\_3/DCOM504\\_DMGT511\\_SECURITY\\_ANALYSIS\\_AND\\_PORTFOLIO\\_MANAGEMENT.pdf](http://ebooks.lpude.in/commerce/mcom/term_3/DCOM504_DMGT511_SECURITY_ANALYSIS_AND_PORTFOLIO_MANAGEMENT.pdf)
2. [http://www.pondiuni.edu.in/storage/dde/downloads/finiv\\_sapm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf)
3. <http://www.himpub.com/documents/Chapter1155.pdf>

**Journals**

1. Dalal street investment journal Financial Analysis Journal.
2. Journal of finance & investment analysis.
3. International journal of portfolio analysis and management

  
**Member Secretary / Academic Council**

**Evaluation & Assessment:**


Components	Weightage of marks
Case Discussion	10
Assignment	10
Seminar	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	3	1	2	1	3	3	1	3	1	2	1
<b>CO 2</b>	3	1	2	3	3	2	3	3	3	1	2	1
<b>CO 3</b>	3	2	2	3	1	2	3	3	3	3	2	3
<b>CO 4</b>	3	2	3	2	1	3	3	1	3	2	2	3
<b>CO 5</b>	3	3	3	3	3	2	3	1	3	1	2	3

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	1	1	3	3
<b>PEO 3</b>	2	3	2	3	2

**3= Strong****2=Medium****1=Weak****Course Prepared By:**
  
**Dr. K. Sabarinathan**
**Approved By:**
  
**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBAF02: Management of Financial services****Course Objectives:**

- To acquaint the students about Merchant Banking Services and to know about Venture capital and Mergers.
- To get an overview about various Merchant banking Services and its implications in the business, analyse the regulatory and operational issues involved in various financial services and recognise the financial need and identify the various sources to mobilize funds for business

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
Total	100

**UNIT I AN OVER VIEW OF FINANCIAL SYESTMES****12 Hours**

Introduction – Indian Financial System – Merchant Banking system in India – Recent Developments and Challenges – Institutional Structure – Functions of Merchant Bank and Financial Institutions- NBFCs in India- Legal and Regulatory Framework – RBI Regulations - Relevant - Provisions of Companies Act- SERA- SEBI guideline – IRDA Regulations towards Insurance sectors.

**Unit II Mutual funds and Financial Services****12 Hours**

History of Mutual fund Industry in India – Mutual funds: Concept – Objectives and Benefits – NAV (Net Assets Value) – SEBI Regulation on mutual fund-Different schemes – Advantages – UTI: Objective- functions – regulation – role of UTI in industrial finance - Portfolio management – Performance measurement and evaluation of mutual-fund schemes – unit holders protection.

**UNIT III Hire Purchase and Lease Finance****12 Hours**

Hire purchase - Features and Legal Frame Work - Evaluation of Hire Purchase. Leasing - Types - Problems and Prospects of Leasing Industry - Evaluation of Lease Proposals - Leasing Vs Hire Purchase Finance - Decision analysis – Leasing or buying alternative using present values.

**UNIT IV Venture Financing****12 Hours**

Venture Capital - Forms of Venture Capital Fund - Bill Discounting - Types and Process - Factoring – Mechanism - Types and Functions of a Factor - Credit Rating - Process, Rating Methodology – Credit Rating Agencies

**UNIT V Mergers and Acquisitions****12 Hours**

Types of Mergers - Schemes for Merger / Amalgamation - Takeover - Types -Requirement for Takeover offer - SEBI Code on Takeovers - General obligations of Acquirer - Mergers and Acquisitions in Indian Context.

(The question paper should consists of Theory 80% and Problems 20%)

**Total 60 Hours**

  
**Member Secretary / Academic Council**

**Course Outcomes:**

**After completion of the course the student will be able to:**

- CO1:** Analyse existing and emerging areas of merchant banking financial services.  
**CO2:** Perform credit rating process adopted by the various institution.  
**CO3:** Apply the Hire purchase and leasing system.  
**CO4:** Investigate current financial services available in financial markets.  
**CO5:** Undertake to apply the current scenario of financial market and decision making.

**Pedagogy:**

Lectures, Numerical excises Case Discussion and Field Study

**Evaluation and Grading:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Learning Resources:****Prescribed Text:**

1. Khan, M.Y. (2013). *Financial Services*, 7/e; New Delhi: Tata McGraw-Hill

**References:**

1. Gurusamy, S (2012). *Financial services and systems*, 2/e; New Delhi: Tata McGraw-Hill
2. Avadhani.V.A,(2011) *Financial Services in India*, Himalaya Publishing House.
3. Gordon & Natarajan,(2012) *Financial Markets and Services*, 5/e,Himalaya Publishing.

**SUPPLEMENTARY READING MATERIAL****Websites**

1. <https://ideas.repec.org/b/elg/eebook/3523.html>
2. <https://www.emeraldinsight.com/doi/abs/10.1108/02652320210432945>

**Journals**

1. International Journal of Financial and Quantitative Analysis
2. International Journal of Bank Marketing

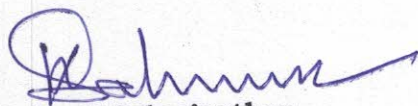
  
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**CO - PO - PEO Mapping:**

<b>PO CO</b>	<b>POa</b>	<b>POb</b>	<b>POc</b>	<b>POd</b>	<b>POe</b>	<b>POf</b>	<b>POg</b>	<b>POh</b>	<b>POi</b>	<b>POj</b>	<b>POk</b>	<b>POl</b>
<b>CO 1</b>	2	3	1	2	1	3	3	1	3	1	2	1
<b>CO 2</b>	3	1	2	3	3	2	3	3	3	1	2	1
<b>CO 3</b>	3	2	2	3	1	2	3	3	3	3	2	3
<b>CO 4</b>	3	2	3	2	1	3	3	1	3	2	2	3
<b>CO 5</b>	3	3	3	3	3	2	3	1	3	1	2	3

**3= Strong****2=Medium****1=Weak**

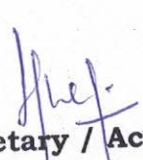
<b>Program Educational Objectives</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>	<b>CO 4</b>	<b>CO 5</b>
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	1	1	3	3
<b>PEO 3</b>	2	3	2	3	2

**3= Strong****2=Medium****1=Weak****Course Prepared By:**


**Dr. K. Sabarinathan**

**Approved By:**


**Dr. Bamini Rajasekharan**



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**19MBAF03- INSURANCE AND RISK MANAGEMENT****Course Objectives:**

- To analyse the risk management techniques of life, health, income exposures.
- To identify and classify various risk associated with the organisation, analyse various provisions relating to Insurance contract and suggest appropriate insurance for individuals and corporate based on the risk faced by them.

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT I: Introduction****12Hours**

Risk – Risk identification evaluation, property and liability loss exposures, Life, Health, and Loss of Income exposures and noninsurance risk management techniques. Selecting and Implementing risk management techniques.

**UNIT II: Property and Liability Risk Management****12 Hours**

Property and liability risk management – Risk management of commercial property, Business liability and risk management insurance – Workers' compensation and alternative risk managing.

**UNIT III: Risk Management****12Hours**

Risk management of auto owners – Insurance claims – the need for insurance – Personal automobile policy – Personal automobile rating – Premium and death rates – Cost containment – Advances in driver and auto safety. Risk management of home owners policy coverage – perils covered by the policy – food insurance – personal articles floater – Personal risk management.

**UNIT IV: Life Insurance:****12Hours**

Loss of life – Types of life insurance – Tax incentives for life insurance – Life insurance contract provisions. Loss of Health – Health insurance provider – mechanics of cost sharing– health expense insurance – disability income insurance – health insurance policy provisions – health care reforms. Annuities – structures of annuities – Annuity characteristics – Annuity taxation. Employees benefits – health and retirement benefits.

**UNIT V: Current Trends:****12Hours**

Life and General insurance industry in India – IRDA Act – Investment norms – Protection of Policy holders interest– Emerging Trends  
(The question paper should consists of Theory 100%)

**TOTAL: 60 Hours****Course Outcomes:****At the end of the course, students will be able to:**

- CO1: Analyse the insurance contracts and provisions, and the features of property-liability insurance, life and health insurance, and employee benefit plans.
- CO2: Demonstrate knowledge of the operation and management of insurance entities, and the economic implications of organizational design and structure.
- CO3: Facilitate insurance product cost and pricing, marketing, and distribution.
- CO4: Implement procedures in insurance and risk management.
- CO5: Examine the role of public policy including social insurance in personal financial planning and risk management.



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**Pedagogy:**

Lectures, Case Discussions, Comparative Study, Insurance Contract Analysis.

**Preferred Text:**

1. Gupta, P.K. (2012). Insurance and Risk Management, Himalaya Publishing

**References:**

1. Rejda, E. George, (2011) Principles of Risk Management and Insurance, 10/e; Pearson Education.
2. Scott, E. Harrington and Gregory R.N. Niehaus (2007). Risk Management and Insurance, 2/e: New Delhi: Tata McGraw-Hill
3. Gulati, Neelam C. 2013 Principles of Risk Management and Insurance New Delhi Excel Books

**Supplementary reading:**

1. The journal of Risk Management and Insurance
2. Asia-Pacific journal of Risk and Insurance

**Web Links:**

1. <https://hbr.org/2012/06/managing-risks-a-new-framework>
2. <https://hbr.org/1994/11/a-framework-for-risk-management>

**Evaluation & Assessment:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO - PO - PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	2	3	1	2	1	3	3	1	3	1	2	1
CO 2	3	1	2	3	3	2	3	3	3	1	2	1
CO 3	3	2	2	3	1	2	3	3	3	3	2	3
CO 4	3	2	3	2	1	3	3	1	3	2	2	3
CO 5	3	3	3	3	3	2	3	1	3	1	2	3

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	3
PEO 3	2	3	2	3	2

3= Strong

2=Medium

1=Weak

Course Prepared By:

Dr. K. Sabarinathan

Approved By:

Dr. Bamini Rajasekharan

Member Secretary / Academic Council

**19MBAF04BANKING SYSTEMS AND REGULATIONS****Course Objectives:**

1. To understand the India banking system and brings an insight to know the risk management in banking industry.
2. To able to analyses the financial statement and know about its implications and apply it in their business, discuss the various issues and future challenges in banking sector.
3. To analyze utilization of funds through bank's financial statements and recognize the risks associated with the banking activities

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
TOTAL	100

**UNIT I OVERVIEW OF INDIAN BANKING SYSTEM****12 Hours**

Overview of Indian Banking System - Functions of banks- key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881- Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement- Analyzing Banks Financial Statement- Current Issues and Future challenges for Banking sectors.

**UNIT II SOURCES AND APPLICATION OF BANK FUNDS****12 Hours**

Capital adequacy - Deposits and non-deposit sources - Designing of deposit schemes and pricing of deposit services - application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**UNIT III CREDIT MONITORING AND RISK MANAGEMENT****12 Hours**

Credit monitoring and risk analysis- Borrowers' financial sickness - Financial distress prediction models – Rehabilitation process- Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation-Basic understanding of NPAs ALM (Assets Liability Management)

**UNIT IV DIVERSIFICATION AND PERFORMANCE EVALUATION****12 Hours**

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**UNIT V RECENT TRENDS****12 Hours**

Banking Functions - Retail Banking and Laws in Everyday Banking - Basic concepts, Retail Banking-Nature and Scope. High-Tech Banking- Payments systems – E-Payment systems and Electronic Banking –NAFT and other recent systems.

(The question paper should consists of Theory 100%)

**TOTAL: 60 Hours****Course Outcomes:**

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

- CO1:** Validate basic institutional and practical knowledge in the context of banking in the financial system.
- CO2:** Assess the operations of modern banking and financial institutions
- CO3:** Evaluate the financial institutions are how influenced by different market structures, regularity regimes & degrees of international openness.
- CO4:** Critically evaluate the functions and operations of modern central banks & international financial institutions.
- CO5:** Able to analyses the banking sectors and its operational risk in business.

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**Pedagogy**

Lectures, Field study, and Case Discussion

**Learning Resources:****Preferred Text:**

1. Padmalatha Suresh, Justin Paul, (2014). Management of Banking and Financial Services, 2/e; New Delhi: Pearson Education

**References:**

1. Vijayaraghavan Iyengar, G. (2009). Introduction to Banking, 1/e; New Delhi: Excel Books
2. Joshi and Joshi (2009). Managing Indian Banks, 3/e; New Delhi: Sage Publications

**Supplementary Reading Materials:**

1. Journal of Banking & Finance
2. International Journal of Banking, Accounting and Finance

**Web Links:**

1. <https://hbr.org/2017/10/how-the-great-recession-changed-banking>
2. <https://hbr.org/2017/07/the-financial-industry-needs-to-start-planning-for-the-next-50-years-not-the-next-five>

**Evaluation and Assessment (CIA):**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA & Model Exam	20
<b>Total internal marks</b>	<b>50</b>
<b>End Semester Exam</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO - PO - PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	2	3	1	2	1	3	3	1	3	1	2	1
CO 2	3	1	2	3	3	2	3	3	3	1	2	1
CO 3	3	2	2	3	1	2	3	3	3	3	2	3
CO 4	3	2	3	2	1	3	3	1	3	2	2	3
CO 5	3	3	3	3	3	2	3	1	3	1	2	3

3= Strong

2=Medium

1=Weak


Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	3
PEO 3	2	3	2	3	2

3= Strong

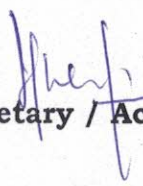
2=Medium

1=Weak

Course Prepared By:

  
**Dr. K. Sabarinathan**

Approved By:

  
**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBAF05DERIVATIVES MANAGEMENT****Course Objectives:**

- To impart knowledge on derivative instruments
- To able to know the strategies that can be used
- for trade in the derivative markets.
- Be able to decide which securities to use for hedging and/or speculative purposes.

Semester	III
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT I Introduction****12 Hours**

Derivatives – Definition – Features – History of Derivatives in India- Types –Forward contracts- Future Contracts-Swaps-Difference between cash and future Market-Types of trade-OTC and Exchange traded Securities-Uses and Critiques of Derivatives Risk in Derivatives- Pricing and Trading Mechanism.

**UnitII Future Contract****12Hours**

Futures : Futures Contract Specifications – Market Participants in a Futures Contract –Marking to Market- Hedging Using Futures Contract – Valuation of Futures Contract ( Problems in Futures Valuation)- Relationship between Future Prices, Forward Prices and Spot Prices – Futures Strategies – Types of Futures – Individual Stock – Stock Indices – Foreign Exchange Futures – Commodity Futures – Interest Rate Futures.

**Unit III Options****12 Hours**

Definition of Options: Terminology – Types – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options- Option Valuation (Problems in Option Valuation) – Exchange Traded Options – Option Pricing Models – Black Scholes Model – Binomial Model – Trading and Hedging Strategies in Options.

**Unit IV Swap****12 Hours**

Definition of SWAP - Warrants: Features – Gearing Effect – Valuing Warrants – Warrants Vs Options Swaps : Features – Mechanism of Interest Rate Swaps – Valuation of Interest Rate Swaps – Currency Swaps- Bonds and FRNs (Floating Rate Note) – Gain from Swaps.

**Unit V****12 Hours**

Financial Derivatives : Derivatives Market in India – Need – Evolution – Benefits- Categories – Trading Mechanism – Regulation of Financial Derivatives in India – SEBI Guidelines- Contract Terminology and Specifications for Stock Options, Stock futures , Interest rate Derivatives and Options in NSE.

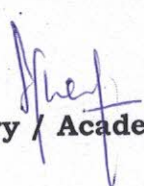
**Total Hours: 60**

(The question paper will consist of 80% theory and 20% problems)

**Course Outcomes:**

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

- CO1:** Appreciate the concepts of derivative securities
- CO2:** Apply forward contracts, futures contracts, swaps and options work, how they are used and how they are priced
- CO3:** Elucidate the fundamental features of a range of key financial derivative instruments.
- CO4:** Decide which securities to use for hedging and/or speculative purposes.
- CO5:** Apply the concepts of derivatives and decision making.

  
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**Pedagogy:**

Lectures, Exercises, Company Analysis and Case Discussion

**Learning Resources:****Text Books:**

1. Gupta . S.L, (2009) Financial Derivatives – Theory, Concepts and Practice, 1/e, Prentice Hall of India.

**Supplementary Reading Materials:**

1. John C Hull, Options Futures and other Derivatives, Pearson, 7<sup>th</sup> Ed., 2010.
2. Keith Red Head, Financial Derivatives, Prentice Hall of India Pvt. Ltd., 2011.

**Website:**

1. <https://www.investopedia.com/terms/d/derivative.asp>
2. <https://www.thebalance.com/what-are-derivatives-3305833>
3. <https://cleartax.in/s/financial-derivatives>
4. [https://en.wikipedia.org/wiki/Derivative\\_\(finance\)](https://en.wikipedia.org/wiki/Derivative_(finance))

**Journal:**

1. European Journal of Finance, ISSN:1351-847x, ISBN:1466-4364, Routledge Journals, Taylor & Francis Ltd England
2. Emerging Markets Finance and Trade ISSN:1540-496x, ISBN :1558-0938, M E Sharpe Inc United States

**Evaluation and Assessment:**

Components	Weightage of marks
Case Discussion	10
Seminar	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping:**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	3	1	2	1	3	3	1	3	1	2	1
<b>CO 2</b>	3	1	2	3	3	2	3	3	3	1	2	1
<b>CO 3</b>	3	2	2	3	1	2	3	3	3	3	2	3
<b>CO 4</b>	3	2	3	2	1	3	3	1	3	2	2	3
<b>CO 5</b>	3	3	3	3	3	2	3	1	3	1	2	3

3= Strong

2=Medium

1=Weak

  
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Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	3
PEO 3	2	3	2	3	2

3= Strong

2=Medium

1=Weak

Course Prepared By:

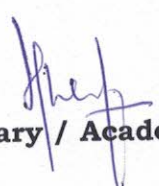


Dr. K. Sabarinathan

Approved By:



Dr. Bamini Rajasekharan



Member Secretary / Academic Council

## Electives for Logistics Specialization

### 19MBAL01 GLOBAL PROCUREMENT MANAGEMENT

**Course Objectives:**

- To develop countries import scarce raw materials and capital goods and advanced technology required for rapid industrial development.
- To be aware of goods in short supply are also imported to make up the deficiency.

Semester	III
Credit	4
Max.	CIA - 50
Marks	CE - 50
	TOTAL
	100

**UNIT I PROCUREMENT MANAGEMENT**
**(12Hours)**

Procurement Management - Evolution, Scope and Objectives - Interface with other functions- Global Business - Cultural and Social Influences - Importing, Exporting, and International Trade-Governmental and Legal Influences-Economic and Geographic Influences -Currency and Risk Management-Objectives for Global Procurement Management - Cultural and Social Influences

**UNIT II FORECASTING**
**(12Hours)**

Forecasting - Methods of forecasting - Moving Average Method, Exponential Smoothing Method- Material Requirement Planning - Advantages over conventional planning (Order Point Method) - Bill of Materials - Material flow in MRP.

**UNIT III CUSTOMS ACT**
**(12Hours)**

Customs Act – other acts relating to export/import – Formalities for commencing – processing of export order – customs formalities –role of ECGC in export promotion – terms of shipment – Role and functions of Export Promotion council, Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, IIFT. Export: Types of exporters- Registration of exporters.

**UNIT IV DOCUMENTATION**
**(12Hours)**

Documentation - Performa invoice, commercial invoice and its attestation, packing list, Inspection, certificate, certificate of origin, GSP certification, shipping bills, A.R, A.R(4) forms, Mate receipts, GR-Forms or SDF, Marine insurance policy, ECGC policy, bill of exchange, AWB, Special Consular Invoice- bill of entry and airwaybill.

**UNIT V STRATEGIC SOURCING**
**(12Hours)**

Strategic Sourcing: Introduction, Scope – Advantages, Objectives, Sourcing plan. Supplier evaluation, selection & development. Category buying & management process, value-to-price relationship, Supplier relationships across organization. Developing & implementing multi-year contracts

**Total : 60 Hours**
**Course Outcomes:**
**After completion of the course, students will be able to:**

- CO 1 Critically analyze the internal and external environments in which businesses operate and assess the procurement management.
- CO 2 Demonstrate understanding of the concept of forecast and its sources and the ability to recognize it in real-world scenarios.
- CO 3 Apply the provisions of customs Act and facilitate business processes..
- CO 4 Apply appropriate documentation procedures to identify the issues in organizations and to develop options for implementation.
- CO 5 Devise strategies to direct sourcing and to manage buyer relationship.

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**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions

**Learning Resources:****Text Book:**

1. Vance, Charles m, Paik, Yongsun, "Managing A Gobal Workforce Challenges and Opportunity In International HRM", 2<sup>nd</sup> Edition, Eastern Economic Editors, Latest Edition.2013.
2. Parasram, "In Cotermis Exports Coartind and Pricing with Practical Guide to in Co-Terms, 1<sup>st</sup> Edition, Jain Book, 6<sup>th</sup> Edition,2010.
3. M I Mahaian, "Impart Do It Yourself", Jain Book, 7<sup>th</sup> Edition,2007.

**References:**

1. John Wiley, "Global Operations &Logistics:Text& Cases-Dornier", Pearson Education, 2<sup>nd</sup> Edition2013.
2. David Simchi-Levi, "Designing & Managing Supply Chain-Concepts, Strategies", Tata- McGraw- Hill, 8<sup>th</sup> Edition,2000.
3. Cecil Bozrath&Robert B.Handfield, "Supply Chain Management – Text & Cases", Tata- McGraw- Hill, 13<sup>th</sup> Edition,2000

**Supplementary Reading Material:****Websites**

- [https://hbr.org/product/recommended/an/8358-FENG?referral=02529&cm\\_vc=rr\\_category\\_page.tools\\_new](https://hbr.org/product/recommended/an/8358-FENG?referral=02529&cm_vc=rr_category_page.tools_new)
- <https://hbsp.harvard.edu/product/P94-PDF-ENG?itemFindingMethod=Recommendation&recommendedBy=SMU115-PDF-ENG>

**Journals**

- Journal of Business logistics, Logistics Learning Capability: Sustaining the Competitive Advantage Gained through Logistics Leverage, ISSN: 0172-7397, Volume 2, Issue 2.
- Journal of Business logistics, Maximizing the Human Capital Equation in Logistics: Education, Experience, and Skills, ISSN: 0172-7397, Volume 25, Issue 1.

**Evaluation &Assessment:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

  
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Mapping of CO – PO – PEO

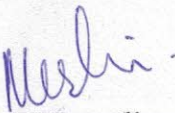
<div>PO</div> <div>CO</div>	POa	POb	POc	Pod	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	1	1	3	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	2	3	2	3	2	3	1
CO 3	3	1	1	3	1	2	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	2	3	2	3	3	2	2	2	3	3	2	2

3= Strong                      2=Medium                      1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	2
PEO 2	2	3	2	3	3
PEO 3	2	2	3	3	3

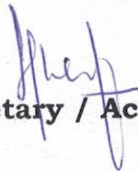
3= Strong                      2=Medium                      1=Weak

Course Prepared By:

  
Dr. B Merceline Anitha

Approved By:

  
Dr. Bamini Rajasekharan

  
Member Secretary / Academic Council

**19MBAL02 FUNDAMENTALS OF SHIPPING****Course Objective:**

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

Semester	III
Credit	4
Max.	CIA - 50
Marks	CE - 50
	TOTAL 100

**UNIT I SHIPPING MANAGEMENT****(12 Hours)**

Arrangement and supplying of services upon behalf of principal cargo ship, Crew repatriation, Desertion, Mail - Ship Manager-Structure of ship owning and management organizations Ship's personal-Agents.

**UNIT II CONSIGNMENT REGISTRATION****(12Hours)**

Arrangement and supplying of services upon behalf of principal cargo ship, Crew repatriation, Desertion, Mail - Ship Registration, Classification and Insurance Registration-Types of registries-Flag-Classification-Port State Control

**UNIT III VOYAGE****(12Hours)**

Containerization Container Yard - Concept of Dry Port and INCO terms. Freight rate structure /calculation of Freight / Types of freight. Chartering practices - Voyage Estimation: Length of the voyage- Commencing the voyage estimates-tankers-Time charter-Practical calculations- Voyage estimates.

**UNIT IV FREIGHT CALCULATION****(12Hours)**

Freight Calculations and its methods; Ocean currents and Major Shipping Routes; Types of shipping companies and their operations - Cargo and Geographic Factors Dry cargoes-Non-bulk dry cargoes-Stowage factors-Dangerous cargo and IMDG Code

**UNIT V INFORMATION TECHNOLOGY****(12Hours)**


Development in Electronic Information Technology in the field of Multimodal Transport. Electronic data Interchange (EDI), Vessel Traffic Management System (VTMS) - Crew Management and Ship Manager's Legal Relations Crew management: Recruitment, training and placement of officers and crew on board-Marine crew travel-Compliance of ISPS code

**Total : 60 Hours****Course Outcomes:****At the end of the course, students will be able to:**

- CO 1 Critically analyze the concept of Shipping Markets and cargo procedure.  
 CO 2 Demonstrate and familiarize the method of freight calculations on shipping.  
 CO 3 Develop and prepare the knowledge of the basic shipping operations  
 CO 4 Implement the basic tools that will be benefitted with the E-Information technology in shipping terms  
 CO 5 Investigate the strategic sourcing to manage shipping procedures

**Pedagogy**

Lectures, Case Discussions, Field Study & Individual/group activities

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**Learning Resources:****Text Book:**

1. Port Management and Operations. Maria G. Burns, CRC Press Taylor and Francis group 2015 Edition.

**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.

**Supplementary Reading Material:****Websites**

- [https://hbr.org/product/recommended/an/8358ENG?referral=02529&cm\\_vc=rr\\_category\\_page.tools\\_new](https://hbr.org/product/recommended/an/8358ENG?referral=02529&cm_vc=rr_category_page.tools_new)
- <https://hbsp.harvard.edu/product/P94-PDF>  
ENG?itemFindingMethod=Recommendation&recommendedBy=SMU115-PDF-ENG

**Journals**

- Journal of Business Logistics, Supply Chain Management and its Relationship to Logistics, Marketing, Production, and Operations Management, ISSN: 0172-7397, Volume 29, Issue 1.
- International Journal of Comparative Management, ISSN:2514-412X, ISBN: 2514-4111, Inderscience Publisher.UK

**Evaluation & Grading**

Components	Weightage of Marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	Poi	POj	POk	POl
<b>CO 1</b>	1	3	2	2	3	2	2	3	2	3	1	1
<b>CO 2</b>	3	3	3	3	3	3	2	2	3	2	3	2
<b>CO 3</b>	2	2	2	1	1	1	2	3	2	3	2	3
<b>CO 4</b>	3	3	3	3	3	3	1	1	3	1	2	3
<b>CO 5</b>	3	2	1	3	3	3	2	3	3	2	2	3

**3= Strong****2=Medium****1=Weak.**

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Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	2	2	2	3
PEO 2	3	3	2	3	2
PEO 3	2	2	2	3	3

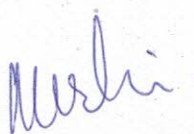
3= Strong

2=Medium

1=Weak

Course Prepared By:

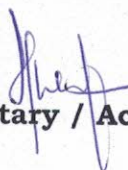
Approved By:



Dr. B Merceline Anitha



Dr. Bamini Rajasekharan



Member Secretary / Academic Council

**19MBAL303 LOGISTICS AND SUPPLY CHAIN MANAGEMENT****Course Objective:**

- To learn the supply chain management concepts and its related functions.
- To gain knowledge in latest developments in supply chain management, its different stages and characteristics.
- To understand Supply Chain Strategy & Performance measures Customer service, Cost Trade and Bench marking.

Semester	III
Credit	4
Max.	CIA - 50
Marks	CE - 50
	TOTAL 100

**UNIT I SUPPLY CHAIN MANAGEMENT****(12Hours)**

Basics of Supply Chain Management, Supply Chain Management: Introduction- Value Chain- Functions and Contributions - Supply Chain Effectiveness and Indian Infrastructure - Framework for Supply Chain Solution -Outsourcing and 3PLs -Fourth-party Logistics (4PLs) -Operational Logistical Information System - Emerging Technologies in Logistics and Supply Chain Management.

**UNIT II EVOLUTIONARY TRENDS OF LOGISTICS AND SUPPLY CHAIN****(12Hours)**

Evolutionary Trends of Logistics and Supply Chain Organization, Basic Organization Principles Factors Influencing Organizational Structure - Purchasing and integrated logistics interfaces - Types of purchase -Purchasing partnerships Material outsourcing - Just - in - Time purchasing.

**UNIT III OUTSOURCING STRATEGIES****(12Hours)**

Procurement and Outsourcing strategies, Outsourcing benefits and risks-Framework for Buy/Make decisions, E-Procurement - Electronic Data Interchange-Personal Computers - Artificial Intelligence-Expert System- Bar coding & scanning. Electronic Data Interchange standards of Communication, Information, Future directions.

**UNIT IV STRATEGIC ALLIANCES****(12Hours)**

Strategic alliances - Frame work, Building partnerships - 3<sup>rd</sup> party, Retailer-Supplier partnerships, Distributor integration, Efficient Customer Response - Supply Chain Strategy & Performance measures - Bench marking, Customer service and Cost Trade - Linking of Supply Chain and Business performance.

**UNIT V EXIM****(12Hours)**

Export Procedure - Export Contract - Export - Finance Institutional Frame worked for export Finance - Steps in Import Procedure - Legal Dimensions of Import Procedure - Customs Formalities for Imports - Exchange Control Provisions for Imports - Policy and Institutional Framework for Exports and Imports Foreign Trade Policy.

**Total : 60 Hours****Course Outcomes:****After completion of the course, students will be able to:**

- CO 1 Analyze the various factors involved in supply chain to operate and forecast the behavior of the information system.
- CO 2 Appreciate the evolutionary trends in current scenario to exploit the competitive advantage of firms
- CO 3 Develop a procurement strategies to buy and decision making process in a current business environment.
- CO 4 Apply appropriate concepts to analyze strategic alliances to develop options for implementation.
- CO 5 Devise supply chain strategic approaches to manage business performance.

**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions

**Member Secretary / Academic Council**


**Learning Resources:****Text Book:**

1. Supply Chain Logistics Management Donald J. Bowersox, David J. Closs, M. Bixby Cooper 2013.

**REFERENCES**

1. Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra, Peter Meindl, Pearson, 6<sup>th</sup> Edition, 2012.
2. Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc. McGraw-Hill, 2013.
3. Sunil Chopra and Peter Meindl, "Supply Chain Management Pearson Education Asia", 3<sup>rd</sup> Edition, 2007.

**Supplementary Reading Material:****Websites**

- [https://hbr.org/product/recommended/an/8358ENG?referral=02529&cm\\_vc=rr\\_category\\_page.tools\\_new](https://hbr.org/product/recommended/an/8358ENG?referral=02529&cm_vc=rr_category_page.tools_new)
- <https://hbsp.harvard.edu/product/P94-PDF-ENG?itemFindingMethod=Recommendation&recommendedBy=SMU115-PDF-ENG>

**Journals**

- Journal of Business logistics, Supply Chain Collaboration and Logistical Service Performance, ISSN: 0172-7397, Volume 22, Issue 1.
- Journal of Business logistics, Maximizing the Human Capital Equation in Logistics: Education, Experience, and Skills, ISSN: 0172-7397, Volume 25, Issue 1.
- Journal of Business logistics, Supply Chain Process Integration: A Theoretical Framework, ISSN: 0172-7397, Volume 30, Issue 2, Page 27-46.

**Evaluation & Assessment:**

Components	Weightage of Marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	3	2	3	3	2	2	3	2	1	1	3
<b>CO 2</b>	3	2	3	3	1	3	2	2	3	2	3	2
<b>CO 3</b>	2	1	1	1	1	1	3	1	1	1	2	3
<b>CO 4</b>	3	2	2	3	3	2	1	1	3	1	3	2
<b>CO 5</b>	3	2	1	2	1	3	3	2	2	2	2	3

**3= Strong****2=Medium****1=Weak**

**Member Secretary / Academic Council**

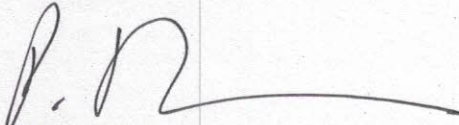
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	2	2	3	3
PEO 2	2	3	3	3	2
PEO 3	3	3	2	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

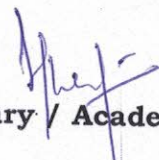


Dr P Pon Meenakshi

Approved By:



Dr. Bamini Rajasekharan

  
 Member Secretary / Academic Council

**19MBAL04 AIR CARGO MANAGEMENT****Course Objective:**

- 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 people new to the business.

Semester	III
Credit	4
Max.	CIA - 50
Marks	CE - 50
	TOTAL 100

**UNIT 1 AIRPORT AND AIRCRAFT****(12Hours)**

Airports – Role – Significance – Aircraft – Basic Cargo Terminology – International Phonetic Alphabet – Stakeholders Involved – Exporter/Importer – Custodian – Customs Brokers – Freight Forwarder – Airlines/General Sales AGENT (GSSA) – ICAO – List of Airlines Code- GHANA (Ghana Airways) – Customs – Government – Banks – Future of the Industry

**UNIT 2 AIR CARGO****(12Hours)**

Air Cargo – Significance – Uses – Advantages – Disadvantages – International Air Transport Association – Roles And Functions – International Civil Aviation Organization – Directorate General of Civil Aviation – ACCAI (The Air cargo Association Agents Association In Airlines ) – Airport Authority of India, Custodians And Roles – Other Allied Bodies – Cargo – Types

**UNIT 3 DOCUMENTATION, BILLS AND PROCEDURES****(12Hours)**

Documentation – Air Way Bill – Types – Manifest – Delivery Order – Proof On Delivery – Freight – Types – Calculation – Volume Based – Weight Based – Chargeable Weight – Procedure – Claims and Liability – Air Cargo Rates and Charges – Cargo Operations – Customs clearance

**UNIT 4 HANDLING****(12Hours)**

Handling – Equipment – Types – Facilities – Warehouses – AFS – Packing – Types – Marking Labelling – Freight forwarding – Consolidation

**UNIT 5 AIR CARGO OPERATIONS AND DANGEROUS GOODS****(12Hours)**

Air freight forwarding- : Air freight Import and Export – Dangerous Goods Regulations and Cargo by Air – Special Cargoes- Classes – Packing – Marking – Labelling – Handling – Transportation – Checklist

**Total : 60 Hours****Course Outcomes:****After completion of the course, students will be able to:**

- CO 1: Critically analyze the aircraft environments to process the delivery with the various performances
- CO 2: Demonstrate understanding of the concept of air cargo
- CO 3: Develop to prepare a documentation and billing procedures
- CO 4: Apply appropriate methodology to handle packaging and materials handling
- CO 5: Devise strategic used air cargo devices operations and goods positioning.

**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions



**Member Secretary / Academic Council**

**Learning Resources:****Text Book:**

1. Yoon Seok Chang, "Air Cargo Management", CRC Press, 2015.

**REFERENCES**

1. XIE CHUN XUN ZHU, "Air Cargo Management Introduction - Aviation Logistics Management Series (Chinese Edition)", South-east University Press, 2006.
2. Peter S. Smith, "Air Freight: Operations, Marketing and Economics", Chu (Boston: Kluwer Academic Publishers), 3th Edition, 2004.
3. Jeffrey H. Dyer, Paul Godfrey, Robert Jensen, David Bryce: Strategic Management: Concepts and Cases, 2nd Edition, Wiley (2017).
4. Hesterly&Hesterly: Strategic Management and Competitive Advantage: Concepts and Cases, 6th Edition, Pearson (2019)
5. AzharKazmi Strategic Management And Business Policy, 3rd Edition The McGraw Hill company (2018)

**Supplementary Reading Material:****Websites**

1. <https://www.hbs.edu/coursecatalog/1166.html>
2. <https://hbr.org/1964/01/ideals-for-export>

**Journals**

- Journal of Air Transport Management, Analysis of an international air-cargo hub ISSN: 1365-7798, Volume 9, Issue 2, Page 123-138.
- Journal of Air Transport Management, Air cargo expansion and economic growth, ISSN: 1365-7798, Volume 15, Issue 5, Page 264-265.

**Evaluation & Grading**

Components	Weightage of Marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

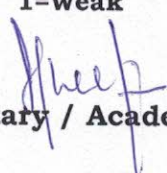
**Mapping of CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	3	2	3	1	1	2	2	2	1	3	2
<b>CO 2</b>	2	2	1	3	2	3	3	2	3	2	2	2
<b>CO 3</b>	3	1	2	2	1	3	2	3	1	1	3	3
<b>CO 4</b>	2	3	2	2	2	1	3	2	3	1	2	2
<b>CO 5</b>	3	2	3	2	2	2	3	3	3	3	3	2

3= Strong

2=Medium

1=Weak

  
 Member Secretary / Academic Council

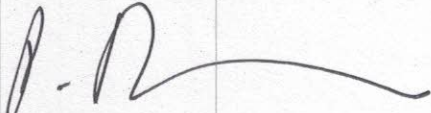
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	2	3	2	3	3
PEO 2	3	3	3	3	2
PEO 3	2	2	3	3	3

3= Strong

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Course Prepared By:

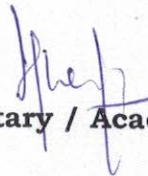


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Approved By:



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**19MBAL05 TRANSPORTATION AND DISTRIBUTION MANAGEMENT****Course Objectives:**

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

Semester	III
Credit	4
Max.	CIA - 50
Marks	CE - 50
	TOTAL 100

**UNIT I ROLE OF DISTRIBUTION IN SUPPLY CHAIN****(12Hours)**

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

**UNIT II DISTRIBUTION NETWORK****(12Hours)**

Distribution Network- role significance- Distribution network planning-Distribution network decisions - importance- Distribution requirement planning (DRP).

**UNIT III TRANSPORTATION IN LOGISTICS AND BUSINESS****(12Hours)**

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 SYSTEM****(12Hours)**

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

**UNIT V IT APPLICATIONS****(12Hours)**

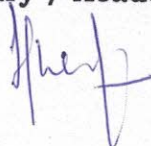
Usage of IT applications - E commerce - ITMS- Communication systems-Automatic vehicle location systems -Geographic information Systems

**Total : 60 Hours****Course Outcomes:****After completion of the course, students will be able to:**

- CO 1 Critically analyze the role of distribution in Supply Chain and assess the implications of decision changes.
- CO 2 Demonstrate understanding of the concept of distribution Network planning the ability to recognize it in requirement planning.
- CO 3 Develop and prepare transportation in Logistics that will be effective for the current business environment.
- CO 4 Apply appropriate theories and concepts to analyze transportation issues in organizations and to develop options for smooth supply.
- CO 5 Devise strategic approaches to manage Technology and Innovation

**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions

**Member Secretary / Academic Council**


**Learning Resources:****Text Book:**

1. Raghuram and N. Rangaraj, "Logistics and Supply chain Management: Leveraging Mathematical and Analytical Models", Cases and Concepts. New Delhi, Macmillan, 11<sup>th</sup> Edition, 2000.

**References:**

1. Sunil Chopra, Peter Meindl, "Supply Chain Management, Strategy, Planning, and Operation", Pearson, 5<sup>th</sup> Edition, 2010.
2. Michael B Stroh, "Practical Guide to Transportation and Logistics", Logistics Network, 9<sup>th</sup> Edition, 2006.
3. Alan Rushton, John Oxley, "Handbook of Logistics & Distribution Management", Kogan Page Publishers, 6<sup>th</sup> Edition, 2000.

**Supplementary Reading Material:****Websites**

1. <https://www.sciencedirect.com/science/article/pii/S0925527311001599>
2. <https://www.emeraldinsight.com/doi/abs/10.1108/eb014615>
3. <https://www.sciencedirect.com/science/article/pii/S0925527302002888>

**Journals**

- Journal of Business logistics, Life Without Trucks: The Impact of A Temporary Disruption of Road Freight Transport on A National Economy, ISSN: 0172-7397, Volume 27, Issue 2, Page 227-250.
- Journal of Business logistics, Maximizing the Human Capital Equation in Logistics: Education, Experience, and Skills, ISSN: 0172-7397, Volume 25, Issue 1.

**Evaluation & Assessment:**

Components	Weightage of Marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	2	2	3	2	1	3	2	3	1	3	2
<b>CO 2</b>	3	3	1	3	2	3	2	2	3	2	3	3
<b>CO 3</b>	3	2	3	1	2	3	3	2	2	1	3	2
<b>CO 4</b>	2	2	3	2	1	3	1	2	3	1	2	3
<b>CO 5</b>	3	3	3	1	2	2	3	3	1	3	3	2

3= Strong

2=Medium

1=Weak

  
 Member Secretary / Academic Council

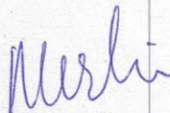
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	2	3	3
PEO 3	2	3	3	3	2

3= Strong

2=Medium

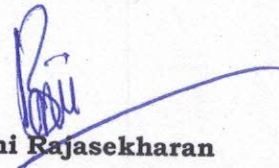
1=Weak

Course Prepared By:

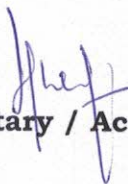


Dr. B Merceline Anitha

Approved By:



Dr. Bamini Rajasekharan



Member Secretary / Academic Council

## Electives for Systems Specialization

### 19MBAS01 - SOFTWARE PROJECT MANAGEMENT

**Objective:**

- The course inculcates the students to learn about Software Project Management to plan the activities and allocate the available resource in an effective manner.
- To understand the various project management phases – Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50
Total	100

**UNIT – I: Introduction**
**12Hours**

Software Project Management – Importance – Meaning of Project – Software projects Vs. Other types of projects – Contract Management and Technical Project Management – Activities – Categorization of Software Projects – Problems – Project Planning – Programme Management – Allocation of Resources – Aids to programme Management – Benefits Management.

**UNIT – II: Analysis**
**12Hours**

Project Evaluation – Cost Benefit Analysis – Risk Evaluation – Selection of an appropriate project approach – Choosing Technologies – Choice of Process Models – Model – Software proto typing – Ways of categorizing proto type – Selecting the most appropriate process model – Software effort estimation – Problems – Basis – Techniques – Expert Judgment.

**UNIT – III : Activity Planning**
**12Hours**

Activity Planning – Objectives – Project Schedules – Projects and activities – Sequencing activities and scheduling – Network planning models – Adding time dimension – Identifying the critical path – Shortening the project duration – Critical activities – Risk Management Categories – Identification – Planning – Evaluating the risks to the schedule.

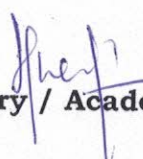
**UNIT – IV: Resource Allocation**
**12Hours**

Resource allocation – Nature of resources – Identifying resources requirements – Scheduling – Creating Critical Paths – Resource Schedule – Cost Schedules – Scheduling Sequence – Creating the framework – Collecting Data – Visualizing Progress – Cost Monitoring – Prioritizing Monitoring – Change Control.

**UNIT – V: Acquisition and Supply of Software**
**12Hours**

Acquisition and Supply of Software – Supply process – Types of contract – Stages – Contract Management – Acceptance – Understanding Behaviour – Selecting the right person – Instructions – Motivation – Working in groups – Team decision making – Leadership structure – Culture – Stress – Health and Safety – Software Quality – Importance – Techniques to help enhance Software Quality.

**Total: 60 hrs**

  
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**Course outcome:**

At the end of the course the students should able to:

- CO 1 Manage different phases of Software Project Management  
 CO 2 Identify Risk and create risk mitigation plan  
 CO 3 Apply software quality assurance for better quality software delivery  
 CO 4 Develop project models  
 CO 5 Apply analysis to acquire software

**Pedagogy**

Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Learning Resources:**

1. Software Project Management, 5Ed by Hughes,
2. Bob Hughes and Mike Cotterell, Software Project Management, Tata Mc. Graw Bill Publishing House, 2006.

**References:**

1. Roger S Pressman, Software Engineering, Tata Mc. Graw Hill International, 2007.
2. Pressman, Software Engineering, Tata Mc. Graw Hill International, 2007.

**Supplementary Reading:**

1. International Journal of Project Management
2. Journal of software Engineering Research and Development

**Web Links:**

1. <https://hbr.org/2016/11/the-four-phases-of-project-management>
2. <https://hbr.org/2016/11/five-critical-roles-in-project-management>
3. <https://www.scirp.org/journal/articles.aspx?searchCode=+Software+Project+Management&searchField=keyword&page=1&SKID=0>

**E books:**

1. <https://www.kobo.com/us/en/ebook/effective-software-project-management-1>

**Evaluation and Grading:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	Poi	POj	POk	POl
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<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Member Secretary / Academic Council

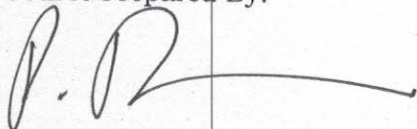
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

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2=Medium

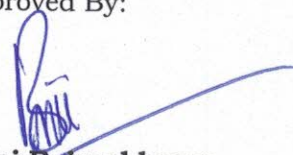
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Course Prepared By:

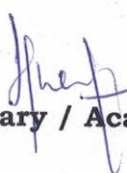


Dr.Pon Meenakshi P

Approved By:



Dr. Bamini Rajasekharan

  
 Member Secretary / Academic Council

**19MBAS02 - INTERNET AND E - COMMERCE****Objective:**

- The primary objective of the course is to familiarize the students with technologies like networking and internet and to build skills in applying these technologies to various business processes.
- On successful completion of the course, the learner would be able to analyze the concept of E-Business models, able to work in one or more significant application domains and to manage the development of E-Commerce application.
- To able to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability.

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50
Total	100

**UNIT - I: Internet Concepts:****12Hours**

Internet Connection Concepts: Internet communication protocol, types of Internet connections, Internet Service providers (ISPs), Security issues on the Internet. Domain Name Systems: Domain Organization, registering a domain system. E-mail Concepts: Getting E-Mail, E-mail addressing message headers, Downloading, E-Mail, using abbreviations, emotions and smileys.

**UNIT - II: World Wide Web****12Hours**

World Wide Concepts The web languages and protocols, special kinds of web sites and pages. Voice and Video Conferencing Internet phone, voice conferencing and Video conferencing, Voice and video conferencing using instant messenger programs, Voice and video conferencing with windows messenger, yahoo messenger and MSN messenger. Web Commerce Purposes of commercial web sites - Selecting a web hosting service, Selling via secure service, Shopping cart systems, accepting payments from customers, auction sites, consignment sites.

**UNIT - III: E-Commerce****12Hours**

History of E-Commerce-Early business information exchange efforts, Emergence of Internet, Advantages of E-Commerce, Disadvantages of E-Commerce, extension of BAM model, transition to E-commerce in India. Business Model for E-Commerce E-Business model based on relationship for E-Commerce. E-Business model based on relationship for transaction types. E-Security: Security on the net, E-Business risk management issues.

**UNIT - IV: E-Marketing****12Hours**

E-Marketing: E-Advertising, Internet marketing - target Markets - E-Branding, Marketing strategies. E-Payment Systems: Digital payment requirements, Digital token based E-payment system, Properties of E-Cash, Cheque payment system on the internet, Risk and E-Payment system, Designing, E-payment system, Digital Signature.

**UNIT - V: E-Customer Relationship Management****12Hours**

E-Customer relationship management: Customer Relationship Management - Typical; Business Touch points. E-Supply chain Management: E-supply chain, E-supply chain components, E-supply chain architecture. Mobile Commerce: Growth of mobile commerce - wireless applications, technologies for mobile commerce- Emerging Trends

**Total: 60hrs**


**Member Secretary / Academic Council**

**Course outcome:**

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

- CO 1 Recognize the impact of Information and Communication technologies
- CO 2 Demonstrate an understanding of the foundations and importance of Ecommerce
- CO 3 Analyze the impact of E-commerce on business models and strategy
- CO 4 Describe Internet trading relationships including Business to Consumer
- CO 5 Implement Business-to-Business and Intra-organizational strategies.

**Pedagogy**

Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Learning Resources:****Prescribed Texts:**

1. The complete reference - INTERNET, second edition, Margaret Levine Young, Unit(Chapter 1,2,5), Unit - II (Chapter - 16,16,32).
2. E- Commerce - A Management Perspectives, P.T. Joseph Eastern Economy Edition Unit - III (Chapter- 1,2,5), Unit - IV (Chapter- 4,6), Unit- V (Chapter-7,8,10).

**Supplementary reading:**

1. Journal of Electronic Commerce Research
2. Journal of E commerce

**Web Links:**

1. <https://www.managementstudyguide.com/e-commerce-and-internet.htm>
2. [https://globaljournals.org/GJMBR\\_Volume16/3-Electronic-Commerce-A-Study.pdf](https://globaljournals.org/GJMBR_Volume16/3-Electronic-Commerce-A-Study.pdf)
3. [https://www.researchgate.net/journal/1389-5753\\_Electronic\\_Commerce\\_Research](https://www.researchgate.net/journal/1389-5753_Electronic_Commerce_Research)
4. <https://hbr.org/2011/12/the-future-of-shopping>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	Poi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Member Secretary / Academic Council

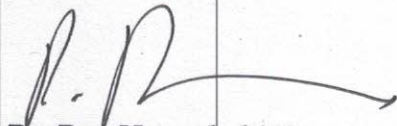
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

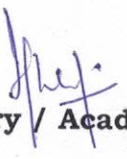


Dr. Pon Meenakshi P

Approved By:



Dr. Bamini Rajasekharan



Member Secretary / Academic Council

**19MBAS03 - INFORMATION SECURITY SYSTEMS****Objectives:**

- The course enable the students to understand the various risk in the information security and control systems .
- To provide an understanding of principal concepts, major issues, technologies and basic approaches in information security.
- Develop an understanding of information assurance as practiced in computer operating systems, distributed systems, networks and representative applications.

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 +
Total	CE :50 100

**UNIT – I: Introduction****12 HOURS**

Introduction to Information Security: Definition - Secrecy and Confidentiality - Accuracy, Integrity and Authenticity - Security Threats - Vulnerabilities, Threats and Countermeasures - Firewall - Planning and Administration - Log analysis basic - Logging states - When to look at the logs - Security information Management.

**UNIT – II: Networks & Security****12 HOURS**

Ethical Hacking of Computer network, system and application - Malicious Code, Mobile Code & Denial Of Service attack - Information Security Assessment Process - Network Stalking and Fingerprinting - Cracking the Shadow and Administrator - Privilege Escalation - Wireless Security and Review - RFID Hacking and Security Review - Spyware and Phishing.

**UNIT – III: Security Policy****12 HOURS**

Security Policy and Awareness - Security policy guidelines - Security awareness - People, Process and Technology - Physical Threats to the Information System - Information Infrastructure - Operating system fundamentals and security.

**UNIT – IV: Access Control Overview****12 HOURS**

Access Control Systems and Methodology: Access Control Overview - Identification and Authentication Techniques - Access Control Techniques - Access Control Methodologies and Implementation - Access Control Administration - Access Control Working Process  
Attacks and Monitoring: Monitoring - Intrusion Detection - Penetration Testing - Methods of Attacks - Access Control Compensations - Security Testing Working Process.

**UNIT – V: Auditing & Monitoring****12 HOURS**

Auditing and Monitoring: Auditing - Monitoring - Monitoring Tools and Techniques - Penetration Testing Techniques - Inappropriate Activities - Indistinct Threats and Countermeasures - IT Act - The Cyber Regulations Appellate - Emerging Trends

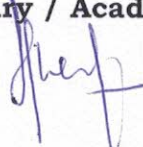
**TOTAL: 60 Hrs****Course outcome:**

At the end of the course the students should able to :

- CO 1 Analyse information regarding security awareness with a clear understanding
- CO 2 Analyse external and internal threats to an organization
- CO 3 Knowledge of Monitoring Tools and Techniques
- CO 4 Develop policies and protocols

**Pedagogy**

Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Member Secretary / Academic Council**


**Learning Resources:****Prescribed Text:**

1. Managing Enterprise Information Integrity: Security, Control and Audit Issues, By IT Governance Institute

**References:**

1. Risks of Customer Relationship Management: A Security, Control, and Audit Approach by Price water house coopers Ltd
2. Security, Audit & Control Features PeopleSoft: A Technical and Risk Management Reference Guide; 2nd Edition, by Deloitte Touche Tohmatsu Research Team; ISACA

**Supplementary reading:**

1. Journals in Information security system
2. Journals of Information security

**Web links:**

1. <https://hbr.org/cover-story/2018/05/internet-insecurity>
2. <https://hbr.org/2016/09/the-biggest-cybersecurity-threats-are-inside-your-company>
3. <https://www.journals.elsevier.com/computers-and-security/recent-articles>
4. <https://www.nytimes.com/topic/subject/computer-security-cybersecurity>

**E book:**

1. <http://www.freetechbooks.com/information-security-f52.html>

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	2	1	2	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2

**3= Strong****2=Medium****1=Weak**

  
**Member Secretary / Academic Council**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4
PEO 1	3	3	3	3
PEO 2	2	3	3	3
PEO 3	2	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

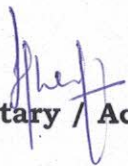


D.Caroline Rebecca

Approved By:



Dr. Bamini Rajasekharan



Member Secretary / Academic Council

**19MBA S04 - INFORMATION TECHNOLOGY APPLICATIONS****Objective:**

- To inculcate the students with the knowledge of information technology and its application in management.
- Be able to apply knowledge of computing and mathematics appropriate to the discipline
- Be able to analyze a problem, and identify and define the computing requirements appropriate to its solution

Semester	III
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50
Total	100

**UNIT – I: Business System****12 HOURS**

Business as a System - Business Applications - Accounting - Inventory - Purchase - Sales - Human Resources - Production System Need for on-line Integrated Computer based System.

**UNIT – II: Enterprise Resource Planning****12 HOURS**

Enterprise Resource Planning - Objectives - Need - Advantages & Disadvantages of ERP products over traditional Development products - Migration - Resource Planning.

**UNIT – III: Internet****12 HOURS**

Introduction to Internet - Internet Services -WWW - FTP - E mail - Newsgroup -Telnet. Intranets - Purpose – Users - Planning Development and Implementation of Intranets.

**UNIT – IV: E-Commerce****12 HOURS**

E-Commerce - Need - Infrastructure Requirements - Implementation Issues –Security Aspects.

**UNIT – V: Database Management System****12 HOURS**

Database Management System - Normalization - Oracle terminology - Database Connection - Creating tables - The Basics of SQL: SQL grammar. Transactions - The Basics of PL/SQL creating and using stored procedures, Functions and Packages -Retrieving Data with cursors - Enforcing Business Rules with Database Triggers.

**TOTAL: 60 hrs****Course outcome:**

At the end of the course the students should able to :

- CO 1 Describe the Business Applications like Accounts, HRM, Marketing
- CO 2 Plan for ERP products over traditional Development products
- CO 3 Design for Infrastructure Requirements of E-Commerce
- CO 4 Evaluate the design process

**Pedagogy**

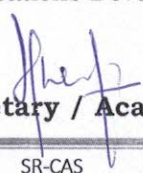
Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Learning Resources:****Preferred Texts:**

1. Richard Hammer, Enterprise Resource Planning, 1998.

**References :**

- James O Brien, Management Information System.
- Ravi Kalkota, Frontiers of Electronic Commerce, 1998.
- 3. David Loctman, Developing Personal Oracle for Windows 95 Applications.
- 4. Ivan Bayross, Commercial Applications Development Using Oracle Developer, 2000.

  
**Member Secretary / Academic Council**

**Supplementary reading:**

1. Journal of Information Technology
2. International Journal of Information Technology and Management

**Web links:**

1. <https://hbr.org/2006/11/mastering-the-three-worlds-of-information-technology>
2. <https://hbr.org/1985/11/implementing-new-technology>
3. <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Information%20Technology>
4. <https://www.tandfonline.com/toc/utca20/current>

**E books:**

1. <https://www.ebooks.com/en-in/subjects/computers-information-technology-ebooks/103/?c=1>

**Evaluation & Grading:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of- CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4
<b>PEO 1</b>	3	3	3	3
<b>PEO 2</b>	2	3	3	3
<b>PEO 3</b>	2	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:

**D.Caroline Rebecca**

Approved By:

**Dr.BaminiRajasekharan****Member Secretary / Academic Council**

**19MBAP01-INTEGRATED MATERIALS MANAGEMENT****Course Objectives:**

- To enable the students to acquire knowledge on the principles, functions and effective management of materials in an organization
- To provide functional knowledge of Materials Management, Materials Procurement, Inventory Control as well as Warehousing for both service as well as manufacturing sector;
- To provide theoretical and practical exposure for application of such concepts

Semester	III
Credit	4
Max. Marks	CIA -50
	CE - 50
	TOTAL 100

**UNIT-I: Introduction****(12 hours)**

Concept of Integrated Materials Management (IMM) – Organizing for IMM – Types of Inventories – Inventory Problems in India.

**UNIT-II: Value Analysis****(12 hours)**

Codification – Computerization and Information Systems – Standardization and Variety Reduction – Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis.

**UNIT-III: Inventory System****(12 hours)**

Q-Based Inventory System–P-Based Inventory System–S-S based Inventory System–Practical Inventory Models – Inventory Valuation.

**UNIT-IV: Purchasing & Selection****(12 hours)**

Purchasing – Source Selection – AHP for Vendor Rating– Purchase Budget – Systems – Tenders – Price Negotiations – Forward Buying – Purchasing Capital Equipments – Seasonal Goods – Special Items – Deferred Payment Schemes – Lending Institutions – Global Purchases – Government Buying – Rate Contract – Insurance – Legal Aspects in Purchasing – Evaluation of Purchase Performance.

**UNIT-V: Stores Layout & Procedures****(12 hours)**

Stores Layouts – Stores Accounting Procedures and Forms – Stock Verification – Practical Problems in Management of Dead Stocks – Surplus and Scraps – Evaluation of Stores Performance – Materials Handling and Transportation Management– Emerging Trends

**Total :60 hrs****Course Outcome**

By the end of this course the students will be able to

- CO 1 Apply various mechanisms in materials management
- CO 2 Analyze the issues related to stores management.
- CO 3 Students would be able to make decisions regarding practical aspects of Materials Management as practiced in Business firms.
- CO 4 Adequate knowledge on procurement and material handling
- CO 5 Application Knowledge on concepts

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

  
**Member Secretary / Academic Council**

**Learning Resources:****Preferred Texts:**

1. Gopalakrishnan, P&Sundaresan, M: Materials Management – An Integrated Approach; Prentice Hall of Indian Private Ltd. 2011
2. Gopalakrishnan, P & Sandilya, M.S: Inventory Management – Text and Cases;The Macmillan Company of India Ltd. 2011

**References:**

1. Ammer d s material management irwin publishers illinois
2. Datta, A.K: Materials Management – Procedures, Text and Cases; Prentice Hall of India Private Ltd.2014

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

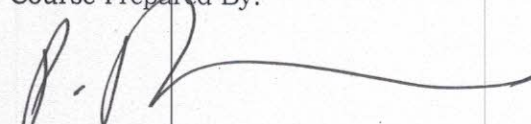
PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	2	2	1	2	2	1	2	2	2	2

**3= Strong****2=Medium****1=Weak**

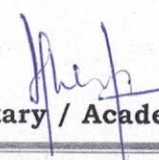
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:


**Dr.P. Pon Meenakshi**

Approved By:


**Dr. Bamini Rajasekharan**
  
**Member Secretary / Academic Council**

**19MBAP02-ADVANCED PRODUCTION MANAGEMENT****Course objectives:**

- Understand how to link organizational objectives to production and developing strategies to achieve the objectives.
- Understand the strategic role of Production management in creating and enhancing a firm's competitive advantages
- Understand key concepts and issues of operations in both manufacturing and service organizations

Semester	III
Credit	4
Max. Marks	CIA -50
	CE - 50
	TOTAL 100

**UNIT – I: Introduction****(12)**

Impact of Technology on Production - Economics and Social Issue - Automation -Operation Strategy and Competitiveness - Economy Studies for Investment and Replacement in Production Management.

**UNIT – II: Design of System & Procedure****(12)**

Design of The System and Procedures: Product Decision and Process Selection – procedures-Design of Facilities-implementation of facility changes-causes and effects

**UNIT – III: Design of Production Planning & Control System****(12)**

Design of Production Planning and Control System - Design on Scheduling System - Design of Inventory System, Design of Maintenance System.

**UNIT – IV: Productivity Techniques****(12)**

Productivity Techniques - Application of Quantitative Models for Production Planning and Control - Process Charts, Network Analysis.

**UNIT – V: Human Aspects of Production Management****(12)**

Human Aspects of Production Management - Methods of Improving Business Process Re-engineering - Synchronous Manufacturing - Production Planning and Financial Planning- Emerging Trends

**Total: 60 hrs****Course Outcomes**

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

- CO 1 Make management level decisions within a manufacturing environment.
- CO 2 Use effective human relations, leadership, interpersonal, and team skills in an organizational environment.
- CO 3 Analyze planning, professional and engineering decisions within a manufacturing environment.
- CO 4 Differentiate among general management decisions that are beyond strictly manufacturing, and includes skills to manage projects, energy, costs and budgets

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**Learning Resources:****Preferred Texts:**

Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs, Production and Operations Management, 8/e, Tata McGraw Hill , New Delhi.2015

**References:**

1. Chunawalla, Production and Operations Management, Himalaya Publishing House, 2016.
2. Nair, NG, Production and Operations Management, Tata Mc. Graw Hill, 2008.
3. Chary, SN, Production and Operations Management, Tata Mc. Graw Hill, 2009.
4. Panneerselvam R, Production and Operations Management, PHI, 2012

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**Supplementary reading:**

1. Journals of Operations Management
2. International Journals for Production Research

**Web link**

1. <https://hbr.org/1994/01/beyond-world-class-the-new-manufacturing-strategy>
2. <https://hbr.org/topic/operations-management>
3. <https://hbr.org/1984/07/group-technology-and-productivity>
4. <https://polipapers.upv.es/index.php/IJPME>

**E Books:**

1. Production And Operations Management, By Garg  
<https://books.google.co.in/books?id=E252JskGS0C&printsec=frontcover#v=onepage&q&f=false>
2. Production and Operations Management, By S.P. Singh  
<https://books.google.co.in/books?id=GWVDDAAAQBAJ&printsec=frontcover#v=onepage&q&f=false>

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

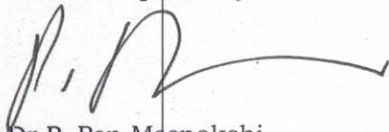
PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4
<b>PEO 1</b>	3	3	3	3
<b>PEO 2</b>	2	3	3	3
<b>PEO 3</b>	2	3	3	3

**3= Strong****2=Medium****1=Weak**

Course Prepared By:



Dr.P. Pon Meenakshi

Approved By:



Dr. Bamin Rajasekharan

Member Secretary / Academic Council

**19MBAPO3-OPERATIONS STRATEGY****Course Objectives:**

- To develop the concepts of strategy in business environment for survival and growth
- To learn analytical approach and methodology for developing Manufacturing / Operations strategy.
- To understand essentials for implementing strategy and result of strategic decisions.

Semester	III
Credit	4
Max.	CIA -50
Marks	CE - 50
	TOTAL 100

**UNIT I: Introduction****(12)**

World of Operations in 2020 – Operational Management in the Organizational Chart – Historical role of Operations Management – Current Perspectives. Operations Strategy and Competitive dimensions– Operations and Corporate Strategy

**UNIT II: Business Concepts****(12)**

Value as business concept–strategic issues in manufacturing–Value Chain concept Focus, core competence and distinctive capabilities – Stakeholders & Strategy.

**UNIT III: Markets****(12)**

Checking Markets, Outcome of Market debate – Linking manufacturing to Markets – Strategic Integration – Order Winners, Order Qualifiers.

**UNIT IV: Technology Strategy****(12)**

Technology Strategy – Issues in New Product development - Time to market –Strategic nature of process - Business implication of Process Choice – Hybrid Process.

**UNIT V: Evaluation****(12)**

Evaluating various tradeoffs alternatives – Focused Manufacturing – Product or process focus – Make or Buy–merits / demerits – Value Chain Approach – Quality as strategic factor – CAD/CAM/CIM - Delivering Value to Customer– Emerging Trends

**TOTAL: 60 hrs****Course Outcome****At the end of the course, students will be able to:**

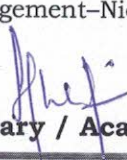
- CO 1 Provide a treatment of operations strategy which is clear and well structured
- CO 2 To apply some of the ideas of operations strategy to a variety of businesses and organisations.
- CO 3 Provide a logical path through the key activities and decisions of operations strategy.
- CO 4 Operations Strategy provides a unifying framework for analyzing strategic issues
- CO 5 Analyse the relationships between Various stakeholders.

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**Learning Resources:****Preferred Texts:**

1. Operations Strategy—David Walters—Palgrave Macmillan, Jan 2012.
2. Operations Management for Competitive Advantage—Chase, Macmillan, 2011
3. Competitive Manufacturing Management—Nicholas, McGraw Hill Education, 2011.

  
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**References:**

1. Manufacturing Strategy-Terry Hill, Mcgraw Hill, Palgrave Macmillan, Feb. 2009.
2. Strategic Operations Management-Steve Brown, Richard, Lamming, John Bessant, Peter Jones, Palgrave Macmillan, 3<sup>rd</sup> Edition, 2009.
3. Operations Management – TerryHill, Excel books
4. Managing Technology & Innovation for Competitive Advantage, Narayanan, Prentice Hall, Ed. 2011.

**Supplementary Reading:**

1. Journal of Operations and Strategic Planning-SAGE Journals
2. International journal of Services and Operations Management

**Web links:**

1. <https://www.sciencedirect.com/journal/journal-of-operations-management/vol/61/suppl/C>
2. <https://hbswk.hbs.edu/item/last-place-aversion-in-queues>
3. <https://hbswk.hbs.edu/item/operational-failures-and-problem-solving-an-empirical-study-of-incident-reporting>
4. <https://hbswk.hbs.edu/item/sharpening-your-skills-operations-management>
5. <https://hbswk.hbs.edu/item/bringing-lean-principles-to-service-industries>

**E book:**

1. Operations Strategy By Ted James  
<https://bookboon.com/en/operations-strategy-ebook>

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

Approved By:

Ms. D Caroline Rebecca.

Dr. Bamini Rajasekharan

Member Secretary / Academic Council

**19MBAPO4-TOTAL QUALITY MANAGEMENT****Course Objectives:**

- To give an overview of quality and TQM and explaining the salient contributions of Quality. General barriers in implementing TQM.
- To explore industrial applications of Quality function deployment, quality concepts and TPM.
- To impart detailed exposure to students on various quality systems like ISO and its standards.

Semester	III
Credit	3
	CIA -50
	CE - 50
Max. Marks	TOTAL 100

**UNIT-I: The Foundations of TQM****(12)**

Understanding quality- Models and frameworks for total quality management - Leadership and commitment - Case studies on foundations

**UNIT-II: Planning****(12)**

Policy, strategy and goal deployment - Partnerships and resources-. Design for quality - Case studies on planning

**UNIT-III:TQM-performance****(12)**

Performance measurement frameworks.- Self-assessment, audits and reviews - Benchmarking -Case studies on performance

**UNIT-IV: TQM-Processes****(12)**

Process management - Process redesign/engineering- Quality management system-ISO - Continuous improvement - Case studies on processes

**UNIT-V: TQM-People and Implementation****(12)**

Human resource management - Culture change through teamwork - Communications, innovation and learning – Implementation- Case studies on people and Implementation

**TOTAL:60 hrs****Course Outcome****At the end of the course, students will be able to:**

- CO 1 Apply the knowledge in total quality management relevant to both manufacturing and service industry including IT sector.
- CO 2 Implement the basic principles of TQM in manufacturing and service based organization.
- CO 3 Apply the tools and techniques of quality management to manufacturing and services processes.
- CO 4 The students will be able to gain the knowledge on various Quality standards and quality systems

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**Learning Resources:****Preferred Text:**

1. Dale H. Besterfield, et., "Total Quality Management", Pearson Education Asia, Third Edition, Indian Reprint (Pg.2006).

  
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**Reference Book:**

1. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 6th Edition, South-Western (Pg.Thomson Learning), 2005.
2. Oakland, J.S. "TQM – Text with Cases", Butterworth – Heinemann Ltd., Oxford, 3<sup>rd</sup> Edition, 2003.
3. Suganthi, L and Anand Samuel, "Total Quality Management", Prentice Hall (Pg.India) Pvt. Ltd., 2006.
4. Janakiraman, B and Gopal, R.K, "Total Quality Management – Text and Cases", Prentice Hall (Pg.India) Pvt.Ltd. 2014
5. Girish Pathak, "Total Quality Management- Macmillan publishers India Ltd., 2016
6. Six Sigma by Dr. T. P. Bagchi, Department of Management, IIT Kharagpur

**Supplementary Reading:**

1. Total Quality Management & Business Excellence
2. Emerald, The TQM Journal Information

**Web Links:**

1. <https://www.forbes.com/sites/darden/2015/08/28/is-design-thinking-the-new-tqm/#3d7fb6472ff6>
2. <https://www.strategy-business.com/article/16188?gko=f1a68>
3. <https://www.bizjournals.com/philadelphia/blog/guest-comment/2014/08/a-culture-of-continuous-improvement-is-no.html>
4. [http://www.toyota-global.com/company/history\\_of\\_toyota/75years/data/company\\_information/management\\_and\\_finances/management/tqm/change.html](http://www.toyota-global.com/company/history_of_toyota/75years/data/company_information/management_and_finances/management/tqm/change.html)

**E Books:**

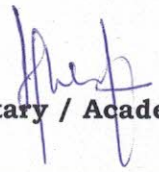
1. Total Quality Management By R.S.Nagarajan  
[https://books.google.co.in/books?id=gaBn7\\_hEzIC&printsec=frontcover#v=onepage&q&f=false](https://books.google.co.in/books?id=gaBn7_hEzIC&printsec=frontcover#v=onepage&q&f=false)
2. Total Quality Management, By Poorinma M. Charantimath  
[https://books.google.co.in/books?id=h7US1hlgV\\_IC&printsec=frontcover#v=onepage&q&f=false](https://books.google.co.in/books?id=h7US1hlgV_IC&printsec=frontcover#v=onepage&q&f=false)

**Evaluation & Grading**

	Components	Weightage of marks
	Case Discussion	10
	Field Study	10
	Assignment	10
	CIA 1 & Model	20
	<b>Total CIA marks</b>	<b>50</b>
	<b>End Semester Examination</b>	<b>50</b>
	<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2

**3= Strong****2=Medium****1=Weak**

  
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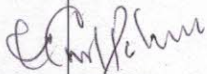
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4
PEO 1	3	3	3	3
PEO 2	2	3	3	3
PEO 3	2	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

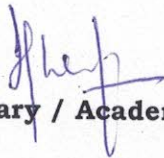


Ms. D Caroline Rebecca

Approved By:



Dr. Bamini Rajasekharan



Member Secretary / Academic Council



# **SRI RAMAKRISHNA COLLEGE OF ARTS & SCIENCE**

**(Formerly SNR Sons College)**

**(An Autonomous Institution)**

**Affiliated to Bharathiar University**

**Approved by Government of Tamil Nadu, AICTE and UGC New Delhi**

**Reaccredited with 'A' Grade by NAAC. An ISO 9001:2008 certified institution**

**SNR College Road, Coimbatore – 641006**

**Awarded as Best Private Institute by Assocham, Gujarat.**



**IV SEMESTER**

**SYLLABUS**

**DEPARTMENT OF MANAGEMENT (PG)**

**MBA**

**Syllabus – MBA**

**Academic Year (2020-2021 onwards)**

**(For the batch 2019-2021)**



**Sri Ramakrishna College of Arts and Science**  
**(Autonomous)**  
**(Formerly S.N.R. Sons College)**  
**(Affiliated to Bharathiar University)**  
**(Re-Accredited with 'A' Grade by NAAC)**  
**(An ISO 9001:2015 Certified Institution)**  
**Nava India, Coimbatore-641 006, Tamil Nadu, India.**



**“Scheme of Examination along with Distribution of Marks and Credits”**

**CBCS & OBE PATTERN**

**POST GRADUATE PROGRAMMES**

**MBA Degree Program**

(For the students admitted during the academic year 2019– 20 and onwards)

Study Components and Course Title		CIA	Comprehensive Exam		Comprehensive Exam Total	Total	Credit
			Online	Descriptive (Theory)			
	<b>I SEMESTER</b>						
19MBA101	Core I –Foundations of Management	50	-	50	50	100	4
19MBA102	Core II – Organizational Behavior	50	-	50	50	100	4
19EC003	Core III – Managerial Economics	50	-	50	50	100	3
19MBA104	Core IV – Accounting for Managers	50	-	50	50	100	4
19MBA105	Core-V Statistics for Management	50	-	50	50	100	4
19MBA106	Core-VI Accounting Lab- Tally	25	-	-	25	50	2
19CME01	Masters Ability and Career Enhancement – I *	-	-	-	100*	100*	2*
	Total					550	21
	<b>II SEMESTER</b>						
19MBA201	Core – VII Operations Management	50	-	50	50	100	4
19MBA202	CORE – VIII Financial Management	50	-	50	50	100	4
19MBA203	Core – IX Human Resource Management	50	-	50	50	100	4
19MBA204	Core – X Marketing Management	50	-	50	50	100	4
19MBA205	Core-XI Operations Research for Business	50	-	50	50	100	4
19MBA206	Core XII Business Research Methods	50	-	50	50	100	4
19MBA207	Core – XIII Data Analytics & Business Modelling – Lab	25	-	-	25	50	2
19CME02	Masters Ability and Career Enhancement – II *	-		-	100*	100*	2*
	Total					650	26
	<b>III SEMESTER</b>						
19MBA301	Core – XV Strategic Management	50	-	50	50	100	4
19MBA302	Core – XVI Design Thinking for Mangers	50	-	-	-	50	2
19MBA303	** IIMBx Course	Certification – IIMBx Norms				100*	2*
19MBA304	***Swayam Online course	Certification – Swayam Norms				100*	3*
	Elective -I	50	-	50	50	100	4
	Elective-II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective-IV	50	-	50	50	100	4
19MBA305	Project Work & Viva voce	80	-	-	20	100	6

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	<b>Total</b>					<b>650</b>	<b>28</b>
	<b>IV SEMESTER</b>						
19MBA401	Core – XVII Business Ethics and Corporate Governance	50	-	-	-	50	2
19MBA402	Core – XVIII Entrepreneurship and New Venture Development	50	-	50	50	100	4
	Elective –I	50	-	50	50	100	4
	Elective –II	50	-	50	50	100	4
	Elective- III	50	-	50	50	100	4
	Elective- IV	50	-	50	50	100	4
19MBA407	Internship	80	-	50	50	100	4
19MBA408	^ Article Publication	-	-	-	-	-	2*
	Total					650	26
	Overall Total					2500	101

**COURSE SUMMARY:**

Subject	Papers	Credit	Total credits	Marks	Total marks
Core (Including, Internship, Lab, Project work & Viva voce)	19	2/3/4/6	69	50/100	1700
Swayam , IIMBx	2	2/3	5	100	200
Mace1/II	2	2	4	100	200
Electives	8	4	32	100	800
Article Publication	1	2	2	-	-
<b>Total</b>			<b>101+(11 Extra Credit)</b>		<b>2500+(400Extra credit marks)</b>

\*MACE-I, MACE-II, IIMBx and Business Ethics and Corporate Governance (each 2 credits), will be evaluated and entered in transcription sheet as extra credit courses.

\*\* IIMBx (2 Credits) may be offered by Swayam - if the candidate does not complete IIMBx course certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which evaluation will be completely external online examination, conducted by our College.

\*\*\* If the candidate does not complete the Swayam Online course Certification in III Semester, then the candidate can take up the same course with the same syllabus in IV Semester, for which the evaluation will be completely external online examination, conducted by our College.

# Industry Integrated Certification course –2 courses as per chosen specialization


^ Article Publication Certificate has to be published from a reputed journal for obtaining 2 extra credits.

**Total Marks: 2500**

**Credits: 101**

  
**Syllabus Coordinator**

  
**BOS-Chairperson**

  
**Member Secretary/ Academic Council**

### Internal and comprehensive evaluation

1. Evaluation of students performance will be based on both continuous internal assessment (CIA & CE) and comprehensive examinations for core and elective courses. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case analysis, simulations, class room participations, student presentations, internal examinations, field study, role play, mini project etc. The faculty concerned may decide appropriate mixture of component for their courses, provided there shall be not less than 3 components of assessments, excluding the internal examination, or each course.
2. CIA shall carry a weightage of 50 % and the CE 50 %. "Internal examinations" component of CIA shall carry 20 marks. The remaining 30 marks of the CIA comprise other components.

#### CIA- Continuous Internal Assessment

#### CE- Comprehensive Examination

### MAPPING OF MANAGERIAL SKILLS WITH THE SYLLABI

#### What Are Managerial Skills?

**Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks.** This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks while learning. Therefore, the students can develop each skill through learning and practical experience.

**Managerial skills** refer to the required skills (competences) of the manager and particular, following skills are included in the MBA program:

- **Planning** - to know planning techniques and be able to apply them in practice
- **Organizing** - to know organizing techniques and be able to apply them
- **People management** - the ability to manage people (it is a typical hard skill - work allocation, monitoring, etc.)
- **Leadership** - the ability to lead people (it is a typical soft skill - to motivate, inspire, coach, etc.)
- **Communicating** - to be a good communicator
- **Decision making** - to know decision making techniques and be able to practically apply them
- **Problem solving** - to be able to solve business problems

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**List of Specializations and Electives**

The MBA program offers Dual Specializations and students are required choose any two from the following Specializations. For each Specializations they will choose four elective courses adding up to a total of eight courses, spread across two semesters for their chosen Specializations.

<b>Specialization - I Marketing</b>	1	19MBAM01	Consumer Behaviour
	2	19MBAM02	Marketing Communication Strategy
	3	19MBAM03	Customer Relationship Management
	4	19MBAM04	New Product Development
	5	19MBAM05	Sales & Distribution management
	6	19MBAM06	Brand Management
	7	19MBAM07	Rural Marketing
	8	19MBAM08	Marketing Analytics
	9	19MBAM09	International Marketing
	10	20MBAM10	Services Marketing
<b>Specialization - II Human Resources</b>	1	19MBAH01	Performance Management
	2	19MBAH02	Training and Development
	3	19MBAH03	Organizational Change and development
	4	19MBAH04	Organizational Design for excellence
	5	19MBAH05	Industrial Relations & Labour Law
	6	19MBAH06	Negotiation & conflict management
	7	19MBAH07	Compensation and Reward Management
	8	19MBAH08	Strategic Human resource Management
	9	19MBAH09	Human Resource Analytics
	10	19MBAH10	International Human Resource Management
<b>Specialization -III Finance</b>	1	19MBAF01	Security Analysis & Portfolio Management
	2	19MBAF02	Management of Financial services
	3	19MBAF03	Insurance and Risk Management
	4	19MBAF04	Banking Systems and Regulations
	5	19MBAF05	Derivatives Management
	6	19MBAF06	Mergers and Acquisitions
	7	19MBAF07	International Financial Management
	8	19MBAF08	Financial Markets
	9	19MBAF09	Strategic Cost Management
	10	19MBAF10	Working Capital Management

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<b>Specialization - IV Logistics</b>	1	19MBAL01	Global Procurement Management
	2	19MBAL02	Fundamentals of Shipping
	3	19MBAL03	Logistics and Supply Chain Management
	4	19MBAL04	Air Cargo Management
	5	19MBAL05	Transport & Distribution Management
	6	19MBAL06	Supply Chain Information System
	7	19MBAL07	Port & Terminal management
	8	19MBAL08	Warehouse Management
	9	19MBAL09	Supply Chain Inventory Management
	10	19MBAL10	Export Import Management
<b>Specialization - V Systems</b>	1	19MBAS01	Software Project Management
	2	19MBAS02	Internet & E Commerce
	3	19MBAS03	Information Security Systems
	4	19MBAS04	Information Technology Applications
	5	19MBAS05	Enterprise resource planning
	6	19MBAS06	Software Quality Assurance
	7	19MBAS07	Data warehousing and Data mining
	8	19MBAS08	Analysis and Design of Information systems
<b>Specialization - VI Production</b>	1	19MBAP01	Integrated Materials Management
	2	19MBAP02	Advanced Production Management
	3	19MBAP03	Operations Strategy
	4	19MBAP04	Total Quality Management
	5	19MBAP05	Six Sigma
	6	19MBAP06	Supply Chain Management
	7	19MBAP07	World class Manufacturing
	8	19MBAP08	Technology Management

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**Evaluation & Assessment of Project & VIVA (Semester- III)**

The prime objective of the project work is to give an opportunity to students for getting an exposure into the industrial work and thereby the budding managers would get to know the actual problems faced by the industries or organizations.

**Major project:** During the end of semester II, the students will be allotted to a staff coordinator who will be the guide and internal examiner for the project work. Each student should select a topic and the same to be approved by the guide. The fieldwork has to be done during the Summer vacation and during the beginning of semester II,. The student should submit the project report on or before the last date specified for submission. The student submitting the report after the last date of submission will be rejected and the same will be treated as "Not completed"

Students are allowed to take up academic project that deals with industrial problems or any other issue pertaining to any industry. From the very first stage of the topic selection the students shall seek the guidance and help of the project supervisor. Consequently the students are expected to go for review of literature.

It is mandatory that every student, on completion of the project should get a certificate from the organization in which they took up the project training with the details viz., the title of the project and the period of study. However if any general studies are carried out the students are expected to submit the certificate and the guide should certify the originality of the work carried out by the candidate.

The students have to make a presentation of their findings and recommendations to the company executives if necessary.

- The students should make a presentation in the class to the faculty team on the project discussion. A separate schedule would be put up for the same.

The components of Marks for project work will be as follows:

**INTERNAL EVALUATION (CIA)**

S.No	Components	Evaluation	Max. Marks
1	I Review	Selection of the field of study, Topic & research ( presentation )	20
2	II Review	Literature & Data Collection (Presentation )	20
3	III Review	Analysis & Conclusion: Preparation of rough Draft (Presentation )	20
4	IV Review	Presentation of the Project – Open internal Viva	20
		<b>Total</b>	<b>80</b>

**Total:** 80 Marks

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END SEMESTER EXAMINATION (ESE) VIVA VOCE

S.No	Evaluation	Max. Marks
1	Evaluation of the Project	80 Marks
2	Viva Voce (External)	20 Marks

Internship: Semester- IV

Objective

Every student has to undertake an Internship. This Internship has been designed to give the student a full-time exposure to the corporate world and to enable the student develops insights from the real life situations in industry. This internship is offered in organizations of repute with specific focus in areas of specialization of the student. The duration of the internship is of 4 weeks.

At the end of Internship, a student has to submit an Internship Report along with a certificate from the organization with whom he/she has done the Internship. A major part of this internship is a Project on a particular area related to his/her subjects of specialization involving in-depth observation or study by data collection through primary sources. This internship Project is a detailed study of the organization and its functioning with particular focus on the areas of specialization

**Internship:** An internship for a period of 4 weeks to be completed during IV semester. Towards the end of IV Semester, students undergo internship in an industrial establishment/organization approved by the supervising faculty and the Director. The student is required to maintain a work diary and submit a report during the end of internship period, which will be evaluated, by an internal and external viva voce and marks are awarded accordingly.

CIA and evaluation

S.No	Criteria for Evaluation	Marks
1	Knowledge Obtained (internal Viva)	10
2	Skills / competencies acquired	10
3	Corporate Mentor's comments/ observations	10
4	Intern Key responsibilities	10
5	Report on Internship & internal viva	10
	<b>Total</b>	<b>50</b>

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**External Evaluation (VIVA VOCE)**

S.No	Criteria for Evaluation	Marks
1	Evaluation of the Internship	80
2	Viva Voce (External)	20
	Total (II)	100

**Total (I) and Total (II) Internal & External Components - Max Marks: 100**

**Evaluation and Assessment of Theory Courses:**
**Component I:**

Component I consists of any 3 components from the following list:

1. Simulation
2. Field study
3. Case Analysis
4. Assignment
5. Any other component (mentioned in the respective syllabi)

**Sample Marks Distribution, Assessment rubrics for Internal Evaluation of the CIA components for the Marks – (30)**

**1. Assignment -10 Marks****A. Online Interaction / posting of assignment in Google Class room**

Online interaction will consist of three parts:

- (a) a thorough reading and engaging of the instructor's posted introduction of the session and any additional material (posted at the beginning of each week session),
  - (b) a clear and concise evaluation of the material and / or report of research assignments
  - (c) and a written interaction with the posts consisting of 300- 400 words per post is recommended
- Participants are invited to continue the online discussions as they wish, although only the required posts will be marked.

**B. Research Assignments:** Detailed instructions for the research assignment will be provided at the appropriate time.

**C. Written assignments on a given topic :** Each session will require a written paper based on the topic given by the faculty and constitute one section of the whole syllabus

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Assignment

Originality	Content	Timely submission	Online Interaction/ Submission	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

Case Analysis

Pre reading	Content of the subject	Class participation	Oral communication	Total
3	3	3	1	10

Minimum : 0                      Maximum : 1/3 for each component

Field Study

Selection of area of study	Involvement	Submission of report	Total
3	2	5	10

Minimum : 0                      Maximum : 2/3/5 for each component

Component II:

Continuous Internal Exam I (CIA-I): 10 marks

Model Examination: 10 marks

**Total Internal Marks = 50**

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**19MBA401- BUSINESS ETHICS AND CORPORATE GOVERNANCE****Course Objective:**

This course has been designed to create a mindset of value system among the students who are the future managers. Business ethics make the students open to inherent ethical principles of business. The course will sensitize the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers for today's liberalized and democratic ambience.

Semester	IV
Credit	2
Max.	CIA -50
	TOTAL 50

**UNIT I INDIAN ETHOS AND VALUES****(6 Hours)**

Model of management in the Indian socio-political environment, Indian work ethos, Indian heritage in production and consumption, Indian perspective of values for manager's, Secular Vs. Spiritual values in management

Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management.

**UNIT II INTRODUCTION TO BUSINESS ETHICS****(6 Hours)**

Definition of Ethics and Business Ethics and Importance of Business Ethics, Causal chains in business ethics - Ethical Dilemma, Ethical Relativism, Ethical Gap; Factors affecting the business ethics: Economics, Law, Environment, Technology, Development, High Finance, Human Resource, Consumers, Caste and Gender.

The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.

**UNIT III ETHICAL DECISION-MAKING****(6 Hours)**

Approaches: Consequentialist theories, Deontological theories, and Virtue ethics approach  
Process of ethical decision-making in business, Individual differences and ethical judgment – Cognitive barriers to a good ethical judgment, Whistle Blowing

Law and Ethics – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics;

**UNIT IV ETHICS MANAGEMENT****(6 Hours)**

Role of organizational culture in ethics, Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO. Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation, Ethical Audit, Corporate Governance and ethical responsibility, Transparency International and other ethical bodies

**UNIT V CORPORATE GOVERNANCE****(6 Hours)**

Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and shareholders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad. CSR- Social Responsibilities of Business –Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well-being of Customers

**Total :30 Hours****Member Secretary/ Academic Council**

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

- CO 1 Replicate the model of management in the Indian socio-political environment economics across different cultural traditions
- CO 2 Apply the understanding of ethics of real-world contexts with relevance to business and managerial environment
- CO 3 Formulate strategies to implement Ethical Decision making in organizations
- CO 4 Appreciate the essential role of ethical values in business relations and the importance of the ethical treatment of others for individual and organizational success
- CO 5 Comprehend and assess the ethical basis of corporate organization and governance

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Book:**

1. R Nandagopal, Ajith Rn, Indian Ethos and Values in Management, Tata Mcgraw Hill Education Private Ltd., 2011
2. Biswanath Ghosh, Ethics In Management & Indian Ethos, Vikas Publishing House Pvt Ltd 2011
3. Gary Chartier A Good Life in the Market An Introduction to Business Ethics, American Institute for Economic Research (2019)

**References:**

1. Jyoti Jain, Ethics in Management and Indian Garima Publications, First Edition (2019)
2. John Fraedrich, Ferrell, O. C. Ferrell, Business Ethics: Ethical Decision Making & Cases CENGAGE Learning Custom Publishing; 12th edition (2018)
3. William H. Shaw, Business Ethics: A Textbook with Cases (Cengage Advantage Books) 7th Edition (2010)

**Supplementary Reading Material: Websites**

- "Business Ethics." Open Textbook Library: Accessed Oct 10, 2019. <https://openstax.org/details/books/business-ethics>
- "Business Culture in India." World Business Culture. Accessed May 03, 2019. <https://www.worldbusinessculture.com/country-profiles/india/culture/>.
- "Business Ethics, Openstax, Accessed Oct 10, 2019.
- <https://open.umn.edu/opentextbooks/textbooks/business-ethics-2018>
- International Journal of Comparative Management, ISSN:2514-412X, ISBN: 2514- 4111, Inderscience Publisher. UK.

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
Terminal Exam	20
<b>Total marks</b>	<b>50</b>

**Member Secretary/ Academic Council**

## Mapping of CO – PO – PEO

PO CO	POa	POb	PO c	POd	POe	POf	P Og	POh	P Oi	P Oj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

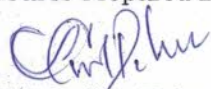
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:



D.Caroline Rebecca

Approved By:



Dr. Bamini Rajasekharan

  
 Member Secretary/ Academic Council

**19MBA402 ENTREPRENEURSHIP AND NEW VENTURE DEVELOPMENT****Course Objective:**

The objective of this course is to inspire students and help them imbibe an entrepreneurial mind-set. The students will learn what entrepreneurship is and how it has impacted the world and their country. They will be introduced to key traits and the DNA of an entrepreneur, and be given an opportunity to assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur.

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT-I: Introduction to Entrepreneurship****12 Hours**

Meaning and concept of entrepreneurship, the history and evolution of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, agencies in entrepreneurship management and future of entrepreneurship types of entrepreneurs. Forms of business for entrepreneurs.

**UNIT II: The Entrepreneur****12 Hours**

Why to become entrepreneur, the skills/ traits required to be an entrepreneur, Creative and Design Thinking, the entrepreneurial decision process, skill gap analysis, and role models, mentors and support system, entrepreneurial success stories.

**UNIT III: Creating and starting the venture****12 Hours**

Creating and starting the venture-Preparing for the new venture launch- early management decisions. Managing early growth of the new venture -new venture expansion strategies and issues- Going public-ending the venture.

**Team-** Finding your team, art of team formation, teamwork planning, chief mentor/ founder &

Co founders, team formation, and delegation of work.

**UNIT IV: Preparation of Business model/ Plan****12 Hours**

Meaning and significance of a business plan, components of a business plan, and feasibility study, Iterating the MVP (**Minimum Viable Product**), Digital Presence for Ventures, Clarifying the value proposition, Guidelines for writing BP, pre-requisites from the perspective of investor.

**UNIT V: Business Model****12 Hours**

The importance and diversity of business model, how business model emerge, potential fatal flaws of business models, components of an effective business model, core strategy, strategic resources, partnership network, customer interface. **Product/ Market Fit-** Understanding basics of unit economics, cost and profitability, refining the product/service, Establish the success and operational matrix, Starting Operations. **Customer Validation:** Evaluate the efficiency with which customers can be captured and kept, early insights on cost of customer acquisition, Other Stakeholder Validation, Customer Development and experience.

**TOTAL : 60 Hours**

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**Course Outcomes:**

After successful completion of this course, the student would be able to-

**CO 1:** Develop awareness about entrepreneurship and successful entrepreneurs.

**CO2:** Imbibe an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication.

**CO3:** Explain the DNA of an entrepreneur and assess their strengths and weaknesses from an entrepreneurial perspective.

**CO4:** Develop practical strategies for exploiting business opportunities.

**CO5:** Validate potential of new ventures and recommend strategies for improvement.

**Pedagogy**

Lectures, Case Discussion and Field Study

**TEXT BOOK:**

1. Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson

**REFERENCES:**

1. Entrepreneurship Development in India, CB Gupta and NP Srinivisan, Sultan Chand and Sons, New Delhi.
2. Entrepreneurship Development Small Business Enterprises, Poornima M Charantimath, Pearson.

**Supplementary Reading:**

1. <https://www.inc.com/larry-kim/17-best-entrepreneurship-and-business-leadership-articles-of-the-year.html>
2. <https://www.entrepreneur.com/article/333329>
3. <https://innovation-entrepreneurship.springeropen.com/articles>

**Journals:**

1. Journal of entrepreneurship in emerging economies.
2. Journal of Innovation and entrepreneurship.
3. International entrepreneurship and management journal.

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Member Secretary/ Academic Council**

## Mapping of - CO – PO – PEO

PO CO	POa	POb	PO c	POd	POe	P Of	PO g	POh	P Oi	P Oj	POk	P Ol
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium


1=Weak

Prepared By

D.Caroline Rebecca

Approved By

Dr. Bamini Rajasekharan

  
 Member Secretary/ Academic Council

**MARKETING ELECTIVES****19MBA M06: BRAND MANAGEMENT****Course Objectives:**

- The course emphasizes on concepts of branding and its strategies
- The course enables to build a strong brand by adopting positioning and brand image
- Enables students in designing and evaluating the marketing strategies based on branding
- Enables students to develop strong brands and value them taking into consideration issues and challenges

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT I BRANDING****(12 Hours)**

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands vs. Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

**UNIT II BRAND POSITIONING****(12 Hours)**

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

**UNIT III BRAND IMAGE****(12 Hours)**

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

**UNIT IV BRAND EXTENSION****(12 Hours)**

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalization of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

**UNIT V BRAND VALUATION****(12 Hours)**

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges– Emerging Trends

**Total 60 Hours****Course Outcome:**

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

CO 1 Effectively implement brand management strategies to ensure success of brands.

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- CO 2 Identify positioning of brands and to build a strong brand.  
 CO 3 Relate brand image and brand equity to build a brand.  
 CO 4 Use brand extensions and line extensions in brand building.  
 CO 5 Formulate and justify valuation methods in brand building.

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Keller, Kevin Lane, Parameswaran M.G. and Jacob, Isaac (2016). *Strategic Brand Management*, 4/e; New Delhi: Pearson Education

**References:**

1. Panda, Tapan K (2016). *Product and Brand Management*, 1/e; New Delhi: Oxford University Press
2. Dutta Kirti (2012). *Brand Management: Principles & Practices*, 1/e; New Delhi: Oxford University Press

**Supplementary Reading Material****Websites**

1. <https://hbr.org/2004/09/customer-centered-brand-management>
2. <https://www.semrush.com/blog/start-brand-management-campaign/>
3. <https://kraftshala.com/professional-brand-management/>

**Journals**

1. The IUP Journal of Brand Management (ICFAI University Press)
2. Journal of Brand Management (Springer)

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA & Model Exam	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>	<b>100</b>

## CO - PO - PEO Mapping

PO CO	POa	POb	POc	Pod	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:



Dr Nagaprakash T

Approved By:



Dr Bamini Rajasekharan

  
 Member Secretary/ Academic Council

**19MBA M07: RURAL MARKETING****Course Objectives:**

- The course outlines the scope, opportunities and challenges of rural marketing
- The course analyses the rural marketing environment
- Enables students in formulating a suitable product strategy for rural markets
- Enables students to understand rural consumer behavior and emerging trends

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT I OVERVIEW OF RURAL MARKETING****(12 Hours)**

Rural Marketing – Definition- Evolution & Scope of Rural Marketing, Nature, and Characteristics of Rural market, Approaches to Rural Marketing, Comparing Rural and Urban marketing-Rural Consumer Behaviour- Challenges in Rural Marketing

**UNIT II RURAL MARKETS & DECISION****(12 Hours)**

Rural consumer Profile- Classification of Rural Markets- Regulated & Non- Regulated- Marketing Mix- Segmentation- Market Segment Selection - Bases of Segmentation - Positioning- Rural Market Environment - Socio-Cultural – Economic Environment. Problems in Rural marketing.

**UNIT III PRODUCT STRATEGY****(12 Hours)**

Product Strategy – Product concepts and classification – Concept and significance of product strategy –Product mix decisions – Product item decisions –New Product development- Sales Force Management in Rural Marketing –Product adoption process- Diffusion of Innovation.

**UNIT IV RURAL CONSUMER BEHAVIOUR****(12 Hours)**

Creativity & Innovation in Rural Marketing –Consumer Buyer behaviour Model in Rural Marketing – Rural Market Research-Exploring media – Profiling target audience – Designing right promotion strategy-Integrated Marketing Communication in Rural Marketing

**UNIT V EMERGING TRENDS****(12 Hours)**

E- CRM in Rural marketing –Social Marketing- Financial Institutions in Rural Marketing - Types of Credit –Rural Credit Institutions - Impact of Rural Credit- Micro Credit Marketing– Functions of NABARD - Types of Co-operative Organizations - Impact of Co-operatives on Rural Marketing– Advancement of Technology in Rural Marketing-Emerging Trends

**Total 60 hours****Course Outcome:****After completion of the course, students will be able to:**

- CO 1 Demonstrate the scope of rural marketing and face challenges.
- CO 2 Classify rural markets by segmenting and positioning.
- CO 3 Formulate a product strategy suitable to rural markets.
- CO 4 Study rural consumers through market research
- CO 5 Design suitable promotion strategy for rural markets as per trends

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**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Pradeep Kashyap (2016). *Rural Marketing*, 3/e; New Delhi: Pearson Education

**References:**

1. Badi, V. Ravindranath and Narayansa. V. Badi (2015). *Rural Marketing*, New Delhi: Himalaya Publishing House
2. Krishnamacharyulu, C.S.G. and Lalitha Ramakrishnan (2012). *Rural Marketing - Text and Cases*, 2/e; New Delhi: Pearson Education

**Supplementary Reading Material****Websites**

4. <https://hbr.org/2014/06/unlocking-the-wealth-in-rural-markets>
5. <https://ruralmarketing.in/>
6. <https://www.rmai.in/>

**Journals**

3. International Journal of Rural Management
2. Indian Journal of Marketing

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Viva Voce	10
CIA & Model Exam	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>	<b>100</b>

## CO - PO - PEO Mapping

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong      2=Medium      1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong      2=Medium      1=Weak

Course Prepared By




Dr Nagaprakash T

Approved By



Dr Banini Rajasekharan

  
 Member Secretary/ Academic Council

**19MBAM08: MARKETING ANALYTICS****Course Objectives:**

- The course introduces Marketing Analytics through Data relationship, Data Modelling exercises
- Enable students to develop a systematic and analytical approach to marketing decision making, focusing on how to measure customer preferences and how to use those preferences to make the marketing of products and services more efficient and effective.

Semester	IV
Credit	4
Max. Marks	CIA -50
	CE -50
	TOTAL 100

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

Emergence of Big data- Big data career path- Analytics in the context of Big data- Analysis Vs Analytics- Drives of 3Vs- Volume, Velocity, Variety- Why big data matters, How Marketing use Big data and Analytics- Reasons for using Marketing Analytics.

**UNIT II CONCEPTUAL DATA MODELLING:****(12 Hours)**

Conceptual Data Modelling in Marketing Analytics- Customer, Product, Order- What does Data Model look like-Kinds of Data Relationship, How does Marketing Analytic use in Customer Relationship , Kinds of Marketing Data Relationship- Grouping Data Functionally- Grouping Data Logically- Reasons and Methods to group the data logically, Logic Model- Inputs, outputs, outcomes, What is Marketing Data Grouping Practicing exercise by Using Airline Industry, Car dealer, Restaurant.

**UNIT III CLUSTERS & KPI:****(12 Hours)**

Clustering- What, Objectives, Application , Types of Clusters- Complete & partial, Overlapping Cluster, Main Cluster, Application of Clusters in Marketing, Hierarchial Cluster, Exclusive Cluster, Importance of Cluster, Key Performance Indicators, How are KPIs Built? Linking KPIs to Businesses, Types of Clustering- Hierarchial, Non Hierarchial Clustering, Dendogram

**UNIT IV MARKETING DATA ELEMENTS:****(12 Hours)**

Marketing Data Elements- Basics, Relating Data Elements to Business KPIs, Data Elements & Attributes in Marketing Analytics. Data Elements and Attributes, Marketing Analysis Vs Marketing Analytics, Data Elements and Attributes, What is meant by Data Relationship, How does it works in Marketing.

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

UPGMA- Unweighted pair Group Method with Arithmetic Mean- How does UPGMA work?, Distance Metrics Method, Application of UPGMA, Analytics for Customer Segmentation and Targeting, Market Basket Analysis and RFM (recency, frequency, monetary) Analysis

**Total 60 Hours****Course Outcome:**

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

- CO 1 Demonstrate how Big Data works.
- CO 2 Identify and assess the process of Data Model.
- CO 3 Classify Clusters and linking KPIs to Business.
- CO 4 Use various Data Elements and Data Relationship to Business KPI.
- CO 5 Formulate Unweighted pair Group Method

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Venkatesan Rajkumar, Farris Paul, Wilcox T. Ronald (2019). Cutting-Edge, Marketing Analytics; Noida: Pearson Education

**References:**

1. Winston L. Wayne (2018). Marketing Analytics, New Delhi: Wiley India
2. Hemann Chuck, Burbary Ken (2018). Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, New Delhi: Pearson Education

**Supplementary Reading Material****Websites**

1. Is Your Marketing Strategy Based on the Right Data? (hbr.org)
2. Implementing Marketing Analytics (hbr.org)
3. Data-Driven Marketing (hbr.org)
4. Why Marketing Analytics Hasn't Lived Up to Its Promise (hbr.org)
5. Using Analytics to Align Sales and Marketing Teams (hbr.org)

**Journals:**

1. Journal of Marketing Analytics
2. Applied Marketing Analytics
3. Journal of Digital and Social Media Marketing

**Evaluation & Grading:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Viva Voce	10
CIA & Model Exam	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>	<b>100</b>

**CO - PO - PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	1	3	2	3	1	3	2
CO 2	3	2	1	3	2	3	3	2	3	2	3	2
CO 3	3	1	1	3	1	3	3	2	3	1	3	2
CO 4	3	2	3	2	2	3	3	2	3	1	3	2
CO 5	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By

  
**Dr Pon Meenakshi P**

Approved By

  
**Dr Bamini Rajasekharan**
  
**Member Secretary/ Academic Council**

**19MBA M09: INTERNATIONAL MARKETING****Course Objectives:**

- The course outlines the international marketing process
- Analyses international product and pricing strategies.
- Enables learner to understand international distribution and promotion
- Analyses Indian Trade Policy and trends in international marketing

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT I INTERNATIONAL MARKETING****(12 Hours)**

Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

**UNIT II INTERNATIONAL PRODUCT AND PRICING STRATEGIES****(12 Hours)**

Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

**UNIT III MANAGING INTERNATIONAL DISTRIBUTION AND PROMOTION****(12 Hours)**

Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

**UNIT IV INDIA'S FOREIGN TRADE POLICY****(12 Hours)**

Direction and composition of India's foreign trade, export - import policy of current year - Export procedures and documentation -Export import procedures, Certificate related to shipments, documents related to payment, documents related to inspection, documents related to excisable goods

**UNIT V EMERGING TRENDS IN INTERNATIONAL MARKETING****(12 Hours)**

Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets.

**Total 60 Hours****Course Outcome:****After completion of the course, students will be able to:**

- CO 1 Identify and analyse opportunities within international marketing environment.
- CO 2 Formulate suitable product and pricing strategies
- CO 3 Manage international distribution and promotion
- CO 4 Analyse India's trade policy
- CO 5 Evaluate current trends in international marketing and identify opportunities.

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**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Cateora, R. Philip, Graham, L. John, and Graham, L. John (2018). *International Marketing*, 16/e; New Delhi: McGraw Hill Education

**References:**

1. Joshi Rakesh Mohan (2014). *International Marketing*, 2/e; New Delhi: Oxford University Press
2. Gerald Albaumb, Jesper Strandskov, Edwin Duerr (2014). *International Marketing and Export Management*, 7/e; New Delhi: Pearson Education

**Supplementary Reading Material****Websites**

1. <https://www.hult.edu/blog/developing-an-international-marketing-strategy/>
2. <https://theinvestorsbook.com/global-marketing-vs-international-marketing.html>
3. <https://www.imcbusiness.com/>

**Journals**

1. Journal of International Marketing
2. Journal of Global Marketing

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Viva Voce	10
CIA & Model Exam	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Member Secretary/ Academic Council

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By




Dr Nagaprakash T

Approved By



Dr Bamini Rajasekharan

  
Member Secretary/ Academic Council

**19MBA M010: SERVICES MARKETING****Course Objectives:**

- The course emphasizes the characteristics of services and service marketing mix.
- Focuses on the customer through service quality.
- Enables learners to understand customer requirements and build relationships.
- Align service design and standards.
- Deliver and perform service through technology.

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL 100

**UNIT I FOUNDATIONS FOR SERVICES MARKETING****(12 Hours)**

Introduction to Services – Service Based Economies – Service and Technology – Characteristics of Services – Service Marketing Mix - The Gaps Model of Service Quality

**UNIT II FOCUS ON THE CUSTOMER****(12 Hours)**

Customer Expectations of Services – Customer Perceptions of Services – Service Quality – Service Encounters – The Building Blocks for Customer Perceptions

**UNIT III UNDERSTANDING CUSTOMER REQUIREMENTS****(12 Hours)**

Customer Research to Understand Customer Perceptions – Elements in an Effective Services Marketing Research Programme – Building Customer Relationships – Service Recovery – Service Recovery Strategies

**UNIT IV ALIGNING SERVICE DESIGN AND STANDARDS****(12 Hours)**

Service Innovation and Design – Types of Service Innovation – Stages in Service Innovation and Development – Service Blueprinting – Customer Defined Service Standards – Physical Evidence and the Servicescape

**UNIT V DELIVERING AND PERFORMING SERVICE****(12 Hours)**

Role of Employees in Service Delivery – Role of Customers in Service Delivery – Self Service technologies, Managing Demand and Capacity – Managing Service Promises – Pricing of Services

**Total 60 Hours****Course Outcome:****After completion of the course, students will be able to:**

- CO 1 Evaluate the characteristics of services and service marketing triangle.
- CO 2 Focus on the customer service encounters to ensure effective quality of services.
- CO 3 Research and analyse customer perceptions to deliver quality of services.
- CO 4 Align service design and standards through service blueprinting.
- CO 5 Conduct investigation of service delivery systems and provide valid conclusions.

**Pedagogy**

Lectures, Assigned Readings, Exercises, Role Plays, Rich Picturing and Case Discussions

**Learning Resources:****Text Books:**

1. Valarie, A. Zeithaml, Mary, Jo Bitner, Dwayne, D. Gremler and Pandit Ajay (2017). *Services Marketing*, 6/e; New Delhi: McGraw Hill Education

**References:**

1. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee (2017). *Services Marketing: People, Technology, Strategy*, 8/e; New Delhi: Pearson Education
2. Harsh, V. Verma (2013). *Services Marketing: Text and Cases*, 2/e; New Delhi: Pearson Education

**Supplementary Reading Material****Websites**

1. <https://www.fiftyfiveandfive.com/difference-between-product-and-service-marketing/>
2. <https://matrixmarketinggroup.com/what-is-service-marketing/>
3. <https://opentextbc.ca/introtourism/chapter/chapter-8-services-marketing/>

**Journals**

1. Journal of Services Marketing
2. Journal of Tourism, Heritage and Services Marketing

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Viva Voce	10
CIA & Model Exam	20
<b>Total CIA Marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total Marks</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By



Dr Nagaprakash T

Approved By



Dr Bamini Rajasekharan

  
Member Secretary/ Academic Council

**HUMAN RESOURCE ELECTIVES****19 MBA H06 NEGOTIATION AND CONFLICT MANAGEMENT****COURSE OBJECTIVE:**

The course is intended to help students accomplish the following learning objectives:

- To understand the nature of conflict and that conflict can serve a functional
- To learn the various strategies and techniques to manage conflicts
- To gain practical experience on negotiations and other dispute resolution mechanisms

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50 Total 100 Marks

**UNIT I OVERVIEW****12 Hours**

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; factors, essential skills, negotiation process. Strategy and Planning for Negotiation.

**UNIT II PSYCHOLOGY OF NEGOTIATION****12 Hours**

Psychology of Negotiation- psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Strategies of Influence, Confronting Lies and Deception- Recognizing and resolving Ethical Dilemmas- Finding and using negotiation power, sources of power, Ethics in negotiation. Best Practices in Negotiation

**UNIT III CROSS CULTURAL NEGOTIATION****12 Hours**

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation Focus on Cultural Dimensions

**UNIT IV CONFLICT MANAGEMENT****12 Hours**

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict. positions and interests-power dynamics-systems thinking-conflict analysis

**UNIT V CONFLICT RESOLUTION****12Hours**

Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, Organizational conflict resolution- Need – Methods and Strategies - Conflict handling and resolution approaches, AI applications with latest trends, Other trends in present scenario.

**Total:60 Hours****Member Secretary/ Academic Council**

**Course Outcome:**

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

- CO1:** Integrate the skills needed for problem solving in organizations.
- CO2:** Implement strategies and tactics of effective negotiation and professional relationship management.
- CO3:** Identify characteristics of culture or national identity to engage in cross-cultural or international negotiations
- CO4:** Effectively manage conflicts in ways that leads to constructive outcomes
- CO5:** Apply creative thinking to mitigate conflict situations for win-win solutions.

**Pedagogy**

Lectures and Case Discussions

**Learning Resources:****TEXT BOOKS**

1. Deepak Malhotra & Max Bazerman, Negotiation Genius, Random house publishing Group 2017
2. **Mayer, B** The Dynamics of Conflict: A Guide to Engagement and Intervention, 2nd Edition, Wiley, 2019

**REFERENCES :**

1. Udai Pareek, Oxford, Second Edition Page 410-415, 2016 10<sup>TH</sup> Edition.
2. Lewicki, Saunders & Barry – Negotiations, Tata Mc Graw Hill, 2015.
3. Rao S.L. - Negotiation Made Simple, Excel Books, 2016.
4. Cohen S - Negotiation Skills for Managers, Tata Mc Graw Hill, 2012.
5. Singh Kavita - Counselling Skills for Managers PHI, 2012.
6. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. Thomson India
7. Readings of 8 Habits of Highly Effective People.

**Supplementary Reading Material****Websites**

- "conflict resolution [https:// corporatetrainingmaterials. com/course/ Conflict\\_Resolution? gclid=EAIaIQobChMI2IyPwLXV5QIVDJOPCh01xALyEAAYBCAAEgK28vD\\_BwE](https://corporatetrainingmaterials.com/course/Conflict_Resolution?gclid=EAIaIQobChMI2IyPwLXV5QIVDJOPCh01xALyEAAYBCAAEgK28vD_BwE).
- "The seven Practices of High-Impact HR." Global industry Analyst. Accessed October 06, 2019. [https://www.linkedin.com/pulse/work-disrupted-what-should-hr-do-seven-practices josh-bernsin/?trackingId=jTjD38B2ermnTTl7k7WgyQ%3D%3D](https://www.linkedin.com/pulse/work-disrupted-what-should-hr-do-seven-practices-josh-bernsin/?trackingId=jTjD38B2ermnTTl7k7WgyQ%3D%3D).
- "Top 4 HR Trends for 2019." Accessed May 5, 2019. <https://www.business.com/articles/top-4-hr-trends-for-2019/>
- "Negotiation Skills" [https:// corporatetraining materials. com/ course /Negotiation\\_ Skills? Gclid =EAIaIQobChMIzN-ooZ\\_X5QIVh4qPCh2AlAyFEAYASAAEgL-yPD\\_BwE](https://corporatetrainingmaterials.com/course/Negotiation_Skills?Gclid=EAIaIQobChMIzN-ooZ_X5QIVh4qPCh2AlAyFEAYASAAEgL-yPD_BwE)

**Journals**

- Journal of Negotiation and conflict management edited By: Qi Wang, Villanova University  
Impact factor:1.199 ISI Journal Citation Reports © Ranking: 2019:176/217  
Management)59/82 (Psychology, Applied) Online ISSN:1750-4716
- "GROUP DECISION AND NEGOTIATION" ISSN 0926-2644 Publishers Name SPRINGER  
Publishers Country NETHERLANDS
- "Negotiation and Conflict Management Research" ISSN1750-4708 Publishers Name  
WILEY Publishers Country UNITED STATES
- "NEGOTIATION JOURNAL " ISSN 0748-4526 Publishers Name WILEY Publishers  
Country UNITED STATES.

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

**3= Strong****2=Medium****1=Weak****Course Prepared By:**

Dr. Akshaya AVR

**Approved By:**

Dr. Bamini Rajasekharan

Member Secretary/ Academic Council

**19MBAH07 - COMPENSATION AND REWARD MANAGEMENT****COURSE OBJECTIVE:**

- The course will enable the students to understand the concept of compensation management
- The course will enhance the students with the types of pay models, relate job analysis to compensation system and recognize the complexity of managing compensation in organizations

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50 Total 100 Marks

**UNIT I COMPENSATION****12 Hours**

Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machinery for Wage Fixation– Statutory provisions governing different components of reward systems– .Wage criteria and wage machinery— Wage Components—Salary Bench marking

**UNIT-II REWARD MANAGEMENT****12 Hours**

Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organization–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Establishing Job Values and Relativistic: Internal & External Equities–Job evaluation schemes, Internal Pay Structure.

**UNIT III PERFORMANCE BASED REWARDS****12 Hours**

Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay– Team Pay – Paying for Organizational performance–Recognition Process–Performance Management and Reward. Reward for Special groups–Components of Executive Compensation package.

**UNIT IV REWARD PROCESS****12 Hours**

Managing Reward Processes: Reward Management Roles–Reward Procedures– Controlling reward–Pay reviews– Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management

**UNIT-V STRATEGIC REWARDS****12 Hours**

Strategic Reward: Concept, Aims–Strategic Reward and Reward Management–Purpose and Contents of Reward Strategy– Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy– Developing reward strategy–Communicating reward strategy – Implementing reward strategy- Emerging trends, Automation/ applications of AI.

**Total: 60 Hours****Member Secretary/ Academic Council**

**Course outcome:**

- C01:** Relate the basic compensation concepts and within the wider context of compensation practice.
- C02:** Implement reward management systems in organizations and its related legal aspects
- C03:** Apply effectively the performance-based reward systems in organisational set-up.
- C04:** Design & Implement reward processes appropriate to the context of organisation.
- C05:** Analyse the implications for strategic rewards and the legality issues.

**Pedagogy**

Classroom Lectures, Case Discussions, Article analysis and Field Study

**Learning Resources:****TEXT BOOK:**

Armstrong, Michel and Murks Hellen, Reward Management – A Handbook of Salary Administration, Kogan Paul, London, , 11<sup>th</sup> Edition, 2017s

**REFERENCES:**

1. Richard Henderson, Compensation Management, Prentice Hall., 2015
2. Bergess Lenard R, Wage And Salary Administration, Charles E. Merrill, London,, 8<sup>th</sup> Edition, 2015
3. Dewakar Goel, Performance Appraisal And Compensation Management, Phi Learning, New Delhi,2017
4. Richard.I. Henderson, Compensation Management In A Knowledge Based World, Prentice Hall India, New Delhi,2014
5. Richard Thrope & Gill Homen, Strategic Reward Systems, Prentice Hall India, New Delhi.
6. Michael Armstrong & Helen Murlis, Hand Book Of Reward Management, Crust Publishing House,2015.

**Supplementary Reading Material****Websites**

- “compensation and rewards”,<https://www.entrepreneurship.org/articles/2010/07/compensation-and-rewards>
- **“Rewards Management”** , <https://www.managementstudyguide.com/rewards-management-articles.htm>
- “Increase the effectiveness of reward management”, <https://www.employment-studies.co.uk/system/files/resources/files/hrp6.pdf>

**Journals**

- American Journal of Evaluation ISSN1098-2140, publishers Name-Sage Publications Inc, United States

- Assessment & Evaluation In Higher Education, ISSN 0260-2938, publishers Name- Routledge Journals, Taylor & Francis Ltd, United States
- Evaluation, ISSN 1356-3890, publishers Name- Sage Publications Inc, United States
- Evaluation And Program Planning, ISSN 0149-7199, publishers Name- Pergamon- Elsevier Science Ltd, United States
- Evaluation Review, ISSN 0193-841, publishers Name- x Sage Publications Inc, United States
- Journal of Testing And Evaluation, ISSN 0090-3973, publishers Name- Amer Soc Testing Materials, United States
- Measurement and Evaluation In Counseling And Development, ISSN 0748-1756, publishers Name- Sage Publications Inc, United States
- Performance Evaluation, ISSN 0166-5316, publishers Name-Elsevier Science Bv Netherlands
- Compensation Management And Organizational Performance a Study Of Selected Pharmaceutical Companies In Awka, Anambra State, [osrjournals.org/iosr-jbm/papers/Vol20-issue9/Version-3/D2009033647.pdf](http://osrjournals.org/iosr-jbm/papers/Vol20-issue9/Version-3/D2009033647.pdf)

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	1	1	1	2	1	3	3	2	1	3	2
CO 2	3	1	1	3	1	2	3	2	2	1	3	3
CO 3	3	1	1	2	1	1	3	2	2	1	2	2
CO 4	3	1	2	2	1	2	3	3	2	1	3	2
CO 5	3	1	1	1	1	1	3	2	1	1	3	2

3= Strong

2=Medium

1=Weak

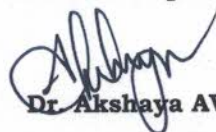
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2		3	2	2	2
PEO 3	2			2	2

3= Strong

2=Medium

1=Weak

Course Prepared By:

  
 Dr. Akshaya AVR

Approved By:

  
 Dr. Bamin Rajasekharan

  
 Member Secretary/ Academic Council

**19MBAH08 - STRATEGIC HUMAN RESOURCE MANAGEMENT****COURSE OBJECTIVE:**

- Strategic Human Resource Management (SHRM) explores the relationship between the management of people and pursuit of an organisations strategic goals and objectives.
- This subject examines the importance of aligning these strategies and practices
- A key focus is the need for the HR function to be able to measure and specify its actual contribution to achieving organizational change and success.

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50 Total 100 Marks

**UNIT I HRD FUNCTIONS****12 Hours**

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 -Strategic Capability, Bench Marking and HRD Audit.

**UNIT-II STRATEGIC HUMAN RESOURCE MANAGEMENT****12 Hours**

Strategic Human Resource Management (SHRM) - Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM - High Performance Working Model, High Commitment Management Model, High Involvement Management Model HR Environment - Environmental trends and HR Challenges Linking SHRM and Business Performance

**UNIT III INTERNATIONAL HRM****12 Hours**

Domestic Vs International HRM - Cultural Dynamics -culture Assessment -Cross Cultural Education and Training Programs- Leadership and Strategic HR Issues in International Assignments -Current challenges in Outsourcing, Cross border - Expatriation and Repatriation -Building Multicultural Organization- International Compensation.

**UNIT IV CAREER CONCEPTS****12 Hours**

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 ENGAGEMENT****12 Hours**

Employee Engagement • Contemporary Approaches to HR Evaluation • Competency based HRM -Human Capital Management • New Approaches to Recruitment • Strategic International Human Resource Management - Meaning and Features, International SHRM

**Member Secretary/ Academic Council**

Strategic Issues, Approaches to Strategic International HRM. Emerging Trends and , Applications of AI.

**Total Hours : 60**

**Course Outcome:**

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

- CO1:** Setup the HRD functions in an organization to strategically manage the HR.
- CO2:** Outline the key areas of Strategic Human Resource Management to manage organisations effectively.
- CO3:** Contribute effectively to the management of HR in the international context.
- CO4:** Identify career choices for employees based on their self- assessment.
- CO5:** Demonstrate the employee engagement techniques that are needed to generate effective commitment and to accomplish organisational goals.

**Pedagogy**

Lectures, Case Discussions, Field study, Individual & Group activities

Emerging trends, Automation/ applications of AI in Training and Development.

**Learning Resources:**

**TEXT BOOKS**

1. Strategic Human Resource Management (Biztantra) Jan 2017 by C. Appa Rao (Author)
2. Strategic Approach To Human Resource Management : Concept, Tools And Application – 20016 by Tapomoy Deb (Author)
3. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2015.
4. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2014.

**REFERENCES**

- Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
- Armstrong M.-Strategic Human Resource Management\_ A Guide to Action (2016)
- Strategic Human Resource Management, Tanuja Agarwal
- Strategic Human Resource Management, Jeffrey A. Mello
- Gary Dessler, Human Resource Management, PHI, New Delhi, 2014
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2013
- Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, New Delhi, 2014

**Supplementary Reading Material****Websites**

- Determining relationship between strategic human resource management practices and organizational commitment, <https://doi.org/10.1177%2F1947979017731669>
- Strategic human resource management effectiveness and firm performance, [https://www.researchgate.net/publication/233167888\\_Strategic\\_human\\_resource\\_management\\_effectiveness\\_and\\_firm\\_performance](https://www.researchgate.net/publication/233167888_Strategic_human_resource_management_effectiveness_and_firm_performance)
- Strategic Human Resource Management: The Basics, <https://www.digitalhrtech.com/strategic-human-resource-management/>

**Journals**

- Advances in Strategic Management-A Research Annual 0742-3322 EMERALD GROUP PUBLISHING LTD ENGLAND
- "A Study on the Impact of Strategic Human Resource Practices on Organizational Performance" I. R. Nagaraj & T. J. Kamalanabhan Pages 73-97 | Received 01 Dec 2004, Accepted 01 Jun 2005, Published online: 22 Sep 2008.
- Journal of Naval Science and Engineering 2010, Vol. 6 , No.2, pp. 100-116 100 THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE Esra Nemi Calskan.
- Asia Pacific Journal of Human Resources" ISSN 1038-4111, Publishers name WILEY , Country AUSTRALIA

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO - PO - PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	1	1	2	1	1	1	2	1	1	3	2
CO 2	3	2	1	1	1	1	2	1	1	2	2	3
CO 3	3	1	1	1	1	1	2	1	2	1	3	2
CO 4	3	1	1	1	1	1	1	1	1	2	3	3
CO 5	3	3	2	1	1	1	1	2	2	1	3	3

3= Strong

2=Medium

1=Weak

**Member Secretary/ Academic Council**

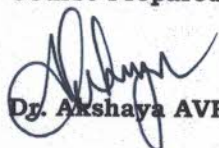
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	3	3	3	3	3
PEO 3	2	2	2	2	2

3= Strong

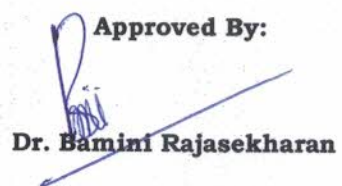
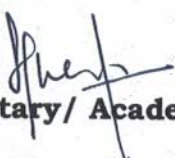
2=Medium

1=Weak

Course Prepared By:

  
Dr. Akshaya AVR

Approved By:

  
Dr. Bamini Rajasekharan  
Member Secretary/ Academic Council

**19MBAH09 – HR Analytics****COURSE OBJECTIVES**

- This course would enable the students Predictive analytics offers insights into the future, focusing on probabilities and impact, providing flexibility to the organization's needs.
- The workforce analytics can play a vital role, helping companies understand employees better and map their behavioral trends.

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50 Total:100 Marks

**UNIT-I : HR ANALYTICS IN PERSPECTIVE****12 Hours**

Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, Valuing HR Analytics in the organizational system. **HRA Frameworks:** Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

**UNIT-II : BASICS OF HR ANALYTICS:****12 Hours**

Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. **Predictive Analytics** - Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

**UNIT-III : INSIGHT INTO DATA DRIVEN HRA****12 Hours**

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

**UNIT-IV: HR MATRICS****12 Hours**

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

**UNIT-V : HR SCORECARD****12 Hours**

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

**Total Hours 60**

**COURSE OUTCOME:**

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

**CO1.** Connect HR results to business results.

**CO2.** Ability to track, store, retrieve, analyse and interpret HR data to support decision making.

**CO3.** Use applicable benchmarks/metrics to conduct research and statistical analyses.

**CO4.** Employ appropriate software to perform the various managerial functions.

**CO5.** Predict and apply HR indicators for improving efficiency.

**Pedagogy**

Lecture, Discussions, Case Discussion, Videos and Exercises

**Learning Resources:****Text Book**

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

**Reference Books**

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

**Supplementary Reading Material****Websites**

- [https://www.naukrirms.com/blog/the-importance-of-hr-analytics/#:~:text=Improve%20Talent%20Acquisition%3F\)-,Business%20analytics%20in%20HR%20can%20help%20predict%20the%20hiring%20needs,needed%20to%20improve%20business%20performance.Talent Acquisition Specialist,https://www.humanresourcesmba.net/faq/what-is-a-talent-acquisition-specialist/](https://www.naukrirms.com/blog/the-importance-of-hr-analytics/#:~:text=Improve%20Talent%20Acquisition%3F)-,Business%20analytics%20in%20HR%20can%20help%20predict%20the%20hiring%20needs,needed%20to%20improve%20business%20performance.Talent%20Acquisition%20Specialist,https://www.humanresourcesmba.net/faq/what-is-a-talent-acquisition-specialist/)
- <https://blog.talview.com/8-key-benefits-of-hr-analytics>
- <https://www.furstperson.com/blog/3-reasons-why-investing-in-hr-analytics-is-important>

**Journals**

- Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924

- Fitz-enz Jac (2010), "The new HR analytics: predicting the economic value of your company's human capital investments", AMACOM, ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	1	3	2	1	1	2	1	2	1	2	2
<b>CO 2</b>	3	1	2	1	3	2	2	2	1	2	3	3
<b>CO 3</b>	3	1	2	3	3	1	2	2	3	2	2	2
<b>CO 4</b>	3	3	2	2	2	2	2	2	3	2	2	3
<b>CO 5</b>	3	1	3	3	3	2	2	2	2	1	2	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	3	3	3	3	3
PEO 3	2	2	2	2	2

**3= Strong****2=Medium****1=Weak****Course Prepared By:**


Dr. Akshaya AVR

**Approved By:**


Dr. Bamini Rajasekhar



Member Secretary/ Academic Council

**19MBAH10 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT****Course Objectives**

- 1.This course will enable the students to understand the complexities of managing human resources in a multinational context
- 2.This course provides an understanding of the role of human resource management (HRM) in international contexts
- 3.To learn Specific topics include globalization, work and labour regulation; HRM issues in international contexts; issues related to host, home and third country nationals recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50 Total Marks 100

**Unit 1: IHRM-OVERVIEW****12HOURS**

International Human Resource Management-Overview, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organisational Structure and HRM, International Human Resource Planning.

**Unit 2: STAFFING PRACTICES-IHRM****12 HOURS**

Staffing Practices in International Human Resource Management, Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices.

**Unit 3:- INDUSTRIAL RELATIONS****12HOURS**

Industrial Relations and International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements.

**Unit 4:- DIVERSITY MANAGEMENT****12HOURS**

Equal Opportunity and Diversity Management in Global Context. Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies.

**Unit 5: -TRENDS-IHRM****12HOURS**

Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility. Trade unions and International HR, The response of Trade unions to multinationals, the issue of social dumping, impact of digital economy – Various Agreements on International Labor Standards. Emerging Trends, Applications of AI.

**TOTAL: 60 HOURS**

**Course outcomes:**

At the end of the course students would be able to

**CO 1:** Recognize the enduring global contexts of International HRM.

**CO 2:** Develop staffing international operations for sustained global growth, recruiting and selecting staff for international assignments).

**CO 3:** Interpret the International Industrial Relation issues and performance management.

**CO 4:** Demonstrate the diversity management in global context.

**CO 5:** Appreciate the emerging trends in International culture.

**Pedagogy**

Lectures, Case discussion, Assignments, and Seminar Presentation

**Learning Resources:**

**TEXT BOOK**

1. Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management (Cengage learning) 2019

2. International Human Resource Management – 15 Jul 2019, by Srinivas R. Kandula

**REFERENCES:**

1. Aswathappa, K. and Sadhana Dash (2013). International Human Resource Management, New Delhi: Tata McGraw Hill Publishing Co. Ltd
2. Rao, P. L. (2014). International Human Resource Management Text and Cases, New Delhi: Excel Books.
3. P SubbaRao – International Human Resource Management (Himalaya Publishing), 2015
4. K Ashwathappa & Sadhna Dash – International Human Resource Management (McGraw Hill Education), 2014

**Supplementary Reading Material**

**Websites**

- International Human Resource Management (Human Resource Management) <https://www.civilserviceindia.com/subject/Management/notes/international-human-resource-management.html>
- “International HRM: Contemporary Issues in Europe”, <https://www.questia.com/library/104216811/international-hrm-contemporary-issues-in-europe>.
- Current Issues in International HRM: Alternative Forms of Assignments, Careers and Talent Management in a Global Context [https://www.researchgate.net/publication/293324702\\_Current\\_Issues\\_in\\_International\\_HRM\\_Alternative\\_Forms\\_of\\_Assignments\\_Careers\\_and\\_Talent\\_Management\\_in\\_a\\_Global\\_Context](https://www.researchgate.net/publication/293324702_Current_Issues_in_International_HRM_Alternative_Forms_of_Assignments_Careers_and_Talent_Management_in_a_Global_Context)

- “The three biggest international HR challenges”- <https://www.peoplehr.com/blog/2017/09/06/the-three-biggest-international-hr-challenges/>

### Journals

- International human resource management journal HRM and employability: an international perspective, Jasmijn van Harten, Nele De Cuyper, David Guest, Mel Fugate, Eva Knies & Anneleen Forrier, The International Journal of Human Resource Management, Volume 28, 2017 - Issue 19, **Published Online:** 13 Nov 2017
- Management (IJHRM) Special Issue on: International human resource management in contexts of high uncertainties, Geoffrey Wood, Fang Lee Cooke, Mehmet Demirbag & Caleb Kwong, Pages 1365-1373 | Published online: 07 Aug 2019
- Measuring the return on investment in international assignments: an action research approach, Noeleen Teresa Doherty & Michael Dickmann, The International Journal of Human Resource Management, Volume 23, 2012 - Issue 16 **Published Online:** 07 Dec 2011
- Journal of General Management, Globalization and International HRM, 2017 Vol(43), Pages 43-46, SAGE Publications.

### Evaluation & Grading

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

### Mapping of CO – PO – PEO Mapping


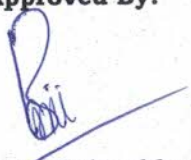
PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	1	1	1	1	1	2	2	1	1	2	2
<b>CO 2</b>	3	1	2	3	1	1	2	2	1	2	2	2
<b>CO 3</b>	3	1	2	3	1	1	2	2	1	2	2	2
<b>CO 4</b>	3	1	2	3	1	1	2	2	1	2	2	2
<b>CO 5</b>	3	1	2	1	1	1	2	2	1	1	2	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	3	3	3	3	3
PEO 3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak****Course Prepared By:**  
**Dr. Akshaya AVR****Approved By:**  
**Dr. Bamini Rajasekharan**  
**Member Secretary/ Academic Council**

**FINANCE ELECTIVES****19MBAF06- MERGERS AND ACQUISITIONS****Course Objectives:**

- To enhance the knowledge of the students in understanding the conceptual frame work of Mergers & Acquisitions.
- Able to analyse the various procedural and regulatory aspects of mergers, determine the value of the firm through evaluation of assets, identify the various issues arising out of business combinations and demonstrate negotiate and decision making skill.
- The topics covered in this course include the M&A process, methods of valuing a target firm, valuing synergies, the form of payment and financing, assessing the highly levered transaction, governance in M&A, and M&A negotiation. Cases in M & A's will be used in the discussion of the various topics.

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT I: MERGERS AND ACQUISITIONS****12 Hours**

Mergers and Acquisitions – Trends , Perspectives on Mergers and Acquisitions , Theories of Merger - Types and Characteristics - Due Diligence, Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers

**UNIT II:METHODS VALUATION AND PAYMENT****12 Hours**

Valuation-Overview, methods, growth opportunities, Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions, Mergers and Acquisitions – Valuation.

**UNIT III: ACCOUNTING FOR MERGERS****12 Hours**

Accounting for Mergers and Corporate Restructuring, Accounting for Amalgamation –Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits

**UNIT IV: CONTROL MECHANISM****12 Hours**

Corporate control mechanism and takeover defenses – coercive offers and defense – anti take over amendments – Crown jewel – Shark Repellents – Poison Pill – Pacman – Green mail – White Knight – Golden Parachute

**UNIT V: MERGER INTEGRATION****12 Hours**

Post – Merger Integration. Regulatory Framework of Mergers and Acquisitions

Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and international contexts

**Total :60 Hours**

**Course Outcomes:**

On successful completion of this course students will be able to:

- CO1 Develop evaluate the application of financial theory & techniques to M&A decisions and transactions.
- CO2 Develop a solid understanding of commonly discussed and applied issues in merger and acquisitions (M&As).
- CO3 Channelize new accounting procedures and corporate restructuring methods
- CO4 Learn new control mechanisms and techniques
- CO5 Implement new incorporation techniques in business

**Pedagogy:**

Lectures, Case Discussion and Seminars

**TEXT BOOK**

Rajesh Kumar, B (2011). *Mergers and Acquisitions Text and Cases*, 1/e; New Delhi: Tata McGraw Hill

**REFERENCES**

1. Sydney Finkelstein, Sir Cary L Cooper, *Advances in Mergers and Acquisitions*, Nov 30, 2020
2. Kevin, K. Boeh and Paul, W. Bearnish (2008). *Mergers and Acquisitions - Text and Cases*; New Delhi: Sage Publications
3. Kamal Ghosh Ray, (2010). *Mergers and Acquisitions- Strategy, Valuation and Integration*; New Delhi: PHI Learning
- 4.

**Supplementary Reading Material****Weblinks:**

- Mergers and acquisitions in India – A general Analysis- Corporate law, <http://www.legalserviceindia.com/articles/amer.htm>
- Top 10 Mergers and Acquisitions Articles of 2018, <https://blog.euromonitor.com/top-10-articles-mergers-acquisitions-2018/>
- Mergers and Acquisitions, <https://hbr.org/topic/mergers-and-acquisitions>

**Journals:**

- **ABA Journal- Mergers and Acquisitions**, <http://www.abajournal.com/topic/mergers+acquisitions>
- Mergers and Acquisitions, Magazine issue year 2019, A Bold move in Bank M & A
- Eco forum Journal: Impact of Mergers and Acquisitions on corporate performance. <http://www.ecoforumjournal.ro/index.php/eco/article/view/832>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	2	2	1	3	1	3	1	1	2	1	1	1
CO 2	3	1	3	3	3	2	1	3	3	1	1	1
CO 3	2	2	2	3	1	2	1	3	1	3	1	3
CO 4	3	3	3	1	1	3	1	1	1	2	1	3
CO 5	3	3	3	3	3	2	1	1	2	1	1	3

3= Strong

2=Medium


1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	1
PEO 3	1	1	1	1	1

3= Strong

2=Medium

1=Weak

**Course Prepared By:**
  
**Dr Pon Meenakshi P**
**Approved By:**
  
**Dr. Bani Rajasekharan**
  
**Member Secretary/ Academic Council**

**19MBAF07-INTERNATIONAL FINANCIAL MANAGEMENT****Course Objectives:**

- To equip the students with financial and investment decision of MNCs and as an outcome they know about how to overcome Risk and exposure faced in the international business.
- To provide an introduction to international finance theory (e.g., exchange rate determinants, foreign exchange exposure, foreign exchange markets, interest rate parity).
- To develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm.

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT I: INTERNATIONAL FINANCIAL SYSTEM****12 Hours**

Financial Management in a Global Context- Introduction, the Finance function, the Emerging Challenges, Recent Changes in Global Financial Markets, Why do Nations Trade- Gains from International capital flows, Exchange rate and Interest rate Volatility Recent experience, Exchange rates, Interest rates, Inflation rates and Exposure.

**UNIT II: GLOBAL FINANCIAL MARKETS AND INTEREST RATES:****12 Hours**

Introduction- Domestic and offshore Markets, Euromarkets- Interest rates in the Global Money markets- An overview of Money market Instruments- Multiple Deposit Creation by Eurobanks- Organisation of International Banking- International Regulation of Commercial Banks

**UNIT III: FOREIGN EXCHANGE MARKETS & RISK :****12 Hours**

Introduction- Structure of the Foreign Exchange Market- Types of Transactions and Settlement Dates- Exchange Rate Quotations and Arbitrage- Forward Quotations- Pricing of short- date and Broken Date Contracts- Foreign Exchange Risk: exchange gain, Transaction risk, anticipated cash flow exposure, Transaction exposure, Transaction risk

**UNIT IV: FINANCING MULTINATIONAL COMPANIES****12 Hours**

Introduction- short term Borrowing and Investment- where should surplus cash be held?- Centralised Versus Decentralised Cash management, Cash transmission- Financing Multinational companies - Long terms Financing - Short Term Financing -. International Working Capital Management - Objectives - International Cash Management - International Receivables Management .

**UNIT V: THE INTERNATIONAL MONETARY SYSTEM:****12 Hours**

Introduction- Exchange rate Regimes- the International Monetary Fund ( IMF)- the Problem of Adjustment- the Economic and Monetary Union ( EMU ) , Funding facilities available to IMF Member Countries-Post World war II History of the International Monetary system.

**TOTAL: 60 HOURS**

**Pedagogy**

Lectures and Case discussions

**Course Outcomes:**

On successful completion of this course students will be able to:

- CO1 Appreciate Foreign Financial Market and its relevance to survival of companies in International markets.
- CO2 Describe the motivations behind International Financial markets & instruments.
- CO3 Identify, evaluate, and solve problems pertaining to international financial with or without complete information.
- CO4 Interpret the financial soundness and prescribe solutions.
- CO5 Evaluate new trends of funding facilities and how it influences in IMF.

**TEXT BOOK**

1.P.G.Apte. International Financial Management, McGraw hill Education (India) Private Limited, New Delhi, Seventh Edition, 2015.

**REFERENCES:**

1. Cheol S Eun, Bruce G.Resnick, International Financial Management, seventh Edition, McGraw Hill India, 2017.
2. Mauri.D. Levi, International Finance, McGraw Hill Ind., 5<sup>th</sup> Edition, 2010.
3. MadhuViji, International Financial Management, Excel Books, 3<sup>rd</sup> Edition, 2009.

**Supplementary Reading Material****Websites:**

- Controlling risks to ensure financial stability and reducing volatility, <https://onlinelibrary.wiley.com/journal/1467646x>
- Recent Journal of Multinational Financial Management Articles, <https://www.journals.elsevier.com/journal-of-multinational-financial-management/recent-articles>

**Journals:**

- Journal of Multinational Financial Management, <https://www.journals.elsevier.com/journal-of-multinational-financial-management>
- International Journal of Accounting Research, <https://www.longdom.org/scholarly/international-finance-journals-articles-ppts-list-3454.html>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

Mapping of - CO – PO – PEO

<div>PO CO</div>	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	3	1	3	1	1	3	1	1	1
CO 2	3	1	3	3	3	2	1	3	3	1	1	1
CO 3	3	2	2	3	1	2	1	3	3	3	1	3
CO 4	3	3	3	1	1	3	1	1	3	2	1	3
CO 5	3	3	3	1	1	3	1	1	3	2	1	3

3= Strong                      2=Medium                      1=Weak

<div>Program Educational Objectives</div>	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	3
PEO 3	1	1	1	1	1

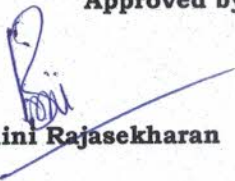
1= Strong                      2=Medium                      1=Weak

Course Prepared:



Dr Pon Meenakshi P

Approved by



Dr. Bamini Rajasekharan

  
Member Secretary/ Academic Council

**19MBAF08-FINANCIAL MARKETS****Course Objectives:**

- This course provides the students with an overview of financial markets, various instruments traded in the Money market and Capital Market
- On completion of this course the students will be able to recognize the products, players and functioning of Indian financial markets, gain practical insights on trading techniques in capital market and understand the regulatory framework of the Indian financial market.

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT- I: FINANCIAL MARKETS****12 Hours**

Financial Concepts-Financial Assets- Financial Intermediaries – Classification of Financial Markets-Importance of Capital Market- Money Market- Foreign Exchange Market- Financial Rate of Return- The structure of Indian Financial System

**UNIT- II: MONEY MARKET:****12 Hours**

Money market- Definition- Money Market Vs Capital Market- Feature of Money Market- Objectives- Characteristic features of a Developed Money Market- Importance of Money Market- Composition of Money market- call Money Market, Commercial bills market or discount market, Acceptance market, Treasury bill Market- Money Market Instrument- Structure of Indian Money Market.

**UNIT -III: STOCK EXCHANGE****12 Hours**

Meaning- Stock Exchange- Distinction between New Issue Market and Stock Exchange – Functional difference, Organisational difference, Nature of contribution to Industrial finance- Relationship between New Issue Market and Stock Exchange- Functions of New Issue Market- origination, Underwriting, Distribution- Methods of Floating new issues- Public Issues, offer for sale, Placement, Rights issues- General Guidelines for new issue- Principal steps of a Public Issue- Stock Indices of BSE and NSE

**UNIT- IV: SECONDARY MARKET:****12 Hours**

Functions/ Services of Stock exchanges- Recognition of Stock Exchanges- Procedure- Grant of Recognition, Renewal of Recognition, Withdrawal of Recognition- Organisation of Stock exchanges in India- Demutualisation of Stock exchanges- the National Stock Exchange, Over the Counter Exchange of India ( OTCEI)- Listing of Securities- Group A, Group B & Group C shares

**UNIT- V: INVESTORS' PROTECTION:****12 Hours**

Need for Investors' Protection- Factors affecting investors' interest- Investors Protection Measures- taken by Stock Exchange, Company Law Board, SEBI, the Court, Central Government, Department of Company Affairs (DCA)..

**TOTAL: 60 Hours**

**Pedagogy:**

Lectures, Field study, Online simulation trading and Quiz

**Course Outcomes:**

On successful completion of this course students will be able to:

- CO1 Apply the components of financial markets and their role in the economic development.
- CO2 Analyse the role of Money Market in financing
- CO3 Evaluate the New Issue Market to promote financial products and services
- CO4 Analyse the trading mechanism in the stock Exchanges
- CO5 Evaluate the Investors Interest and the associated risks.

**TEXT BOOK:**

E.Gordon&K.Natarajan. (2016). *Financial Markets and Services*, 3/e: New Delhi: Himalaya Publishing House McGraw-Hill

**REFERENCE:**

1. Vinod Kumar, Atul Gupta, Manmeet Kaur, *Financial Markets Institutions & Financial Services*, 2017.
  2. Fabbozzi, J. Frank and Modigliani, Franco (2011). *Capital Markets: Institutions and Instruments*, 4/e: New Delhi: Prentice Hall
  3. Bhole, L.M. (2009). *Financial Institutions and Markets*, 5/e: New Delhi: Tata McGraw-Hill
  4. Niti Chatanani (2014). *Commodity Markets*, New Delhi: Tata McGraw-Hill
- Bhole, L.M. (2009). *Financial Institutions and Markets*, 5/e: New Delhi: Tata McGraw-Hill

**Supplementary Reading Material**

**Weblinks:**

- Five financial markets trends in 2019,  
<https://www.finextra.com/blogposting/16559/five-financial-markets-trends-in-2019>
- What are the Latest Technology Trends in Financial Markets?  
<https://www.quantifisolutions.com/technology-trends-in-financial-services-2019>
- 4 Factors That Shape Market Trends,  
<https://www.investopedia.com/articles/trading/09/what-factors-create-trends.asp>

**Journals:**

- Financial Market Trends - OECD Journal, <https://www.oecd.org/daf/fin/financial-markets/financialmarkettrends-oecdjournal.htm>
- Journal of Advanced research in Law and Economics, <https://journals.aserspublishing.eu/jarle/article/view/2230>
- Journal of banking and Finance, <https://www.sciencedirect.com/journal/journal-of-banking-and-finance/vol/61/suppl/S1>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of Learning Managerial Skills with the Syllabi - CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	3	1	3	1	1	3	1	1	1
CO 2	3	1	3	3	3	2	1	3	3	1	1	1
CO 3	3	2	2	3	1	2	1	3	3	3	1	3
CO 4	3	3	3	1	1	3	1	1	3	2	1	3
CO 5	3	3	3	3	3	2	1	1	3	1	1	3

3= Strong

2=Medium

1=Weak

**Member Secretary/ Academic Council**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	1
PEO 3	1	1	1	1	1

3= Strong

2=Medium

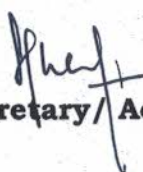
1=Weak

**Course Prepared:**


Dr. Pon Meenakshi P

**Approved by :**


Dr. Bamini Rajasekharan



**Member Secretary/ Academic Council**

**19MBAF09 -STRATEGIC COST MANAGEMENT****Course Objectives:**

- The students learn to appropriately apply cost management methods in a variety of organizational settings.
- To develop professional competencies such as strategic/critical thinking, risk analysis, decision making, ethical reasoning and communication.
- Be able to demonstrate an understanding of what is meant by strategic cost management and strategic management accounting

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT 1: COSTING****12 Hours**

Costing: Purpose, Utility, Elements of cost. Cost sheet – Problems.- Designing Cost systems for Job and Process oriented manufacturing environments. Cost Reduction, Productivity, Value analysis, Value added concepts.

**UNIT II: LEARNING CURVES****12 Hours**

Learning Curves, Quality Circles-. Total cost Management- Managing Process Cost, Managing Production Cost. Managing Delivery Cost, Managing Structural Cost.

**UNIT III: TARGET COSTING****12 Hours**

Target costing, Cost as a source of competitive advantage, Life cycle costing-Activity Based Costing – Cost Hierarchy, Implementation, Benefits, and Limitations.

**UNIT IV: MANAGEMENT CONTROL SYSTEMS****12 Hours**

Management Control Systems- Evaluating control systems-. Engineered discretionary and committed costs. Responsibility Centers- Evaluation of performance of different centers-Problems

**UNIT V: DECENTRALIZATION AND TRANSFER PRICING****12 Hours**

Decentralization and Transfer Pricing , Organization structure and decentralization Market based and cost based Transfer pricing, Multi-national Transfer pricing.

**TOTAL: 60 hours****Pedagogy:**

Classroom lectures, Assignment, Exercises and Case Discussions

**Course Outcomes:**

On successful completion of this course students will be able to:

- CO1 Develop an understanding of the purpose of strategic management and models
- CO2 Identify the limitations of information produced by traditional cost and management accounting systems
- CO3 Analyse value chains and use the results of this analysis in evaluating potential strategies for competitive advantage
- CO4 Implement management control systems to achieve organisational excellence
- CO5 Provide tools and techniques for tracking organizational performance.

**TEXT BOOK:**

Leslie G. Eldenburg, Susan K.Wolcott, 2007: Cost Management: Measuring, Monitoring and Motivating Performance, Wiley India

**REFERENCE:**

1. Dr.P K Bandgar, Strategic Cost Management, Himalaya Publishing House, Aug,2016
2. Vijay Govindarajan, John K Shank, 2003: Strategic Cost Management, The New Tool for Competitive Advantage, Free Press.
3. Charles T.Horngern, George Foster, 2008: Cost Accounting, A Managerial Emphasis, 13<sup>th</sup>Edn.Prentice Hall of India.
4. Hansen , Mowen , 2005, Cost Management, 4<sup>th</sup>Edn, Thomson

**Supplementary Reading Material**

**Weblinks:**

- Strategic cost management and performance: The case of environmental costs,[https://www.researchgate.net/publication/273834141 Strategic cost management and performance The case of environmental costs](https://www.researchgate.net/publication/273834141_Strategic_cost_management_and_performance_The_case_of_environmental_costs)
- Strategic cost management and performance: The case of environmental costs, <https://www.sciencedirect.com/science/article/abs/pii/S0890838915000128>
- Strategic cost management as a competitive advantage in companies, <https://www.myabcm.com/blog-post/strategic-cost-management/>

**Journals:**

- The International Journal of Strategic Cost Management is a quarterly electronic journal of articles, <https://www.uakron.edu/cba/centers-and-institutes/igb/scm/>
- International Journal of Strategic Management (IJSM), <http://ijsm-journal.org/IJSM-JOURNAL/Default.aspx>
- BIMS International journal of social science research, <http://www.informaticsjournals.com/index.php/bims/article/view/16250>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	3	1	1	3	1	1	1
CO 2	3	2	3	3	3	2	1	3	3	1	1	1
CO 3	3	2	2	3	1	2	1	3	3	3	1	3
CO 4	3	3	3	1	1	3	1	1	3	2	1	3
CO 5	3	3	3	3	3	2	1	1	3	1	1	3

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	1
PEO 3	1	1	1	1	1

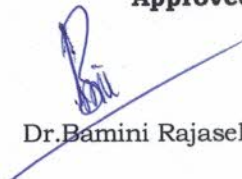
3= Strong

2=Medium


1=Weak

**Course Prepared:**


Dr.Pon Meenakshi P

**Approved by :**


Dr.Bamini Rajasekharan

  
**Member Secretary/ Academic Council**

**19MBAF10 – WORKING CAPITAL MANAGEMENT****Course Objectives:**

- To emphasis the management of current assets and current liabilities, it covers planning a firm's overall level of liquidity, stressing cash management and credit policies.
- Discover basic understanding of a company's working capital structure.
- Identify how to manage working capital to increase profits.
- Explore and establish basic knowledge of Working Capital Management policies.
- Identify how to calculate the cash conversion cycle.
- Explore and establish knowledge of working capital in the budgeting process and credit policy.

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT I: WORKING CAPITAL MANAGEMENT:****12 Hours**

Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Objectives of WCM. Over-capitalisation, under- capitalisation, zero working capital, Short-term v/s long term financing-A risk-return trade-off. Liquidity v/s profitability trade-off. Cost trade-off, Working capital approaches. Working capital management in some companies.

**UNIT II: FACTORS:****12 Hours**

Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle, Weighted Operating cycle.

**UNIT III: CURRENT ASSETS AND CURRENT LIABILITIES:****12 Hours**

Relevance of current assets and current liabilities and their inter-relationship, Management of different current assets, Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory.

**UNIT IV: RISKS:****12 Hours**

Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management models. Inventory management models, Determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques.

**UNIT V: FINANCING WORKING CAPITAL GAP:****12 Hours****Member Secretary/ Academic Council**

Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tondon and Chore committees on Bank finance, Other sources of working capital finance and deciding a suitable mix.

**TOTAL: 60 hours**

**Pedagogy:**

Classroom lectures, Assignment, Exercises and Case Discussions

**Course Outcomes:**

On successful completion of this course students will be able to:

- CO1 Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility
- CO2 Identify the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
- CO3 Analyse the competencies associated with management of cost of funds.
- CO4 Implement different tools and techniques of Inventory Management.
- CO5 Identify gaps in WCM and provide control measures..

**TEXT BOOK:**

R K Gupta & Himanshu Gupta- Working Capital Management & Finance, Notion Press, 1st Edition, September 2019.

**REFERENCE:**

- 1.. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.

**Supplementary Reading Material**

**Weblinks:**

- [https://www.researchgate.net/publication/279342909\\_Working\\_Capital\\_Management](https://www.researchgate.net/publication/279342909_Working_Capital_Management).
- <https://www.diva-portal.org/smash/get/diva2:744600/FULLTEXT01.pdf>
- <https://efinancemanagement.com/working-capital-financing/working-capital-management>

**Journals:**

- [http://www.journalijar.com/uploads/622\\_IJAR-21006.pdf](http://www.journalijar.com/uploads/622_IJAR-21006.pdf)
- <https://businessperspectives.org/journals/investment-management-and-financial-innovations/issue-290/a-reassessment-of-the-relationship-between-working-capital-management-and-firm-performance-evidence-from-non-financial-companies-in-nigeria>
- <https://journals.sagepub.com/doi/full/10.1177/2319510X18812142>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	1	1	3	1	1	3	1	1	1
CO 2	3	2	3	3	3	2	1	3	3	1	1	1
CO 3	3	2	2	3	1	2	1	3	3	3	1	3
CO 4	3	3	3	1	1	3	1	1	3	2	1	3
CO 5	3	3	3	3	3	2	1	1	3	1	1	3

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	1	1	3	1
PEO 3	1	1	1	1	1

3= Strong

2=Medium

1=Weak

**Course Prepared:**

**Dr.Pon Meenakshi P****Approved by :**

**Dr.Bamini Rajasekharan**

**Member Secretary/ Academic Council**

**LOGISTICS ELECTIVES****19MBAL06 SUPPLY CHAIN INFORMATION SYSTEM****Course Objective:**

- To learn the supply chain management concepts and its related functions
- To gain knowledge in latest developments in supply chain. management, its different stages and characteristics.
- To understand Supply Chain Strategy & Performance measures Customer service, Cost Trade and Bench marking.

Semester	IV
Credit	4
Max.	CIA -50
Marks	CE -50
	TOTAL =100

**UNIT I Logistics:****12 Hours**

Logistics Information-Meaning & Need Forms: LIS-Definition-Information functionality Activities involved in transaction system-Principles of designing or evaluating LIS applications.

**UNIT II LIS Architecture:****12 Hours**

LIS Architecture: Components: Two forms of activities; Planning & co-ordination flows & operating flows - Flow and use of integrated logistics information.

**UNIT II Information forecasting:****12 Hours**

Information forecasting: Definition-Process- components-characteristics. Information Approaches forecast techniques-Forecast error.

**UNIT IV Information Technology &Logistics****12 Hours**

Information Technology & Logistics: Electronic Data Interchange-Personal Computers - Artificial Intelligence-Expert System- Bar coding & scanning. Electronic Data Interchange standards of Communication, Information, Future directions.

**UNIT V Information Technology for supply chain management:****12 Hours**

Information Technology for supply chain management: Bull whip effect-IT in supply chain-Business Process Reengineering - ERP and EDI problem; Impact of Internet on SCM.

**Total Hours 60****Course outcome**

After successful completion of the course the student will be able to:

**CO1:** Able to communicate about professional issues relevant to SCM and logistics, on an expert- as well as a common level

**CO2:** Apply the acquired knowledge and skills within new areas of research and applications

**CO3:** Analyze the scientific papers and other academic work with a critical view

**CO4:** Recognize the critical management skills such as negotiating, working effectively within a diverse business environment.

**Member Secretary/ Academic Council**

**CO5:** Apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business

#### TEXTBOOKS

1. Sarika Kulkarni, Ashok Sharma, Supply Chain Management, Tata Mc Graw Hill Publishing Co Ltd., New Delhi, 2011

#### REFERENCE BOOKS

1. Donald J. Bowersox & David J. Closs Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2011
2. Satish C. Ailawadi & Rakesh Singh Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005 Donald Waters Logistics. Palgrave Macmillan, New York, 2004

#### REFERENCES

- Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi 2016
- Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi 2015.
- Export Documentation and Procedures, Nabhi Publications, New Delhi 2015.

#### Websites

- <https://www.hbs.edu/coursecatalog/1166.html>
- <https://hbr.org/1964/01/ideals-for-export>

#### Journals

- The International Journal of Logistics Management
- Journal of logistics and supply chain management

#### Evaluation & Grading

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

#### Mapping of CO – PO – PEO

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	2	3	2	3	1	2	3	2	3	3	2
CO 2	3	2	2	1	3	2	3	2	3	3	3	3
CO 3	3	2	3	3	1	3	2	3	2	3	2	3
CO 4	3	2	2	3	3	2	3	3	2	2	3	2
CO 5	3	2	3	3	3	2	3	3	2	3	3	2

3= Strong

2=Medium

1=Weak

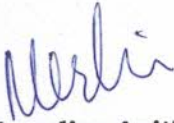
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	2	3	3
PEO 2	2	3	3	3	3
PEO 3	3	2	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:




Dr. B Merceline Anitha

Approved By:



Dr. Bamini Rajasekharan

  
Member Secretary/ Academic Council

**19MBAL07 PORT & TERMINAL MANAGEMENT****Course Objective:**

- Provide knowledge and skill of contemporary management practices in port and terminals.
- To focus on the topics which enable to evaluate the business relationship the Processes and systems involved in efficient, safe and productive ports and terminal management and operations around the world.
- To explore key challenges and key issues that pertains to port and terminal management.

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 CE :50 Total=100

**UNIT I – INTRODUCTION****12 Hours**

Port Location characteristics – Organization structure in Ports – Interface of Rail & Road infrastructure – Factors affecting the future of ports & terminals.

**UNIT II- PORT OPERATIONS****12 Hours**

Port operations – Services rendered by ports & performance indicators – Terminal operations –Factors affecting Terminal productivity – Cargo handling equipment – Intermodal connections.

**UNITIII- COASTAL SHIPPING****12 Hours**

Port development on Coastal Shipping – Cabotage law & practices affecting coastal movement of cargo – Green field projects for development of minor ports – Comparative analysis coastal shipping vs. Inland movement.

**UNITIV-PORT POLICY****12 Hours**

Environmental issues connected with Ports & Terminals – Health and safety issues – Port security issues – International Ships and Port facility security (ISPS) code.

**UNIT V-MARKETING IN PORT****12 Hours**

Marketing of Port services – Identifying stakeholders – Concept of hinterland – Identifying customer needs – Handling competition & adding value. – I.T. infrastructure in ports & terminals.

**Total Hours 60****Course outcome**

After successful completion of the course the student will be able to:

- CO1:**Recognize the concepts of port and its operations  
**CO2:**Apply the principles of port and terminal operations  
**CO3:** Analyze and discuss business activities of ports and terminals in the context of coastal shipping and inland movement  
**CO4:** Critically analyze port performance, port service quality and suggest competitive port strategies.  
**CO5:** Establish the marketing strategies and concept in the business environment

**Member Secretary/ Academic Council**

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**Text Books**

1. **Port Management, Stephen Pettit, Anthony Beresford, Kogan page, 2017**
2. Port Security Management, 2<sup>nd</sup> Edition, CRC Press, Kenneth Christopher 2015.

**Reference Books**

1. Port Development: A Handbook for planners in developing countries –UNCTAD.
2. Excellence in Warehouse Management: How to Minimize Costs and Maximize Value – Stewart Emmett. ISBN: 978-0-470-01531-5. 2014 Edition.

**Supplementary Reading Material****Websites**

1. [https://hbr.org/product/recommended/an/8358-FENG?preferral=02529&cm\\_vc=rr\\_category\\_page.tools\\_new](https://hbr.org/product/recommended/an/8358-FENG?preferral=02529&cm_vc=rr_category_page.tools_new)
2. <https://hbsp.harvard.edu/product/P94-PDF-ENG?itemFindingMethod=Recommendation&recommendedBy=SMU115-PDF-ENG>

**Journals**

1. The International Journal of Logistics Management
2. Journal of logistics and supply chain management

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	2	2	1	1	1	2	1	2	1	2	1
<b>CO 2</b>	3	3	2	2	3	3	3	3	1	1	2	3
<b>CO 3</b>	3	3	3	2	2	1	3	3	2	2	2	2
<b>CO 4</b>	3	2	1	1	2	1	2	3	2	2	2	3
<b>CO 5</b>	3	2	3	3	3	2	1	1	1	1	1	3

**3= Strong****2=Medium****1=Weak****Member Secretary/ Academic Council**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	3	2	3	2	2
PEO 3	2	1	2	3	1

3=Strong

2=Medium

1=Weak

Course Prepared By:

Approved By

  
Dr B Merceline Anitha

  
Dr. Bamini Rajasekharan

  
Member Secretary/ Academic Council

**19MBAL08 WAREHOUSE MANAGEMENT****OBJECTIVES**

- To familiarize with the functioning and management of warehousing and inventory operations.
- To gain in-depth knowledge in material requirement planning and costs associated with warehousing and accounting for inventories.

Semester	IV
Credit	4
Paper Type	Elective
Max.	CIA - 50
Marks	CE - 50
	TOTAL 100

**UNIT 1: SUPPLY CHAIN AND WAREHOUSING****12 Hours**

Introduction, Objectives, Supply Chain Impact on Stores and Warehousing, Retail Logistics, Retail transportation, Issues in retail logistics, Managing retail shrinkage

**UNIT 2: CONCEPT OF WAREHOUSE****12 Hours**

Introduction, Objectives, meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS)

**UNIT 3: ROLE OF WAREHOUSING IN RETAIL****12 Hours**

Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, setting up a warehouse, Retail product tracking in warehouse using RFID, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse

**UNIT 4: STRATEGIC ASPECTS OF WAREHOUSING****12 Hours**

Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World-class Warehousing. *Warehouse and its Operations*: Introduction, Objectives, Warehouse Structure, Warehouse Operations, Equipment Used for a Warehouse

**UNIT 5: WAREHOUSE INFORMATION****12 Hours**

Introduction, Objectives, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse Technology Aids in Retail warehouse Management: Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID)

**Total Hours 60****Member Secretary/ Academic Council**

**Course outcome**

After successful completion of the course the student will be able to:

CO1: Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.

CO2: Formulate and implement Warehouse Best Practices and Strategies.

CO3: Plan Warehouse and Logistics operations for optimum utilization of resources

CO4: Comparing operational warehouse processes using terminology, Modern operations and methods of warehouse management/operations.

CO5: Evaluating and describing proper and safe warehouse operations and techniques with ICT applications.

**TEXTBOOKS**

1. Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi 2016
2. Warehouse Management, Gwynne Richards, Kogan Page. 2017

**REFERENCE BOOKS**

1. Sarika Kulkarni: Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2011.

**REFERENCES**

- Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi 2015.
- Export Documentation and Procedures, Nabhi Publications, New Delhi 2015.

**Websites**

- <https://www.hbs.edu/coursecatalog/1166.html>
- <https://hbr.org/1964/01/ideals-for-export>

**Journals**

- The International Journal of Logistics Management
- Journal of logistics and supply chain management

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Member Secretary/ Academic Council**

## Mapping of CO – PO – PEO

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	2	3	2	3	1	2	3	2	3	3	2
CO 2	3	2	2	1	3	2	3	2	3	3	3	3
CO 3	3	2	3	3	1	3	2	3	2	3	2	3
CO 4	3	2	2	3	3	2	3	3	2	2	3	2
CO 5	3	2	3	3	3	2	3	3	2	3	3	2

3= Strong

2=Medium

1=Weak

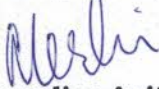
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	2	3	3
PEO 2	2	3	3	3	3
PEO 3	3	2	3	3	3

3= Strong

2=Medium

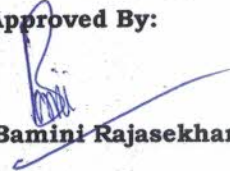
1=Weak

Course Prepared By:




Dr. B Merceline Anitha

Approved By:



Dr. Bamini Rajasekharan

  
 Member Secretary/ Academic Council

**19MBAL09 SUPPLY CHAIN INVENTORY MANAGEMENT****Course Objective:**

- To familiarize with the roles and management of inventory operations.
- To gain in-depth knowledge in inventory planning and costs associated with warehousing for inventories.

Semester	IV
Credit	4
Paper Type	Elective
Max.	CIA - 50
Marks	CE - 50
	TOTAL 100

**UNIT – I SUPPLY CHAIN RELATIONSHIP****12 Hours**

Supply Chain Relationships–Conflict Resolution Strategies for Harmonious Relationships, Elements of Logistics& Supply Chain Management: Introduction–Positioning of Information in Logistics and Supply Chain Management –Logistics Information System (LIS)

**UNIT – II INVENTORY MANAGEMENT****12 Hours**

Inventory Management-Meaning-need-Classification ABC Analysis and CAV analysis- Inventory Management Policy-factors to be considered to formulate it - Definition- Inventory control procedures-Inventory Planning methods - Constraints to the effectiveness of Inventory Planning

**UNIT III ROLE OF INVENTORY MANAGEMENT****12 Hours**

Importance of role of inventory, Inventory Management Systems, Replenishment of Inventory, Forecasting Techniques, Selective Inventory Control, Economic Order Quantity, Safety Stocks, Inventory Management Systems - execution -Ratio Analysis on Inventory, Profit Margin.

**UNIT IV MATERIAL REQUIREMENT PLANNING****12 Hours**

Costs associated with Inventories, Material Requirement Planning, Accounting for Inventories, Purpose of Inventory, Goods, Types of Goods, Finished Goods Inventories, General, Management of Inventory, Stocks Types of Stocks, Tracking the Paper Life.

**UNIT V INVENTORY****12 Hours**

Work-in-Process Inventories, Finished Goods & Spare Parts Inventories, Multi-Echelon Inventory Systems, Spare Parts Inventories, Use of Computers in Inventory Management Evaluation of Performance of Materials Function, Criteria and methodology of evaluation.

**Total Hours 60****Course outcome**

After successful completion of the course the student will be able to:

- CO1: Apply various purchasing method and inventory controlling techniques into practice.  
 CO2: Apply appropriate method to apply pre import formalities in an appropriate methodology.  
 CO3: Devise a foreign trade policy maintained to export and import the goods.  
 CO4: Integrate the organization's stock records tracking.  
 CO5: To realize the effectiveness of materials functions both in product and service.

**Member Secretary/ Academic Council**

**TEXT BOOK:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management Pearson Education Asia, 5<sup>th</sup> edition, 2013.

**REFERENCES**

1. David E Mulcahy, "Warehouse Distribution and Operations Handbook, McGraw Hill, 6<sup>th</sup> Edition, 2019.

**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions

**Websites**

- <https://www.hbs.edu/coursecatalog/1166.html>
- <https://hbr.org/1964/01/ideals-for-export>

**Journal**

- Journal of logistics and supply chain management

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	3	1	1	1	1	2	3	2	3	3	2
<b>CO 2</b>	2	2	1	2	3	2	3	2	3	3	3	3
<b>CO 3</b>	3	3	2	3	1	3	2	1	2	1	2	3
<b>CO 4</b>	3	2	3	2	3	2	3	2	3	1	3	2
<b>CO 5</b>	3	2	2	1	3	2	3	3	1	3	3	2

**3= Strong**

**2=Medium**

**1=Weak**

**Member Secretary/ Academic Council**

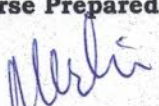
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	2	3	2	3	3
PEO 2	2	3	3	3	3
PEO 3	2	2	3	2	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

  
Dr. B Merceline Anitha

Approved By:

  
Dr. Bamini Rajasekharan  
Member Secretary/ Academic Council

**19MBAL10 EXPORT-IMPORT MANAGEMENT****Course Objective:**

- The objective of this module is to provide the participants with a good knowledge on Export trade, types of trades, formalities for trade,
- To impart knowledge on legalities of export trade and the documentation process of it.

Semester	IV
Credit	4
Paper Type	Elective
Max.	CIA – 50
Marks	CE - 50
	TOTAL 100

**UNIT I EXPORT****(12Hours)**

Introduction- Definition of Export Management, Need for Export Management- Nature of Export Management- Functions of Export Manager- Process of Export Management- Development of Export Strategies- Benefits of Export Management-Export Organisation structure designs- Features of Export Management- Problems and Issues of Export Management

**UNIT II FOREIGN TRADE POLICY****(12Hours)**

Policy and Institutional Framework for Exports and Imports Foreign Trade Policy  
 – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – EPCG Scheme – Incentives for Exporters – Export Promotion Councils – Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.

**UNIT III REGISTRATION AND PROCEDURE****(12Hours)**

Preliminaries before Export- Obtaining Code number, Membership in various Organisations, Registration, Locating Foreign Buyer- Offer and Receipt of the order, Enquiry from the buyer, Sending the quotation, Receipt of an order & Confirmation- Production or Procurement of Goods- Obtaining Export Licence, Production of Goods, Preshipment Inspection, Packing and Marking- Shipment of Goods: Customs formalities, Obtaining of the carting order, let ship order, Mate receipt- Negotiation of Document: Export Incentives: Excise duty refund, Duty drawback .

**UNIT IV IMPORT PROCEDURE****(12Hours)**

Import Procedure- Trade Enquiry, Procurement of Import License and quota, -Established Importer, Actual users and Registered Exporters - Obtaining Foreign Exchange- Placing the Indent or order- Dispatching a letter of credit- Obtaining Necessary Documents- Customs Formalities and clearing of Goods- Making the payment- Closing the Transactions.

**Member Secretary/ Academic Council**

**UNITV DOCUMENTATION****(12Hours)**

Commercial Documents- Pro forma Invoice- Commercial Invoice- Consular Invoice- Packaging List- Certificate of Origin- Certificate of Inspection- Insurance certificate- Bill of lading- Types & its parties- Bill of Exchange- Shippers letter of Instruction- Dangerous Goods forms- GSP Certificate of Origin- Mate "s Receipt- SDF Form- Cargo Insurance- Letter of Credit and its types.

**Total : 60 Hours****Course Outcomes:****After completion of the course, students will be able to:**

- CO 1 Analyze the internal and external environments in which businesses operate and assess the implications to forecast international wise.
- CO 2 Devise a foreign trade policy maintained to export and import the goods.
- CO 3 Prepare a formalities for registration and follow the steps in Export Procedure
- CO 4 Implement pre import formalities, clear goods by using Customs formalities.
- CO 5 Evaluate the necessary documents in Export and Import.

**Pedagogy**

Lectures, Assigned Readings, Exercises, and Case Discussions

**Learning Resources:****Text Book:**

1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi 2015
2. Thomas E. Johnson, "Export/Import Procedures and Documentation", Amacom; 4th Edition, 2010.
3. Rama Gopal, CA.C, "Export Import Procedures - Documentation and Logistics", New Age International, By: Shri C, 1<sup>st</sup> Edition, 2006.

**REFERENCES**

- Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi 2016
- Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi 2015.
- Export Documentation and Procedures, Nabhi Publications, New Delhi 2015.

**Websites**

- <https://www.hbs.edu/coursecatalog/1166.html>
- <https://hbr.org/1964/01/ideals-for-export>

**Journals**

- The International Journal of Logistics Management
- Journal of logistics and supply chain management

**Member Secretary/ Academic Council**

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	2	3	1	1	1	1	2	3	2	3	3	2
<b>CO 2</b>	2	2	1	2	3	2	3	2	3	3	3	3
<b>CO 3</b>	3	3	2	3	1	3	2	1	2	1	2	3
<b>CO 4</b>	3	2	3	2	3	2	3	2	3	1	3	2
<b>CO 5</b>	3	2	2	1	3	2	3	3	1	3	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	2	3	2	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	2	3	2	3

**3= Strong****2=Medium****1=Weak****Course Prepared By:****Approved By:**
  
**Dr. B Merceline Anitha**
  
**Dr. Bamini Rajasekharan**
  
**Member Secretary/ Academic Council**

## SYSTEMS ELECTIVES

## 19MBA S05-ENTERPRISE RESOURCE PLANNING

**Course Objectives:** The course aims to enhance the ability of students

- To make the students understand the key implementation issues of ERP.
- The students will be able to apply and implement various business modules in organization, identify the factors that lead to development and implementation of ERP systems.
- To understand the emerging trends in ERP developments
- To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP.
- Students will also able to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT – I: ERP OVERVIEW:****12 Hours**

Introduction: ERP: An overview, Enterprise, An overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering, Data Warehousing, Data Mining, On Line Analytical Processing, Supply Chain Management

**UNIT –II:ERP IMPLEMENTATION:****12 Hours**

ERP implementation: ERP Implementation Life Cycle, Implementation Methodology, not packages are created Equal, ERP Implementation ,The Hidden costs, Organizing the implementation,Vendors, Consultants and users, Contracts with vendors, Consonants and Employees, Project Management and Monitoring,After ERP Implementation

**UNIT –III: BUSINESS MODULES:****12 Hours**

Business Modules in an ERP Package, Finance, Manufacturing, Human sources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.

**UNIT – IV: ERP MARKET:****12 Hours**

ERP market: ERP Market place, SAP AG, People Soft, Ban Company, JD Edwards World Solutions Company, Oracle Corporation, QAD

**UNIT V: SYSTEM SOFTWARE ASSOCIATES:****12 Hours**

System software Associates: Turbo Charge the ERP system, Enterprise Integration Application, ERP and E - Commerce, ERP and Internet, Future Directions in ERP– Emerging Trends

**Total : 60 Hours****Member Secretary/ Academic Council**

**Course Outcomes:**

After completion of the course the student will be able to:

**CO1:** Appreciate the basic functions of ERP and its value add to the organisation.

**CO2:** Suggest implementations of strategies for ERP in an organisation

**CO3:** Evaluate the Business modules in ERP for smooth functioning

**CO4:** Identify the appropriate vendors for ERP implementation.

**CO5:** Facilitate and support enterprise integration application

**Pedagogy:**

Lectures, Role play, Case Discussion and Field Study

**Learning Resources:**

**Text Book:**

1. Alexis Leon, ERP Demystified, Tata McGraw Hill, 2017.

**References:**

1. Rajesh Ray, Enterprise Resource Planning Text and Cases, Tata McGraw Hill, 2017,
2. Alexis Leon, ERP Demystified, Tata McGraw Hill, 2014

**Supplementary Reading Material:**

**Websites:**

- Enterprise Resource Planning (ERP) System Implementation: A Case for User Participation, <https://www.sciencedirect.com/science/article/pii/S2212017313002120>
- <https://solutionsreview.com/enterprise-resource-planning/solutions-reviews-best-of-2018-top-erp-articles/>
- Top 10 Resources on ERP, <https://solutionsreview.com/enterprise-resource-planning/top-10-resources-on-erp/>

**Journals:**

- Journal of Enterprise Resource Planning Studies, <https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/>
- Journal of Management Information System, <https://www.tandfonline.com/doi/abs/10.1080/07421222.2002.11045718>

**Evaluation & Grading:**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3					3	2	3		3	2
<b>CO 2</b>	3	2		3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3			3		3	3	2	3		3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3		3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
<b>PEO 1</b>	3	3	3	3	3
<b>PEO 2</b>	2	3	3	3	3
<b>PEO 3</b>	2	3	3	3	3

**3= Strong****2=Medium****1=Weak****Course Prepared By:**
  
**D. Caroline Rebecca**
**Approved By:**
  
**Dr. Bamini Rajasekharan**
  
**Member Secretary/ Academic Council**

**19MBAS06 - SOFTWARE QUALITY ASSURANCE****Course Objective:** The course aims to enhance the ability of students

- To give an insight to the students
- To understand the concepts in the field of software quality assurance
- To apply different models for software process.

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50

**UNIT I****12 Hours**

Meaning of quality – Quality Challenge – Importance of quality – Quality Control Vs. Quality Assurance – Quality Assurance at each phase of SDLC – Quality Assurance in Software Support Projects – The SQA function – Quality Management System in an organization – Various expectations from quality management system – Evaluation for effectiveness.

**UNIT II****12 Hours**

Need for SQA group in an organization – Software quality assurance plan – SQA organization level initiatives – Evolution of Software Systems – Project quality – Models for software project quality – Process quality – Statistical quality control and statistical process control – Sig Sigma.

**UNIT III****12 Hours**

Capability maturity model for software – Practices followed at mature organizations – Comparative analysis of CMM and ISO – Types of capability maturity models – CMM – Integrated Model – Other Models for software process – People maturity model.

**UNIT IV****12 Hours**

Purpose of testing – Difference between inspection and testing – Testing Vs. debugging – Testing life cycle – Roles and responsibilities in testing – Test Plan – V – Model for testing phases – Testing techniques – Test metrics – Test automation and test tool selection – Human issues – Software testing careers.

**UNIT V****12 Hours**

Career in quality – P-CMM and careers – People issues – Mentor to shape career – Roles for quality professionals – Quality certification – Quality certification scenario in India – Cost and Quality Advantage – Indian Software Industry – Problems and Challenges.

**Total Periods : 60 Hours****COURSE OUT COME:**

On successful completion of this course students will be able to:

- CO1: Describe components of software quality assurance
- CO2: Test and implement software quality maintenance
- CO3: Estimate software project effort, cost and schedule.
- CO4: Evaluate SQA standards and software process assessments
- CO5: Critically evaluate alternative careers in SQA.

**Pedagogy**

Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Learning Resources:****TEXT BOOK:**

Nina S Godbole, Software Quality Assurance, Narosa Publishing House, 2012.

**REFERENCES:**

1. Allen C Gillies, Software Quality Theory and Management, International Thomson Computer Press, 1977.
2. Gillies, Software Quality: Theory & Practice, Cengage Learning, 2013.

**Supplementary Reading Material****Weblinks:**

- What Is Software Quality Assurance (SQA): A Guide For Beginners, <https://www.softwaretestinghelp.com/software-quality-assurance/>
- **Software Quality Assurance Is Evolving Continuously. Do You Know Why?**, <https://dzone.com/articles/software-quality-assurance-is-evolving-continuously>

**Journals:**

- **International Journal of Engineering and Computer Science**, <http://www.ijecs.in/index.php/ijecs/article/view/1683>
- **International Journal of Computer Applications**, <https://www.ijcaonline.org/archives/volume58/number22/9427-1348>

**Evaluation and Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO - PO - PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong      2=Medium      1=Weak

UNIT I : Data Mining

Course Prepared By:

D.Caroline Rebecca

Approved By:

Dr. Bamini Rajasekharan

UNIT III: Mining Association Rules

UNIT IV: Classification and Prediction

UNIT V: Cluster Analysis

COURSE OUT COMES

Pedagogy

Classroom Instruction

Member Secretary/ Academic Council

**19MBAS07 - DATA WAREHOUSING AND DATA MINING****Course Objectives:**

- The course enhance on data preprocessing and mining.
- To learn the purpose for developing a data warehouse, including difference between operational and decision support system

Semester	IV
Credit	4
Paper Type	Elective
Max. Marks	CIA:50 + CE :50

**UNIT I : Data Mining****12 Hours**

Introduction – Data Mining – Functionalities – Classification of data mining systems – Major issues in data mining. Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multi-dimensional model – Data Warehouse Architecture – Data Warehouse Implementation – Future development of Data cube technology

**UNIT II : Data preprocessing****12 Hours**

Data preprocessing: Data cleaning – Data integration and transformation – Data reduction – Discretization and concept hierarchy generation. Data Mining Primitives: What defines a data mining tasks.

**UNIT III: Mining Association Rules****12 Hours**

Mining Association Rules in Large Databases: Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses

**UNIT IV: Classification and Prediction****12 Hours**

Classification and Prediction: What is classification – Issues regarding classification – Classification by decision tree induction – Bayesian Classification

**UNIT V : Cluster Analysis****12 Hours**

Cluster Analysis: Types of data in cluster analysis – Categorization of major clustering methods – Portioning methods – Hierarchical Methods.

**Total: 60 Hours****COURSE OUT COME:**

On successful completion of the course the students should able to:

- CO1: Apply the functionality of the various data mining components.
- CO2: Evaluate the various architectures and main components of a data preprocessing.
- CO3: Suggest different methodologies for data mining & data warehousing.
- CO4: Categorize major clustering methods for predictive analysis.
- CO5: Predict and classify issues related to data warehousing and data mining.

**Pedagogy**

Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Learning Resources:****TEXT BOOK:**

1. Jiawei Han, Micheline Kamber, Data Mining – Concepts and Techniques, Morgan Kaufmann Publishers, First Edition, 2011.

**References:**

3. Michael J A Berry, Gordon S Linoff, Data Mining Techniques, Wiley Publishing inc, Second Edition, 2004.
4. Alex Berson, Stephen J. Smith, Data Warehousing, Data Mining & OLAP, Tata McGraw Hill Publications, 2011
5. Sushmita Mitra, Tinku Acharya, Data Mining – Multimedia, Soft Computing and Bioinformatics, John Wiley & Sons, 2010.

**Supplementary Reading Material****Weblinks:**

- Data warehousing and data mining techniques for intrusion detection systems, <https://link.springer.com/article/10.1007/s10619-006-9496-5>
- **Data Warehouse and Data Mining Technologies,**  
[https://www.hinduwebsite.com/webresources/data\\_warehousing.asp](https://www.hinduwebsite.com/webresources/data_warehousing.asp)

**Journals:**

- International Journal of Artificial Intelligence and Soft Computing (IJASCI),  
[https://www.academia.edu/Documents/in/Data\\_Warehousing\\_and\\_Data\\_Mining](https://www.academia.edu/Documents/in/Data_Warehousing_and_Data_Mining)
- **International Journal of Data Warehousing and Mining,**  
<https://www.scimagojr.com/journalsearch.php?q=11900154399&tip=sid>

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**Mapping of - CO – PO – PEO**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	2	1	2	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

**3= Strong****2=Medium****1=Weak****Member Secretary/ Academic Council**

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

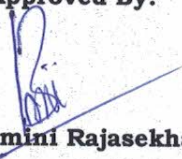
3= Strong      2=Medium      1=Weak

Course Prepared By:




D. Caroline Rebecca

Approved By:



Dr. Bimini Rajasekharan

  
Member Secretary/ Academic Council

**19MBA S08-ANALYSIS AND DESIGN OF INFORMATION SYSTEMS**

**Course Objective:** The course aims to enhance the ability of students

- To understand the process specifications, feasibility analysis and coding and designing inputs.

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT – I: INFORMATION AND MANAGEMENT OVERVIEW:****12 Hours**

Information and Management: Type of Information – Need of computer based Information System – Management Structure – Management and Information Requirements – Qualities of Information – Example of Information Systems.

**UNIT II: SYSTEM ANALYSIS:****12 Hours**

Information Systems Analysis Overview: Overview of Design of an Information System – The role and task of a System Analyst – Attributes of a Systems Analyst – Tools used by Systems Analyst – Information Gathering: Strategy to Gather Information – Information Sources – Methods of Searching for Information – Interviewing Techniques – Questionnaires – Other methods of information search.

**UNIT III: SYSTEM SPECIFICATIONS:****12 Hours**

System Requirements Specification: Data Dictionary – Steps in Systems Analysis –Modularizing Requirements Specification – Feasibility Analysis: Deciding on Project Goals – Examining Alternative Solutions – Evaluating Proposed System – Cost-benefit Analysis – Payback Period – Feasibility Report - System Proposal – Data Flow Diagram: Symbol used in DFDs – Describing a System with a DFD – Good Conventions in Developing DFDs – Logical and Physical DFDs.

**UNIT IV:PROCESS SPECIFICATIONS:****12 Hours**

Process Specification: Process Specification Methods - Structured English - Decision Tables: Decision Tables Terminology and Development - Extended Entry Decision Table – Establishing the Logical Correctness of Decision Table - Use of Karnaugh Maps to Detect Logical Errors in Decision Tables - Eliminating Redundant Specifications.

**UNIT V: DATA INPUT METHODS:****12 Hours**

Data Input Methods: Data Input – Coding Techniques- Detection of Error in Codes –Validating input data - Interactive data input - Designing Outputs: Output Device-Objectives of Output Design - Design of Output Report - Design of Screens - Use of Business Graphics - Control Audit, Testing and Security of Information System – System Design Example.

**Total: 60 Hours****Pedagogy:**

Classroom Lectures, Case-Studies, 3C Analysis, News based learning

**Course Outcomes:**

After completion of the course the student will be able to:

- CO1:** Gather data to analyze and specify the requirements of a Information system.  
**CO2:** Design system components and environments Data Dictionary.  
**CO3:** Build Decision Tables Terminology and Development.  
**CO4:** Design a database for storing data and a user interface for data input and output.  
**CO5:** Analyze modern approaches in system analysis and design.

#### Learning Resources:

##### Text Book:

- V. Rajaraman, Analysis and Design of information System, 2<sup>nd</sup> Edition, Prentice Hall of India

##### References:

- James A Senn, Analysis and Design of information system, 2<sup>nd</sup> Edition MCH international Edition.
- Kendell, System Analysis and Design, 9/e -2015, Pearson Publisher

#### Supplementary Reading Material

##### Websites:

- <https://www.w3computing.com/systemsanalysis/>
- <https://www.docsity.com/en/system-analysis-and-design-and-web-design/872543/>

##### Journals:

- <https://hbr.org/2019/05/taking-a-systems-approach-to-adopting-ai>
- Journal of Information systems and Management, System and Analysis by Paul Gray
- Journal of Emerging Trends in Computing and Information Sciences, IS Journal. Systems Analysis and Design for Service Oriented Architecture Projects: A Case Study at the Federal Financial Institutions Examinations Council (FFIEC) Chon Abraham College of William & Mary.

#### Evaluation & Grading:

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>

#### Mapping of- CO – PO – PEO

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	3	1	1	1	1	3	2	3	1	3	2
<b>CO 2</b>	3	2	1	3	2	3	3	2	3	2	3	2
<b>CO 3</b>	3	1	1	3	1	3	3	2	3	1	3	2
<b>CO 4</b>	3	2	3	2	2	3	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	3	3	2	3	2	3	3	3	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium


1=Weak

Course Prepared By:

D. Caroline Rebecca

Approved By:

Dr. Bamini Rajasekharan

  
Member Secretary/ Academic Council

**PRODUCTION ELECTIVES****19MBAP05-SIX SIGMA****Course Objective:**

- This course inculcate the students about The principles of six sigma implementation and improving quality with respect to products and services Helps to develop a general awareness of Lean Six Sigma: what it is, why it matters, what makes it successful.
- This course provides an overview of Six Sigma concepts and provides you with a first step toward successful implementation of process improvement methods by developing familiarity with the basic concepts.

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT- I FUNDAMENTALS OF SIX SIGMA****12 Hours**

The fundamentals of six sigma-principles of quality management- Business performance Improvement and six sigma-the evolution of six sigma-Qualities as a Business Performance Metric-Quality Principles and Six Sigma- six sigma and Competitive Advantage. Principles of Six Sigma -Six Sigma in Service Organization.

**UNIT- II SIX SIGMA & PROCESS MEASUREMNT****12 Hours**

Project Organization, Selection, and Definition- Organizing for Six Sigma Projects People skills- Six sigma Project Selection- Project Definition-Project Review. Process Measurement-Data Collection-Data Summarization- Measurement System Evaluation and Verification-Process Capability Evaluation Benchmarking

**UNIT III PROCESS ANALYSIS****12 Hours**

Process Analysis – Statistical Methods in Six Sigma- Probability Distribution- Basic Statistical Methods- Tools for Process Analysis. Process Improvement- Principles of Process Improvement-Tools for Process Improvement- Six Sigma and Lean Production- Implementation Planning.

**UNIT IV PROCESS CONTROL****12 Hours**

Process Control- Control Systems-Statistical Process Control- Constructing and Using Control Charts. Design for Six Sigma-Concept and Design Development- Overview of DFSS-Concept Development- Concept Engineering-Design Development- Quality Function Deployment-Detailed Design and Analysis- Design Failure Mode and Effect Analysis Reliability Prediction in DFSS.

**UNIT V SIX SIGMA VERIFICATION****12 Hours**

Design for Six Sigma-Optimization and Verification-Design of Experiments- Taguchi Methods for Robust Design-Design for Reliability- Reliability Evaluation- Simulation in DFSS-Design Verification. 149 Six Sigma Implementation- Principles for Six Sigma Implementation-Project Management- Organizational Culture and Change Management-Enterprise Leadership Knowledge Management- Emerging Trends

**Total Hours : 60****Pedagogy**

91

**Member Secretary/ Academic Council**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

### Course Outcome

After Successful completing this course, students should be able to:

- CO1:** Explain Lean Methods and Six Sigma as a single process improvement initiative to achieve higher quality and greater process speed.
- CO2:** Relate Lean Six Sigma concepts to the overall business mission and objectives the organization or department.
- CO3:** Recognize the organizational factors that are necessary groundwork for a successful process improvement program.
- CO4:** Evaluate the capability of a Sigma level process.
- CO5:** Analyze the various verification methods used for quality checking.

### TEXT BOOK:

1. James R.Evans and William M.Lindsay, 2005. An introduction to six sigma and process improvement, Engage Learning India Private Limited, New Delhi - 110092.

### REFERENCES:

1. Dharendra Kumar, 2006. Six Sigma Best Practices: A Guide to Business Process Excellence for Diverse Industries, J. Ross Publishing.
2. Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six Sigma, Oxford Butterworth-Heinemann,
3. Joseph De Feo, William Barnard and Juran Institute, "Juran Institute's Six Sigma Breakthrough and Beyond", The McGraw-Hill Companies, 2004.
4. Betsiharris Ehrlich, "Transactional Six Sigma and Lean Servicing", St. Lucia Press, 2002.
5. Jay Arthur, "Lean Six Sigma – Demystified", Tata McGraw Hill Companies Inc, 2007.
6. Michael L George, David T Rowlands and Bill Kastle, "What is Lean Six Sigma", McGraw Hill, New York, 2004.

### SUPPLEMENTARY READING MATERIAL

#### Websites

1. [https://hbr.org/product/recommended/an/8358-FENG?referral=02529&cm\\_vc=rr\\_category\\_page.tools\\_new](https://hbr.org/product/recommended/an/8358-FENG?referral=02529&cm_vc=rr_category_page.tools_new)
2. <https://hbsp.harvard.edu/product/P94-PDF-ENG?itemFindingMethod=Recommendation&recommendedBy=SMU115-PDF-ENG>

#### Journals

1. Global SCM
2. Supply Chain Management

### Evaluation & Grading

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

## Mapping of - CO - PO - PEO

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
CO 1	3	3	1	2	2	3	2	3	1	3	3	1
CO 2	3	1	1	1	1	2	3	2	2	1	2	1
CO 3	3	3	2	1	1	2	1	2	3	1	2	3
CO 4	3	2	3	2	1	2	2	3	1	2	1	2
CO 5	3	3	2	1	2	2	1	2	1	2	1	2

3= Strong

2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	2	3	3	3	3
PEO 3	2	3	3	3	3

3= Strong

2=Medium

1=Weak

Course Prepared By:

  
 D Caroline Rebecca

Approved By:

  
 Dr. Bamini Rajasekharan

  
 Member Secretary/ Academic Council

**19MBAPO6-SUPPLY CHAIN MANAGEMENT****Course Objective:**

- Analyze total system costs in supply chains
- Know when and how to use various forecasting techniques
- Compute tradeoffs between cost and responsiveness in supply chains
- Understand the role of logistics in supply chains
- Construct and solve supply chain models.

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**UNIT I INTRODUCTION TO SUPPLY CHAIN****12 Hours**

Framework to analyses chain, understanding the supply chain: importance, process, decision phases, supply chain performance: competitive and supply chain strategies, supply chain drivers and obstacles, framework for structuring drivers, inventory, transportation, facilities, information.

**UNIT II DEMAND & SUPPLY****12 Hours**

Planning demand and supply in a supply chain demand forecasting and supply chain, role. Characteristics, methods and components, time series forecasting method, planning supply and demand in supply chain, managing supply, managing demand, responding to predicted variability, aggregate planning in practice.

**UNIT III TRANSPORTATION****12 Hours**

Transportation in a supply chain: role, factors, modes, design option for a transportation network, network design in a supply chain: role, factors, framework, models, network design in practice, information enabler, and supply chain information technology in practice.

**UNIT IV E BUSINESS & SUPPLY CHAIN****12 Hours**

Co- ordination in supply chain, E - Business in supply chain, role, impact, value of E - business on supply chain performance, setting up E - Business in practice, managing the supply chain, creating the logistics vision, problems with convention organizations.

**UNIT V FINANCIAL FACTORS****12 Hours**

Financial; evaluation of supply chain decisions, the impact of financial factors on supply chain decisions: discounted cash flow analysis, representations of uncertainty, financial analysis of supply chain decisions in practice.

**Total Hours : 60****Course Outcome:**

After Successful completing this course, students should be able to:

- CO1:** Explain supply chain management, contrast it from operations management and propose the main performance drivers of supply chain performance.
- CO2:** Assess the strategic role and impact of IT technologies on supply chain integration.
- CO3;** Express the major slacks in supply chains and formulate the approaches to manage them Construct a model to generate forecasts for a company's products.
- CO4:** Conceptualize the phenomenon of bull-whip effect in supply chains and propose the methods to mitigate its effect in supply chains.
- CO5:** Analyze the various factors to select an appropriate location for a facility.

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**TEXT BOOK:**

Supply Chain Management - Peter Meindt & Sunil Chopra, Pearson Education, 2008.

**REFERENCES:**

1. David Taylor and David Brunt, Manufacturing Operations and Supply Chain Management, Vikas Thomson Learning, 2008.
2. B.S. Sahay, Supply chain management for global competitiveness, Macmillan India Ltd, Delhi, 2008.
3. David Hutchins, Just in Time, Jaico Publishing House, Mumbai, 2006.
4. David Simchi – Levi & Philip Kaminsk, Designing and Managing the Supply Chain, McGraw-Hill Companies Inc., 2007.

**Supplementary Reading Material****Websites**

3. [https://hbr.org/product/recommended/an/8358-FENG?referral=02529&cm\\_vc=rr\\_category\\_page.tools\\_new](https://hbr.org/product/recommended/an/8358-FENG?referral=02529&cm_vc=rr_category_page.tools_new)
4. <https://hbsp.harvard.edu/product/P94-PDF-ENG?itemFindingMethod=Recommendation&recommendedBy=SMU115-PDF-ENG>

**Journals**

3. The International Supply Chain Management
4. Journal of logistics and supply chain management

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	Pob	Poc	Pod	Poe	Pof	Pog	Poh	Poi	Poj	Pok	Pol
<b>CO 1</b>	3	2	2	1	1	1	2	1	2	1	2	1
<b>CO 2</b>	3	3	2	2	3	3	3	3	1	1	2	3
<b>CO 3</b>	3	3	3	2	2	1	3	3	2	2	2	2
<b>CO 4</b>	3	2	1	1	2	1	2	3	2	2	2	3
<b>CO 5</b>	3	2	3	3	3	2	1	1	1	1	1	3

3= Strong

2=Medium

1=Weak

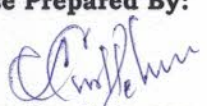
Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	3	2	3	2	2
PEO 3	2	1	2	3	1

3= Strong

2=Medium

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Course Prepared By:

  
D. Caroline Rebecca

Approved By:

  
Dr. Bamini Rajasekharan  
Member Secretary/ Academic Council

**19MBAP07-WORLD CLASS MANUFACTURING**

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50 TOTAL =100

**Course Objective:**

- To understand the concept of Excellence in manufacturing traditional and current concepts
- Building organization strength through Customer focus – Overcoming impediments
- To learn how to achieve stability and sustain Excellent manufacturing practices.

**UNIT I World Class Manufacturing Environment****12 Hours**

Imperatives for Success – Technology, Systems Approach and Change in the Mindset, Choice of Technology, Capacity, Layout/Automation in Material handling systems; Aggregate Planning and Master Production Scheduling.

**UNIT II Materials Requirement Planning (MRP)****12 Hours**

Software in Use, Manufacturing Resources Planning (MRP)– Software in Use, Implementation Problems/Indian Experience; Optimized Production; Technology Principles; Just – in – Time System ; JIT Manufacturing System,– Use of Kanban, JIT Purchase – Source Development, Buyer, - seller relations; Supply Chain Management/Bench Marketing.

**UNIT III TQM****12 Hours**

Total Quality management-TQM Philosophy, TQM Principles, TQM tools including Circles, SQC/Acceptance Samplings, Quality through design, Fault – tree analysis, Quality Loss Function, Quality Management Systems and ISO 9000 Standards.

**UNIT IV TPM****12 Hours**

Total Productive Maintenance, Objective of TPM – Total System Effectiveness, Break, - down Maintenance, Preventive. Maintenance Predictive Maintenance, Condition Monitoring Systems maintenance Prevention, Maintainability Improvement, Reliability Improvement, Total Employee Involvement and Small Group Activities.

**UNIT V Automation Design and manufacturing****12 Hours**

Customer – Driven Project Management (Integration of TQM, Project Management Systems with Customer – Driven team Structure); Automation in Design and Manufacturing: Automated Material handling Equipments, Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology/Cellular Manufacturing Systems. Six Sigma.

**Total 60 hours****Course outcome**

**CO1:** Develop strategies related to aggregate planning and production schedule

**CO2:** Support manufacturing decisions based upon data derived from leading edge information technology systems.

- CO3:** Develop a strategy to minimize business risk and maximize new opportunities derived from improving processes and products.
- CO4:** Assess the productive maintenance system with monitoring system.
- CO5:** Explain the major project management with a flexible manufacturing system

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**TEXT BOOK:**

World Class Manufacturing – Strategic Perspective – B.S. Sahay, KBC Saxena, Ashish Kumar. (Mac Milan), 2010.

**REFERENCES:**

1. Managing Technology & Innovation for Competitive Advantage – Narayanan, Excel books, Pearsons Education, 2008.
2. Just in Time Manufacturing – M.G. Korgaonkar, Macmillan, 2005.
- 3.

**Supplementary Reading Material****Websites**

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**Journals**

1. The International Journal of Logistics Management
2. Journal of logistics and supply chain management

**Evaluation & Grading**

Components	Weightage of marks
Case Discussion	10
Field Study	10
Assignment/Seminar	10
CIA 1 & Model	20
<b>Total CIA marks</b>	<b>50</b>
<b>End Semester Examination</b>	<b>50</b>
<b>Total</b>	<b>100</b>

**CO – PO – PEO Mapping**

PO CO	POa	POb	POc	POd	POe	POf	POg	POh	POi	POj	POk	POl
<b>CO 1</b>	3	2	2	1	1	1	2	1	2	1	2	1
<b>CO 2</b>	3	3	2	2	3	3	3	3	1	1	2	3
<b>CO 3</b>	3	3	3	2	2	1	3	3	2	2	2	2
<b>CO 4</b>	3	2	1	1	2	1	2	3	2	2	2	3
<b>CO 5</b>	3	2	3	3	3	2	1	1	1	1	1	3

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2=Medium

1=Weak

Program Educational Objectives	CO 1	CO 2	CO 3	CO 4	CO 5
PEO 1	3	3	3	3	3
PEO 2	3	2	3	2	2
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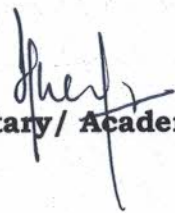
1=Weak

Course Prepared By:

D Caroline Rebecca

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Dr. Bamini Rajasekharan

  
Member Secretary/ Academic Council

**19MBAPO8 TECHNOLOGY MANAGEMENT****Course Objective**

- To understand the dynamics of technological innovation and familiar with how to formulate technology strategies
- To provide knowledge to manage ideas in a technological based organization.
- Students will understand how to select better technological opportunities and understand organizational
- Challenges that prevent these technologies from being successful.

Semester	IV
Credit	4
Max. Marks	CIA -50 CE -50
	TOTAL =100

**UNIT I TECHNOLOGY MANAGEMENT****12 Hours**

Definition – technology and society, definition of technology, classification of technology, definition of management, management of technology, the conceptual frame work for MOT-drivers of MOT-significance and scope of MOT-role of chief technology- role of government – science and technology policy

**UNIT II TECHNOLOGY PLANNING****12 Hours**

Technology Planning – Tools for Company Technology Analysis – Tools for industry, Technology Analysis – Trajectories of Technology, Alliances: Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances Concerns in Alliances

**UNIT III MERGER& ACQUISITION****12 Hours**

Merger and Acquisition of Technology, Strategic Reason for Merger and Acquisition, Types of Acquisition and Merger– Methods – Internal Development – External Development – Acquisition Sources – Acquisition Decision.

**UNIT IV INNOVATION****12 Hours**

Definition of Innovation – Management Innovation – Process – Making Decision for Management innovation –tools for innovation – process innovation – concept and types of process innovation – techniques in process innovation.

**UNIT V TECHNOLOGY TRANSFER****12 Hours**

Technology Transfer–Definition–Classification and Significance – elements of transfer process – types of technology process- types of technology transfer – status of technology in India – technological changes in the future.

**Total Hours : 60 Hours****Course Outcome**

- CO1:** Identify the range, scope & complexity of technological innovations in business.
- CO2:** Evaluate alternatives for technology planning
- CO3:** Identify drivers and barriers to technological innovation within an organization.
- CO4:** Devise strategies to manage technological innovation.
- CO5:** Recognize the technology transformation process.

**Pedagogy**

Classroom Lectures, Case Discussions, Analysis of Industries, Article analysis

**Member Secretary/ Academic Council**

**TEXT BOOKS:**

1. Handbook of Technology Management – Gaynor, McGraw Hill Publications, 2014

**REFERENCES:**

1. Strategic Technology Management, Betz. F. McGraw Hill Publications. 2011
2. Management of Technology, Tarek Khalli, McGraw Hill Publications., 2014

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<b>CO 4</b>	3	2	1	1	2	1	2	3	2	2	2	3
<b>CO 5</b>	3	2	3	3	3	2	1	1	1	1	1	3

**3= Strong****2=Medium****1=Weak****Member Secretary/ Academic Council**

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PEO 2	3	2	3	2	2
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