

EMPLOYABILITY

S.No	Subject Name	Subject Code	Description
1	Business Statistics	118BAT01	Employability- This Course help the students with good technical understanding and subject knowledge, employers often outline a set of skills that they required for job opportunities.
2	Management Concepts and Practices	118BAT02	Employability-This Course helps as the systematic process of creating effective managers.
3	Management Accounting for Business Decisions	118BAT03	Employability-This Course helps to absorb about basic accounting fundamentals and to prepare financial statements
4	Economic Analysis for Business	118BAT04	Employability- This Course helps in providing income to poor families, revives domestic demand for goods and services, and stimulates overall growth
5	Organisational Behavior	118BAT05	Employability-This Course helps analyzes the effect of social and environmental factors that affect the way employees
6	Legal Aspects of Business	118BAE01	Employability-This Course helps for Start-up name should be legal and must not violate the legal rights of others
7	Information Management	118BAE11	Employability-This Course helps by boosting knowledge and skill will put you in a position where your career can move forward into managerial roles
8	Executive Communication	118BAP01	Employability-This Course helps for ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.
9	International Business Management	218BAT06	Employability-This Course give students an understanding of the different business management practices found all over the world
10	Optimization Techniques	218BAT07	Employability-This Course helps for analysts write memos, reports, and other documents explaining their findings and recommendations
11	Human Resource Management	218BAT08	Employability- This Course helps recruiting new hires, evaluating employee performance, ensuring fair compensation and benefits, training employees and supporting education and development, and protecting the health and safety of all employees
12	Marketing Management	218BAT09	Employability-This Course helps in identifies market opportunities and


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			comes out with appropriate strategies for exploring those opportunities profitably
13	Financial Management	218BAT10	Employability-This Course helps assist designed to replicate the role of a senior financial executive or advisor
14	Operations Management	218BAT11	Employability-This Course helps in a business organisation because it helps effectively manage, control and supervise goods, services and people
15	Total Quality Management	218BAE21	Employability- This course is management framework based on the belief that an organization can build long-term success by having all its members, from low-level workers to its highest ranking executives, focus on improving quality and, thus, delivering customer satisfaction
16	Data Analysis and Business Modelling	218BAP02	Employability-This Course helps Social statistics and quantitative data analysis are key tools for understanding society and social change for job
17	Managerial Skill Development - 1	218BAV01	Employability- This course helps in the knowledge and ability of the individuals in a managerial position to fulfil some specific management activities or tasks
18	Strategic Management	318BAT12	Employability-This Course helps in Setting effective goals for employees and involving them in organisational objectives can improve overall performance
19	Business Research Methods	318BAT13	Employability-This Course helps in acquiring detailed information of all the areas of business and using such information in maximizing the sales and profit of the business for betterment of Job
20	Industrial Relations and Labor Legislations	318BAH01	Employability-This Course helps for multidisciplinary field of study which examines the interrelations of varying complexities between employers and employees, employer organisations and the state with trade and labour unions
21	Performance Management	318BAH02	Employability-This Course helps for ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.
22	Training and Development	318BAH03	Employability-This Course helps acquiring specific knowledge that employees can apply instantly to bring about significant improvements in their current job roles


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23	Derivatives Management	318BAF01	Employability-This Course helps in risk reduction through hedging, ensuring market efficiency, deal price discovery of the underlying asset
24	Security Analysis and Portfolio Management	318BAF02	Employability-This Course helps in analysis of tradeable financial instruments called securities It deals with finding the proper value of individual securities enhances job opportunity
25	Merchant Banking and Financial Services	318BAF04	Employability-This Course helps in identifying which financial institution should be preferred for term loans in Job opportunity basis
26	Strategic Brand Management	318BAM01	Employability-This Course help to support in getting or improving brand recognition, boosting revenue, and achieving long-term business goals
27	Retail Management	318BAM02	Employability-This Course helps in developing as a store manager, retail managers, retail buyers, retail designers, visual merchandisers, merchandise planning and product developers
28	Services Marketing	318BAM03	Employability-This Course helps in the form of marketing businesses that provide a service to their customers use to increase brand awareness and sales
29	Project Management	318BAO01	Employability-This Course helps plan and implement projects from start to finish in order to help an organization meet its goals
30	Services Operations Management	318BAO02	Employability-This Course helps in synchronize and perform the activities and processes required to deliver and manage services at agreed levels to business users and customers
31	Supply Chain Management	318BAO03	Employability-This Course helps in handling of the entire production flow of a good or service for enhancing job betterment
32	Summer Internship Training	318BAP03	Employability-This Course help the students to build their resumes and take the first step towards a successful professional
33	Managerial Skill Development -II	318BAV02	Employability- This course helps in the knowledge and ability of the individuals in a managerial position to fulfil some specific management activities or tasks
34	Project Work	418BAP04	Employability-This Course help the students to build their resumes and take the first step towards a successful professional


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SKILL DEVELOPMENT

S.No	Subject Name	Subject Code	Description
1	Business Statistics	118BAT01	Skill Development-This Course help in the transferable skills needed by an individual to make them skilled.
2	Management Concepts and Practices	118BAT02	Skill Development- This Course help develop managers/executives for better performance on their present job
3	Management Accounting for Business Decisions	118BAT03	Skill Development-This Course helps to mature in financial analysis skills and to learn to prepare fund, cash flow statement, estimated working capital and receivables management
4	Economic Analysis for Business	118BAT04	Skill Development-This Course helps in the transferable skills needed by an individual to make them 'employable'
5	Organisational Behavior	118BAT05	Skill Development- This Course helps in bring a change in the values, norms, attitudes, perception, and behavior of people
6	Legal Aspects of Business	118BAE01	Skill Development-This Course helps in learning Business Law deals with the laws on the basis of which every deal between people and commercial firms are governed
7	Information Management	118BAE11	Skill Development-This Course helps for studying of people, technology, organizations, and the relationships among them
8	Executive Communication	118BAP01	Skill Development-This Course helps in improving the abilities that the students uses when giving and receiving different kinds of information
9	International Business Management	218BAT06	Skill Development-This course support students able to work, communicate, sell to or buy from people in different countries, working in different times zones, with different ways of doing things is essential
10	Optimization Techniques	218BAT07	Skill Development-This Course helps in developing and applying advanced analytical methods to improve decision-making
11	Human Resource Management	218BAT08	Skill Development- This Course helps workers meet organizational standards, cuts down replacement costs and improves workplace performance
12	Marketing Management	218BAT09	Skill Development-This Course helps in development of content management,


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			social media, responsive design, partner management, analytics, knowledge of the latest tech tools, distributed experts skills, people skills, and team building / motivation
13	Financial Management	218BAT10	Skill Development-This Course helps in using a wide range of skills to balance budgets and recommend investments
14	Operations Management	218BAT11	Skill Development-This Course helps by learn to support company strategies that enhance efficiency in the process successfully
15	Total Quality Management	218BAE21	Skill Development- This course helps to determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement
16	Data Analysis and Business Modelling	218BAP02	Skill Development-This Course helps in providing data analysis for descriptive and bivariate statistics, numeral outcome predictions and predictions for identifying groups
17	Managerial Skill Development - 1	218BAV01	Skill Development- This course helps to planning, organizing, leading, and controlling, managers must use a wide variety of skills
18	Strategic Management	318BAT12	Skill Development-This Course helps ability to assess the impact of issues or challenges beyond the organization that might arise or will have a future impact on any potential strategy
19	Business Research Methods	318BAT13	Skill Development-This Course helps as unique opportunity to develop the academic skills and research mindset
20	Industrial Relations and Labor Legislations	318BAH01	Skill Development-This Course helps correct the imbalance of power between the worker and the employer; to prevent the employer from dismissing the worker without good cause; to set up and preserve the processes by which workers are recognized as 'equal' partners in negotiations about their working conditions
21	Performance Management	318BAH02	Skill Development-This Course helps in the identification of capability of an individual to channel the talents of employees towards the attainment of organizational goals
22	Training and Development	318BAH03	Skill Development-This Course helps in initiatives are educational activities within an organization that are designed


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			to improve the job performance of an individual or group
23	Derivatives Management	318BAF01	Skill Development-This Course helps for purpose of a derivative for the management and especially the mitigation of risk
24	Security Analysis and Portfolio Management	318BAF02	Skill Development-This Course support in identification of strengths, weaknesses, opportunities and threats in the choice of debt vs. equity, domestic vs. international, growth vs. safety, and many other trade-offs encountered in the attempt to maximize return at a given appetite for risk
25	Merchant Banking and Financial Services	318BAF04	Skill Development-This Course helps to identify conduct fund raising, financial advising and loan services to large corporations
26	Strategic Brand Management	318BAM01	Skill Development-This Course helps in understanding the market place to find where the brand can fit in and resonate. Defining the brand positioning and thinking strategically about a brand's functional and emotional benefits. Performing competitor analysis to gain a strategic market advantage
27	Retail Management	318BAM02	Skill Development-This Course helps for specific set of skills that enable retail managers to supervise sales operations, manage a sales team, provide excellent customer service and sell products to consumers
28	Services Marketing	318BAM03	Skill Development-This Course helps to know how great customer service leads to better customer loyalty, higher revenue, and lower costs
29	Project Management	318BAO01	Skill Development-This Course helps to identify plan, manage, execute and finish projects. Both hard and soft skills are a part of the project management skills because they help delegate and prioritise tasks, manage resources, analyse problems, report progress and analyse project performance
30	Services Operations Management	318BAO02	Skill Development-This Course helps to maintain business satisfaction and confidence in IT through effective and efficient delivery support of agreed services
31	Supply Chain Management	318BAO03	Skill Development-This Course support in developing ability to use data to track


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			orders and shipments, sales trends, demand and any weaknesses and inefficiencies
32	Summer Internship Training	318BAP03	This Course helps to improve knowledge and practical skills for their job to learn and apply theoretical concepts in real-life gain
33	Managerial Skill Development -II	318BAV02	This course helps to planning, organizing, leading, and controlling, managers must use a wide variety of skills
34	Project Work	418BAP04	This Course helps to improve knowledge and practical skills for their job to learn and apply theoretical concepts in real-life gain


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Course Objective

To learn the basic concepts of statistics, to impart the knowledge of basic probabilistic theory and to learn one dimensional discrete and continuous probability distributions occurring in natural phenomena.

To introduce the notion of sampling distributions and estimation theory, to acquire the knowledge of statistical techniques useful in decision making.

To study the relationships between the variables, time series analysis and index numbers.

UNIT-I: Role of Statistics in Business:

9+3

Introduction to statistics- Measures of Central tendency-Arithmetic Mean, Median, Mode - Measures of dispersion- Standard deviation and Variance – Graphical representation of data- Pie chart, Bar graph, Histogram and Ogives.

UNIT-II: Theory of Probability:

9+3

Axioms of probability - Conditional probability - Total probability – Baye’s theorem- Random variables - Probability mass function - Probability density function - Binomial, Poisson, and Normal distributions and their properties.

UNIT-III: Sampling Distribution and Estimation:

9+3

Introduction to sampling distributions- sampling distribution of a statistic: mean and proportion-application of central limit theorem sampling – standard error of a statistic. Estimation: Point and Interval estimates for population parameters of large sample and small samples- determining the sample size.

Unit IV: Testing of Hypothesis:

9+3

Tests for single Mean, Proportion, Difference of means (large and small samples) using Z-test and t-test – Tests for single variance and equality of variances using F-test – Chi-square test for Goodness of fit – Independence of attributes. Analysis of variance (ANOVA): Completely Randomized Design (CRD) (one way classification) – Randomized Block Design (RBD) (two way classification)

UNIT-V: Business Forecasting:

9+3

Correlation analysis: Karl Pearson’s Coefficient of Correlation- Spearman’s Rank Correlation. Regression Analysis: Least Square fit of a Linear Regression -Two lines of Regression - properties of regression coefficients. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index.

Total: 45 + 15 = 60 Hrs

Course Outcomes

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

- CO1:** To facilitate objective solutions in business decision making.
- CO2:** To understand and solve business problems
- CO3:** To apply statistical techniques to data sets, and correctly interpret the results.
- CO4:** To develop skill-set that is in demand in both the research and business environments
- CO5:** To enable the students to apply the statistical techniques in a work setting.

Text Books:

Levin R.I., Rubin S. David, “Statistics for Management”, Eight edition, Pearson, 2017.

[e-resource: Levin R.I., Rubin S. David, “Statistics for Management”, Pearson, 2019].

Reference books

1. Arora.P.N. and Arora.S., “Statistics for Management”, S.Chand & Company Ltd, 2009.
2. Keller, G, “Statistics for Management and Economics”, Cengage Learning (Textbook/ eBook), 2019.
3. e-resource: Anderson D.R., Sweeney D.J. , Williams T.A., Camm J.D., and Cochran J.J., “ Statistics for Business and Economics”, 13th edition, Cengage Learning (Textbook/eBook), 2018. Hard copy: [Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.]
4. Black Ken, “Business Statistics: For Contemporary Decision Making”, 10th edition (Textbook/eBook) ,Wiley, 2019.

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

118BAT02

Management Concepts and Practices

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Course Objective

This course presents a thorough and systematic coverage of management theory and practice.

It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility

It focuses on the basic roles, skills for effective and efficient achievement of goals

Unit I - Introduction

12

Management overview – evolution of management thoughts – Management is science or art? – Manager Vs Entrepreneur-Functions of management – types of business organizations-Environmental factors-Current trends and issues in Management.

Unit II -Planning

12

Planning – the meaning and purpose of planning – steps – types – MBO – Policies, Procedures and Methods – Nature and types of policies – Functional Policies – Decision Making – Process – Types of Decisions.

Unit III - Organizing

12

Organizing- Formal and informal organization – Meaning and Structure – Span of Control – Line and Staff Relationships – Staffing – Sources of Recruitment – Selection Process – Training – Methods – Departmentation – Organization Charts.

Unit IV - Leadership

12

Direction – Leadership – theories – Styles – Motivation – Theories – Types - job satisfaction – job enrichment – Co – ordination – Communication – Types – Process – Essentials.

Unit V-Controlling

12

Controlling in Management – Control Process – Innovation Management – Informational Technology in Management – Budgets – Techniques – Importance – Case Studies in General Management.

Total -60 Hrs

Course Outcomes

CO1: Explain the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.

CO2: Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems

CO3: Understanding concepts of Ethics, Delegation, Coordination and Team work.

CO4: Develop the skillset to have manage group behaviour in Organizations

CO5: Insights about the current trends in managing organizational behavior


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Text Books

Koontz Herald & Wehrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

References

Hellriegel, Jackson & Slocum-Management A Competency-Thomson South-western-2007.

Koontz Herald & Wehrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

Heinz Wehrich, Mark. V. Cannice & Herald Koontz-Management: A global and entrepreneurial Perspective-Tata McGraw Hill-2008.

Pettinger-Introduction to Management-4e-Palgrave Macmillan-2007.

PC Tripathi, PN Reddy-Principles of Management-Tata McGraw Hill-2006.

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

118BAT03

Management Accounting for Business Decisions

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Course Objective

This course examines the principles of planning and control of business organizations.
This course examine techniques of planning and control of business organizations.
This course examine uses of accounting in the planning and control of business organizations from a management perspective.

UNIT I - Introduction

12

Introduction to Financial and Management Accounting, generally accepted Accounting Principles, conventions and concepts and systems of Book keeping. The Balance Sheet and related concepts, the Profit and Loss Account related concepts. Introduction- Journalizing, Ledger Transactions. Trail Balance- Preparing Final Accounts with adjustments.

Unit II - Financial Statement Analysis

10

Analysis of Financial Statements Financial Ratio Analysis-Classification of Ratio-Interrelationship between Ratios-Du-Pont analyses

Unit III -Fund Flow Analysis

11

Fund Flow Analysis – Importance and procedure for preparing a fund flow statement – schedule of changes in working capital – funds from operation statement – fund flow statement – limitations of fund flow statement


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Unit IV -Cash Flow Analysis**11**

Cash flow analysis – importance and procedure for preparing cash flow statement – cash from operation statement – cash flow statement – limitations of cash flow statement

Unit V- Budgets and Budgetary Control**12**

Budgets and Budgetary Control - Classification of Budgets- Production Budget- Sales Budget- Cash Budget- Flexible Budgets- Zero base Budgeting.

Total – 56Hrs**Course Outcomes**

CO1: Understand the role of different branches of accounting i.e. Financial Accounting, Cost Accounting and Management Accounting and able to understand the balance sheets of a Company under Company's Act, Banking Company and Insurance Company.

CO2: Analyse the Financial Statements through various tools like ratio analysis, fund flow and cash flow etc.

CO3: Prepare the Fund Flow Statement and Working capital.

CO4: Apply the management and cost accounting techniques for decision making

CO5: Assess the accountancy standards of practices in India

Text Books

M.Y.Khan and P.K.Jain - Management Accounting Tata McGraw Hill Publishing Company Ltd

M.A.Sahaf - Management Accounting (Principles and Practice): 2013 edition Vikash Publishing House Pvt Ltd, New Delhi.

References

R.S.N.Pillai and Bagavathi – Management Accounting, S.Chand and Co.Ltd., New Delhi(2010 Edition)

Bhattacharya S.K. John Dearden – Accounting For Management Text and Cases, (2000 edition) – Vikash Publishing House Pvt Ltd, New Delhi.

CharelesT.Horgen – Introduction to Management Accounting 16 edition Prentice Hall New Delhi.

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

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118BAT04

Economic Analysis for Business Decisions

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Course Objective

The purpose is to apply a series of basic economics principles to the decision making process within the firm.

Issues related to optimal pricing strategies, demand forecasting and optimal financing To appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools

Unit I–Introduction

11

Nature and scope of Managerial Economics - Managerial Economics and Microeconomics - Managerial Economics and Macro-economic - Applications of Economics in Managerial decisions making - Profit Maximization, Sales Maximization.

Unit II –Demand Analysis

10

Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting methods

Unit III - Production and Cost

12

Production and Costs – Meaning of Production Function - Law of variable proportions - Law of Supply and Elasticity of Supply - Costs and Cost Functions - Short Terms Costs and their use on decision making - Determinants of costs - Break Even Analysis.

Unit IV – Pricing and Market Structure

11

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing policies and Methods

Unit V - Macro Economics

12

National Income Concepts - methods of calculating of NI and difficulties in calculating of NI – PPP-Business cycle – theories of business cycle – phases of BC –Inflation – types – Causes of Inflation – effects of Inflation –control of inflation – balance of trade – BOP – foreign exchange – determinant of foreign exchange.

Total – 56 Hrs

Course Outcome: At the end of the Course, the Student will be able to:

CO1: Apply the intuition for analyzing economic problems from a managerial perspective in an organizational & business context.

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CO2: Analysis the basic tools that structure the microeconomic problems for optimal decision-making.

CO3: Comprehension knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty.

CO4: To have the understanding of economic environment of business.

CO5: To study about the policies that regulate economic variables

Text Books

Managerial Economics in a Global Economy, Dominick Salvatore, 2018, 9th Edition, OUP New Delhi.

References

Managerial Economics, Maheshwari&Varshney, 2014, Sultan Chand & Sons, New Delhi.

Managerial Economics, Mote, Samuel Paul & Gupta, 2017, TMI, New Delhi.

Business Economics, Mithani& Gopala Krishna Murthy, 2018, Himalaya Publishing House, New Delhi.

Managerial Economics, Craig Peterson, 2015, PHI, New Delhi.

Managerial Economics, Dwivedi, 2017, Vikas Publications, New Delhi.

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

118BAT05

Organizational Behavior

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Course Objective

To give a comprehensive view on the individuals behavior and Personality

To give a comprehensive view on the groups behavior Motivation


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To give a comprehensive view in diverse organizations and on organizational structure and processes

Unit I - Introduction to OB	12
Meaning & Importance of OB - Historical Development & Contribution Disciplines - Foundation of individual behavior and individual decision making - Values attitudes & job satisfactions	
Unit II- Personality & Motivation	10
Personality – Basic concepts and theories - Perception - Basic concepts and factors influencing - Motivation - Theories – Content theories and process theories– Problems in motivation	
Unit III - Group Dynamics	10
Foundation of group behavior - Types of groups - Group Norms and Cohesive group Roles - Understanding work teams	
Unit IV- Organizational Culture & Learning	12
Elements of organizational culture - Organizational culture and performance - Changing and strengthening culture - Organizational socialization - Creating an ethical organizational culture - Sustaining organizational culture	
Unit V-Conflict, Power and Politics	12
Conflict process ,source of conflict - Structural approach to conflict management - Resolving conflict through negotiation - Organizational careers - Contingent workforce - Power and politics in organization - Work stress and its management - Cause and consequences - Stress coping strategies	

Total – 56Hrs

Course Outcomes

CO1: Understand and learn the effective interpersonal, team building and leadership skills.

CO2: Familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).

CO3: Improved the organizational performance through the effective management of human resources.

CO4: Students will have a better understanding of human behavior in organization

CO5: They will know the framework for managing individual and group performance


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Text Books

Robbins Stephen and Timothy A Judge Organizational Behaviour 15th edition
Prentice Hall(India)Pvt Ltd “2013”

References

MeshaneL.StevenvonGlinow Ann Mary Sharma R.Radha Books
OrganisationalBehaviour,Publisher Tata McGraw Hills “2006”
Robin Fincham Peter Rhodes, Principle of organizational Behaviour,oxford university
press,year”2005”
Luthan Fred ,organizational Behaviour ,Tata McGrawHill Year “2000”
Robbins Stephen P,Organizational Behaviour 12th edition Prentice Hall(India)Pvt Ltd
“2000”
DwivediR.S,HumanRelations and organizational Behaviour A Global perspective 5th
Edition Palgrave Macmillan Year “2006”

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

118BAE01

Legal Aspects of Business

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Course Objective

This course is designed to provide you with an overview of various legal concepts and principles impacting business.

It introduces you to a broad array of information and develops relevant skills encompassing the dynamic nature of the legal environment

Its relationship to the transactional and functional aspects of business

Unit I - Law of Contract

12

Contract – Meaning and Essentials of Valid Contract – Offer , Acceptance and Agreement - Formation of Agreement – Consideration in Contracts – Performance of the Contract – Void Contract, Voidable Contract – Contingent Contract – Breach, Damages and Compensation .

Unit II - Law of Partnership &Law of Sale of Goods

12

Partnership – Concept and Formation of Partnership – Kinds of Partners – Legal Relations between partners – rights of incoming and outgoing partners – Retirement and Expulsion – Dissolution of Firm. Law of Sale of Goods – Definition and essentials of a Contract of Sale – Goods and Their Classification – Sale and Transfer of ownership – Transfer of Title by non-


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owners - Guarantees & Warranties in sales contract - performance of sales contracts – unpaid sellers and his rights – remedies for breach.

Unit III - Negotiable Instrument Act **10**

Negotiable Instrument – Nature and requisites – Definition of promissory notes – Cheque and bill of exchange – holder for value and holder in due course – Types of Negotiation – Rights and duties of Collecting and Paying Bankers – Forgery.

Unit IV - Companies Act **11**

Major principles – Nature and Types of Companies – Registration – MOA – AOA – Prospectus and rising of Capital – Borrowing powers of the company – BOD – Auditors – Meeting – Winding up of Company – Corporate governance.

Unit V - Income and Sales Acts **11**

Corporate Tax planning, Overview of GST – Definition, Scope & Incidence of GST, Types of GST, Value Added tax – Concepts, Scope, methods of Vat calculation, practical implications of VAT.

Total: 56Hrs

Course Outcomes

CO1: Study the provisions of Law of Contract, Partnership and Sale of Goods Act.

CO2: Acquaint with basic negotiable instruments

CO3: Understand the fundamental provisions of Company Law & Law of Insurance.

CO4: Ability to understand the fundamentals of corporate tax and GST

CO5: Understand the role of consumer rights and cyber laws in the modern business environment

Text Book

P C Tulsian Business and Corporate Law TMH 2007

References

Pathak Legal Aspects of Business Tata McGraw Hill 2005

N.D. Kapoor Elements of Mercantile Law Sultan Chand & Sons 2003

C L Bansal Business and Corporate Laws Excel Books 2006

MC Kuchhal Deep Prakash Business Legislation for Management Vikas Publishing 2007

S.N.Maheshwari & Maheshwari, Business Regulatory Framework Himalaya Publishing House 2006


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

118BAE11

Information Management

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COURSE OBJECTIVE

The objective of the course is to help the student understand Application Software

The objective of the course is to the critical role of Information Systems in today's organizations

UNIT – I INTRODUCTION TO INFORMATION SYSTEMS 10

Foundation Concepts – Components of Information System – Types of Information System - Computer Based Information Systems -Business Information Systems – Success and Failure with IT- Strategic uses of IT – Role of IT in Re-engineering.

UNIT – II SYSTEMS AND APPLICATION SOFTWARE 12

Overview of Software -Systems Software -Operating Systems – Current, Workgroup and Enterprise - Operating System - Application Software -Overview of Application Software - Personal Application Software -Group Application Software - Enterprise Application software - Programming Languages.

UNIT - III DATABASE MANAGEMENT SYSTEM 11

Hierarchy of Data - Data Entities, Attributes and Keys - Database Approach - □Relational Database Model -Types of Database - Data Definition Language -Data Manipulation language - Data Control Languages - Popular Database Management Systems - Data Warehousing & Mining

UNIT –IV FUNCTIONAL ASPECTS OF MIS 12

Overview of MIS - Financial - Manufacturing -Marketing -Human Resource Management - Accounting & Geographic Information Systems -Overview of Decision Support system- What if analysis – Sensitivity Analysis – EIS- KMS – Artificial Intelligence Technologies in Business – Expert Systems.

UNIT – V ENTERPRISE RESOURCE PLANNING & SYSTEM DEVELOPMENT 11

Overview of ERP - Modules of ERP Packages - Popular ERP Packages -ERP Implementation - Overview of systems development - Systems Development Life Cycles – Prototyping – System Analysis – System Design – Implementation - Factors affecting systems development success.

Total: 56Hrs

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Course Outcomes

- CO1:** Understand the leadership role of Information Systems in achieving business competitive advantage through informed decision-making.
- CO2:** Understand the concepts system, application software and programming languages
- CO3:** Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.
- CO4:** Learn the various technologies in information system and its security.
- CO5:** Gains knowledge on effective applications of information systems in business.

Text Books

James O'Brien, Management Information System ,TMH 2007

Kenneth C. Laudon& Jane P. Laudon, Management Information System, PHI 2008.

Reference Books

Gordon B. Davis &Margrethe H. Olson, Management Information System ,TMH 2000

Ray Hackney & Dennis Dunn ,Business Information Technology Management, Palgrave Macmillan ,2006

Schultheis Management Information systems: The Manager's View ,TMH 2007

Ashok Arora&Akshaya Bhatia, Management Information system Excel Books 2006

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

118BAP01

Executive Communication

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COURSE OBJECTIVE

Technology based learning and inculcating various soft skills requires for the budding managers.

Designed to give a comprehensive view of business communication for the budding managers.

Developing oral presentations and clear writing skills for the business requirements.

Writing knowledge


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Project preparations and Article publications

Details of the Experiments

BUSINESS COMMUNICATION IN THE NEW MILLENNIUM : Communication Technology and its impact – E – Mail – E – Business – E – Commerce – Video conferencing.

MOBILE USAGE – Search engines – Google – You Tube – Facebook.

SPEECHES AND PRESENTATIONS: Soft skills - Verbal and Non - verbal communication - Principles of effective speech – Kinds of speeches

PRESENTATION SKILLS: Building self-confidence – Word power.

BUSINESS LETTERS: Three stages of writing business letters – Process of writing – Parts of a business letter – Types of letters

CAREER COMMUNICATION: Preparing resume – Interviews – Group Discussion – Interactive communication – Meetings – Minutes of meeting - Conference – Workshop – Symposium – Seminar.

REPORT WRITING: Preparation of Project report – Journal Article Format - Negotiations – Understanding Etiquettes.

Course Outcomes

CO1: Understand the fundamentals, scope and importance of communication in business.

CO2: Develop individual reading and listening skills

CO3: Develop an ability to communicate correctly and effectively on matters having relevance to day-to-day business operations.

CO4: In-depth understanding of interview skills

CO5: Ability to prepare Business reports

Text Books

Madhukar R K Business Communication Vikas Publishing House , 2nd Edition, 2012


Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, “Effective Business Communication”, Tata McGraw Hill, 10th Edition, 2009

References

Krizan, Merrier Jones, Business Communication, 6th Edition, Thomson Learning

Essentials of Business Communication ,Rajendra Paul & J.S. Korlahalli

Bovee, Thill, Schatzman, Business Communication, 7th Edition, Pearson Education, New Delhi


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

218BAT06

International Business Management

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COURSE OBJECTIVE

To facilitate the understanding of International Business concepts

To familiarize the understanding of multi-polar, multi-cultural world in International Business.

To support the students to have clear understanding about the different strategies in International Business.

UNIT I - INTRODUCTION

12

International Business – Internationalizing business-Advantages – Drivers of International Business, Domestic Vs. International Business- MNCs- Goals, Defenders and critics. Globalization: Implications, Challenges factors causing globalization of business - Role of GATT / WTO, Types of regional trade blocks (RTB), ECGC(Export Credit Guarantee Corporation of India) functions.

UNIT II - INTERNATIONAL BUSINESS ENVIRONMENT:

12

Cultural, social, political and legal, technological, economic and trade environment, regulatory, natural and demographic environment- Significance of international business environment- Transfer of technology ; levels, channels, issues, methods of transfer of technology. International Trade Policies, Laws, BRICS, G 7 and G 20 countries.

UNIT III - STRATEGIES AND STRUCTURE OF INTERNATIONAL BUSINESS

12

Strategy development in international business - Strategic options – Global portfolio management- Entry Strategies and Strategic Alliances; Ethno centric, polycentric, geocentric and reginocentric approaches – different forms of international business –advantages-organizational issues of international business – International organizational structures. Organizational structure and control system for international business: Centralized Vs Decentralized structure- functional, divisional, product based and matrix structure.

UNIT IV - INTERNATIONAL BUSINESS FUNCTIONAL STRATEGIES:

12

International Production Strategy-International Financing Strategy-International Human Resources Strategy; Domestic HRM and IHRM, Managing Expatriate and-International Marketing Strategy; Product Decisions, International Pricing, Marketing Channels, International Promotion

UNIT V - EXPORT PROMOTION, SOCIAL RESPONSIBILITY AND ETHICAL ISSUES IN INTERNATIONAL BUSINESS

12

Export Promotion: EOUs, Special Economic Zones, Export Houses, Financing Foreign Trade - Export Procedures, Central and state Govt. EXIM policies. Social responsibility and Ethics in International Business; managing CSR- Ethical issues faced by international businesses- National differences in ethics and social responsibility.

Total – 60Hrs

COURSE OUTCOME:

- CO1:** Students would be familiar with global business environment.
- CO2:** Students acquire clarity in international strategic management practices and get acquainted with functional domain practices.
- CO3:** Students would be familiar with conflicts situations and ethical issues in global business.
- CO4:** Ability to identify the various global production and supply chain issues and have an understanding of foreign-exchange determination system
- CO5:** Enhance the cognitive knowledge of managing business across the cultures

TEXT BOOKS:

John D Daniels, Lee H. Radebaugh, and Daniel P Sullivan, Prasanth Salman “International Business Environment”, : Pearson Education, 15th edition, New Delhi, 2016.

Francis Cherunilam, “International Business”, Prentice Hall of India, New Delhi, 2010.

REFERENCES:

Alain Verbeke, International Business Strategy, Cambridge University Press, Bangalore, 2nd edition, 2013

K. Aswathappa, “International Business”, Tata McGraw Hill Education, 6th edition, New Delhi, 2015.

Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.

Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata McGraw Hill, New Delhi, 2006.

Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

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<https://www.ru.nl/education>

<https://alexanderstreet.com/products>

<https://www.hu.nl/voltijd-opelidingen>


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

218BAT07

OPTIMIZATION TECHNIQUES

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COURSE OBJECTIVE

To provide necessary inputs for optimum utilization of resources by employing operational research techniques.

To apply the mathematical modeling in solving practical problems in industry.

To recognize the importance and value of optimization techniques to solve the real time problems.

UNIT I INTRODUCTION

12

Definition of Decision Models and Decision variables-Types of Decision Models-Steps involved in Decision Modeling- formation of LPP - Graphical method-Linear Programming-Simplex method-Big M method-Application of LP in Management – Sensitivity Analysis

UNIT II TRANSPORTATION AND ASSIGNMENT MODELS

12

Transportation and Assignment models-Initial solutions using North-West Corner Method, Matrix-Minima and Vogel's Approximation Method-Optimal Solutions by Modified Distribution Method-Assignment Problems – Models & Solutions-Salesmanship Problem

UNIT III SEQUENCING

12

Sequencing - Sequencing of 'n' jobs and '2' machines - 'n' jobs and '3' Machines 'n' jobs and 'm' machines.

UNIT IV NETWORK MODELS

12

Network models-PERT & analyzing the PERT network - CPM – critical path method Minimal Spanning Tree – Shortest Route – Vehicle Routing - Waiting Line Models - Structure of waiting line system.

UNIT V REPLACEMENT THEORY AND QUEUING MODEL

12

Replacement theory - Replacement Policy for Equipment which Deteriorates Gradually - Replacement of items that fail suddenly. Queuing models - Single channel waiting model with poison arrivals and exponential service times Single server model – infinite-population & finite population – Multi server model – infinite population

Total – 60Hrs

COURSE OUTCOME:

CO1: Formulate a managerial decision problem into a mathematical model

CO2: Understand Operations Research models and apply them to real-life problems.

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CO3: Able to design new simple models, like: CPM, PERT to improve decision making and develop critical thinking and objective analysis of decision problem.

CO4: Inventory management and job sequencing in manufacturing context

CO5: Queuing and replacement theories in real time scenario optimization

TEXT BOOKS:

1. ND Vohra, Quantitative Techniques in Management, 5th edition, McGraw Hill 2017
2. Sharma J.K, Operations Research, Laxmi Publications-New Delhi, 2013

REFERENCES:

1. Hamdy A. Taha Operative Research –An Introduction, 9th edition, PHI 2014
2. Harvey M. Wagner Principles of Operations Research PHI 2007
3. David R. Anderson Dennis J. Sweeney Thomas A. Williams Introduction to Management Science Thomson Learning, 13th edition 2012

WEBSITES:

1. <https://orc.mit.edu/>
2. www.learnaboutor.co.uk/

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

218BAT08

HUMAN RESOURCE MANAGEMENT

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COURSE OBJECTIVE

The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization

In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.


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UNIT I INTRODUCTION TO HRM

12

Meaning, Scope, Definition and Objectives of HRM –Importance of human factor-Challenges-Inclusive growth and Affirmative action- Functions of HRM and Models of HRM - Activities and Challenges of HRM - Role of HR Manager - HRM as Linked to Environmental changes.

UNIT II HUMAN RESOURCE PLANNING & RECRUITMENT, SELECTION 12

HRP – Need and Importance, HRP Process, Barriers to HRP - HR Planning process - Job analysis, Job description & Job specification - Job Rotation, Job enlargement & Job enrichment - Job evaluation – RECRUITMENT: - Recruitment -Process & Methods of Recruitment. SELECTION: - Selection process - type of tests & types of interviews - Designing and conducting the effective interview - Induction and Placement.

UNIT III WAGE AND SALARY ADMINISTRATION & APPRAISING AND MANAGING PERFORMANCE 12

Principles and techniques of wage fixation - Incentive schemes and plans. Appraisal process, methods, and potential problems in performance evaluations, Traditional Modern methods - Potential Appraisal - Methods to improve performance - Career Planning and Development

UNIT IV TRAINING AND EXECUTIVE DEVELOPMENT 12

Nature of Training – Methods of Training – Training Need Analysis- Training Design – Training Evaluation-Management Development –Succession Planning-Coaching.

UNIT V RECENT TRENDS IN HR

12

HR outsourcing - Managing Attrition and Retention - Collective Bargaining - Grievance Management - Quality of work life – HR Accounting and Audit – Whistle Blowing – Employee poaching - HRIS- Diversity of Workforce - Cause and procedure for employee termination - IOT role in HRIM and e – filing.

Total – 60Hrs**COURSE OUTCOME:**

CO1: Explain the importance of human resources and their effective management in organizations.

CO2: Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.

CO3: Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training

CO4: Students would be prepared to implement the concepts learned in the workplace.

CO5: Students would be aware of the emerging concepts in the field of HRM

TEXT BOOKS:


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- 1 K.Aswathappa Human Resource Management TMH, 2017.
 2 Dessler Human Resource Management, Pearson Education Limited, 2017

REFERENCES:

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2015
 2. Bernadin, Human Resource Management, Tata Mcgraw Hill, 14th edition 2015
 3. Scott Snell & George Bohlander Human Resource Management Thomson Learning 2009.
 4. VSP Rao Human Resource Management -2016.
 5. Raymond A. NoeJohn R. Hollenbeck Patrick M Wright Human Resource Management – Gaining a competitive advantage TMH 2007.

WEBSITES:

- www.hrmantra.com
<http://www.whatishumanresourcemanagement.com>
www.shrm.org
www.citehr.com

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

218BAT09

MARKETING MANAGEMENT

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Course Objective:

The objective of this course is to teach the students’ marketing concepts and techniques to they become acquainted with the duties of a marketing manager. To be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments. Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

Unit-I Introduction of Marketing	10
Marketing definitions and Concepts, Marketing Environment, marketing interface with other functional areas, marketing information system, definitions and process of market Research.	
Unit-II Customer Value and Marketing Mix	14


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Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets - Consumer Behaviour- cultural, Social and Personal Factors, marketing mix, developing products and branding - Product levels; classifying products, Product line and Product mix, Product Life Cycle, New Product Development.

Unit-III Marketing Strategy 12

Market segmentation- segmentation of consumer market, business market, market targeting - evaluating market segmentation, selecting target market segmentation, positioning - positioning maps, positioning strategy overall marketing strategy -CRM and retain strategy.

Unit-IV Distribution and Communication mix 12

Marketing Channels, Channel intermediates and functions, channel structure, alternative channel, channel strategy decisions. Promotional mix, advertising, public relations, sales promotion, personal selling, integrated marketing communications.

Unit-V Pricing Decisions and trends in marketing 12

Mark-up pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, Concept of Viral marketing, Rural marketing, Digital marketing, Social media, Neuro and Global marketing.

Total: 60 Hrs

Course Outcome: At the end of the Course, the Student will be able to:

CO1: Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

CO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.

CO3: Design themselves and members they work within a team when undertaking independent marketing management study.

CO4: Ability to analyze the nature of consumer buying behaviour

CO5: Understanding of the marketing research and new trends in the arena of marketing

Text Book

Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy 13/e,
Pearson Education, 2018.

Reference Books

Marketing Management, RamaswamyNamakumari, TMH 5/e 2015.
Marketing Management, RajanSaxena:, 4/e, TMH, 2016
Marketing Management Debases Pradhan, a casebook, Cengage Learning, 2015.
Fundamentals of Marketing, Marilyn A Stone & John Desmond, Routledge, 2016


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Marketing Management, concept, cases, challenges and trends, Govindarajan. M,
PHI, 2015.

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

218BAT10

FINANCIAL MANAGEMENT

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COURSE OBJECTIVE

To know the various sources of finance, to understand the various uses for finance and to familiarize oneself with the techniques used in financial management, Apply the risk-return analysis in investments, Apply and undertake the main financial decisions related to the acquisition, use and appropriation of funds for value maximization, Evaluate the role of finance in assets management, Apply the knowledge of finance in the public sector

UNIT – I INTRODUCTION

12

Meaning – Nature and Scope of Finance Management – Functions of Finance – Organisation of Financial Functions – Major Financial Decisions – Time value of Money – Features and Valuations of Shares and Bonds – Concepts of Risk and Return – Profit and Wealth Maximization.

UNIT – II INVESTMENT DECISIONS

14

Cost of capital – Significance – Determining components – Cost of Debt – Cost of Preference Capital – Cost of equity capital and the Capital Asset Pricing Model – Weighted Average Cost of Capital. Capital Budgeting – Principles – Nature – Evaluation Techniques – Payback Period Method – Accounting Rate of Return Method – Net Present Value method – Internal Rate of Return – MIRR – Modified Internal Rate of Return - Profitability Index Method – Discounted Payback Methods.

UNIT – III FINANCING DECISIONS

12

Financial Decision – Sources of Finance - Debt- Preference and Equity capital – Operating and Financial Leverage – Total Leverage - Capital Structure – Theories and policy – Optimum Capital Structure – Factors determining Capital Structure – Net Income and Net Operating Income Approaches – Theories of MM Approach – EBIT/EPS and ROI and ROE analysis.

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UNIT – IV DIVIDEND DECISIONS

12

Dividend Decisions – Issues and Importance – Factors Influencing Dividend Policy – Stability of Dividend – Significance – Relevance and Irrelevance Theories – Walter’s Model – Gordon’s Model and MM Model – Factors Determining Dividend Policies – Forms of Dividends - Bonus - Stock dividend - Buy back option.

UNIT – V WORKING CAPITAL MANAGEMENT

10

Working Capital Management – Concepts – Principles and Needs – Determinants – Accounts Receivables Management – Factoring – Inventory Management – Cash Management – Working Capital Finance – Trade Credit – Bank Finance – Commercial Paper.

Total – 60 Hrs

COURSE OUTCOME

CO1: Familiarized with the various sources of finance which a business house can mobilize, develop the ability to measure the risk and return of the various portfolios.

CO2: Implement investment decisions, the process and methods of evaluation of various investment proposals,

CO3: Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm, Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability

CO4: Understand how to decide the decision of capital structure and distribution of dividend

CO5: Assess the short-term and long-term sources of finance

TEXT BOOKS

Financial Management, Prasanna Chandra, Theory and Practice, 9th Edition, 2017, Tata McGraw-Hill Publishing Company Ltd.

Financial Management: Text, Problems and Cases by M Y Khan & P K Jain, 6th Edition, 2011, Publisher: Tata McGraw-Hill Publishing Company Limited, New Delhi.

Fundamentals of Financial Management by Van Horne and Hohn M. Wachowicz, JR. 13th Edition, 2009, Publisher: Prentice – Hall, India.

REFERNCE BOOK

Financial Management by Ravi M. Kishore., Edition, 2017, Taxman’s publishing House, New Delhi.


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Financial Management, theory and practice, Eugene F. Brigham and Michael C. Ehrhardt, 14th Edition, 2014, Thomson South-western

Financial Management, I.M.Pandey, 10th Edition, 2010, Vikas Publishing House Pvt. Ltd.

Strategic Financial Management by Ravi M. Kishore, 3rd Edition 2017, Taxman's Publishing House, New Delhi.

Advanced Accounting by Gupta R.L. and Radha Swamy M., Publisher: Sultan Chand & Sons, New Delhi.

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

218BAT11

OPERATIONS MANAGEMENT

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COURSE OBJECTIVE

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

UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT: 12

Historical milestones; manufacturing and service operations – characteristics; Introduction to Production- productivity (Efficiency and Effectiveness),-Production Management-Industry 4.0.

UNIT II: AGGREGATE PLANNING: 12

Capacity planning methods and strategies .Aggregate planning; definition and methods for aggregate planning - graphical method, matrix method

UNIT III: PRODUCT, PROCESS DESIGN: 12

Product design concepts, product innovation, product life cycle (PLC) and types of production systems – job, batch, assembly line and continuous production; process design for service;

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modularity and mass customization; cell manufacturing. Environmental sustainability and green manufacturing.

UNIT IV: SERVICE DESIGN:

12

Facility location and plant layout; Plant location considerations – local, regional, country level; Product and process layout, project type layout, and group layout. Introduction to Supply Chain Management - Yo-I-don and standardization - 5 R Principles.

UNIT V: INVENTORY MANAGEMENT:

12

Inventory Cycle, Economic order quantity (EOQ), Economic batch quantity (EBQ); Periodic review System; safety stock for Q and P system. Material requirements planning (MRP), Manufacturing Resource Planning (MRP II) - lot sizing policies-Lean manufacturing.

Total – 60Hrs

COURSE OUTCOME

- CO1:** Understanding the operations and operations management in organization.
- CO2:** Identify the roles and responsibilities of operations managers in different organizational contexts.
- CO3:** Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organization.
- CO4:** Ability to forecast demand and overcome bottlenecks
- CO5:** Provides insight to Quality management tools and practices.

TEXT BOOKS:

- Production and Operations Management – R Panneerselvam , Prentice Hall of India, 5th Edition. 2016.
- Operations Management – Mahadevan T, IIM - Bangalore.

REFERENCE

- Operations Management – Stevenson, Mcgraw Hill
- Operations Management – Russel and Taylor, Wiley
- Operations Management – Krajewski, Pearson

WEBSITES

- <https://managementhelp.org/operationsmanagement/index.htm>
- <https://hbr.org/topic/operations-management>
- https://en.wikipedia.org/wiki/Operations_management
- <https://www.cleverism.com/operations-management-definition-principles-activities-trends/>
- <https://www.journals.elsevier.com/journal-of-operations-management>


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

218BAE21

TOTAL QUALITY MANAGEMENT

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COURSE OBJECTIVE

- To learn the quality philosophies and tools in the managerial perspective.
- To facilitate the understanding of Quality Management principles.
- To facilitate the understanding of Quality Management process.

UNIT I INTRODUCTION

12

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

UNIT II TQM PRINCIPLES

12

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

UNIT III TQM TOOLS AND TECHNIQUES I

12

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

UNIT IV TQM TOOLS AND TECHNIQUES II

12

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

UNIT V QUALITY SYSTEMS

12

Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14001:2015 - Concepts, Requirements and Benefits - ISO 45001:2018-ISO 26000 and 27000 - Introduction-TQM Implementation in manufacturing and service sectors.

Total: 60 Hrs

COURSE OUTCOME

CO1: Evaluate the principles of quality management

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CO2: To explain how these principles can be applied within quality management systems.

CO3: Identify the key aspects of the quality improvement cycle

CO4: Critically appraise the organizational, communication and teamwork requirements for effective quality management

CO5: To select and use appropriate tools and techniques for controlling, improving and measuring quality.

TEXT BOOKS

Dale H. Besterfield, Pearson, Total quality Management, Pearson Education

Evans's. James, Lindsay M. William, The Management and Control of Quality,

Cengage Learning

REFERENCES:

Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwarsh, Rashmi Urdhwarsh, Total Quality Management, Revised Fourth edition, Pearson Education, 2015

Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, III Edition 2017

Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 6th Edition, Wiley India Pvt Limited, 2015.

James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2016.

Poornima M. Charantimath, Total Quality Management, Pearson Education, Fourth Edition, 2016

Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

WEBSITES

<http://www.evans.swlearning.com>

<http://asq.org/learn-about-quality/total-quality-management/overview/overview.html>

<https://managementhelp.org/quality/total-quality-management.htm>

www.cengage.com/international

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


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OBJECTIVE:

To have hands-on experience on decision modeling.

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

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Central Tendency and Variability	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Time Series Analysis	4
6	6	Portfolio Optimization	4
7	7	Risk Analysis & Sensitivity Analysis	4
8	8	Credit Risk Management	4
9	9	Transportation & Assignment	4
10	10	Probabilistic & Graphical Models	4
11	11	Queuing Theory	4
12	12	Inventory Models	4

Spreadsheet Software

SPSS

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TOTAL: 60Hrs

OUTCOMES :

CO1: Knowledge of spreadsheets and data analysis software for business modeling.


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CO2: Students would become acquainted with the scientific methodology in business domain. **CO3:** They would also become analytically skillful.

CO4: Ability to apply creativity in problem solving

CO5: Knowledge about radical and disruptive models of innovation

TEXTBOOKS

1. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010

2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approach to Decision Making, (13th edition) South-Western College Pub, 2011.

REFERENCES:

Hansa Lysander Manohar, "Data Analysis and Business Modelling using MS Excel", PHI Learning private Ltd, 2017.

William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.

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

Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012

Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

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

218BAV01

MANAGERIAL SKILL DEVELOPMENT -I

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COURSE OBJECTIVE:

Need for strengthening of soft skill and competencies.

Enhancing ethical and interpersonal sensitivity.

Gaining information and collaboration with industry.


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Managerial Skill Developments

1. Self-awareness
2. Empathy
3. Critical Thinking
4. Creative Thinking
5. Decision Making
6. Problem Solving
7. Effective Communication
8. Interpersonal Relationship
9. Coping with Stress
10. Coping with Emotion
11. Team Building
12. Grooming Skills
13. Goal Setting

COURSE OUTCOME

CO1:Development of understanding and practice personal and professional responsibility.

CO2: Demonstrate knowledge of personal belief.

CO3: Demonstrate knowledge of personal value.

CO4: Apply the comprehensive set of knowledge for business success.

CO5: Apply the comprehensive set of skills for business success.

TEXTBOOKS

1. David A. Whetten and Kim S. Cameron "Developing Management Skills"
Pearson, 2015.


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

318BAT12

STRATEGIC MANAGEMENT

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Course Objectives


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To make the students to understand the concepts of strategic management, strategy formation process and to help students to understand different types of strategies.
To enable students to implement, evaluate the strategies and apply strategic control processes.

To provide students industry cases and help them to create and develop new strategies

UNIT 1: STRATEGY AND PROCESS	11
Introduction- Concept of Strategy -Strategy Formation Process -Stakeholders in Business -Vision- Mission and Purpose- Business Definition- Objectives and Goals - Corporate Governance and Social Responsibility- External Environment - Porter's Five Forces Model.	
UNIT 2: COMPETITIVE ADVANTAGE	12
Competitive changes during industry evolution--Embryonic Stage-Matured and declining Stage Competitive structure - Globalization and Industry Structure--National Context and Competitive Advantage-Sources-Distinct Competitive Capabilities and Competencies-- Core Competencies-Generic Building Blocks of Competitive Advantage- Distinctive Competencies--Sources-- Evaluation of key resource -Avoiding Failures and Sustaining Competitive Advantage.	
UNIT 3: STRATEGIES	16
The Generic and Grand Strategic Alternatives - Stability- Expansion -Vertical integration - Mergers - Acquisitions - Cost leadership - Low Cost and Differentiation Strategy--Focus Strategy-Business Level Strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification Strategic Alliances - Building and Restructuring the Corporation--Strategic Analysis and Choice - Environmental Threat and Opportunity Profile (ETOP)-Organizational Capability Profile-Strategic Advantage Profile-Corporate Portfolio Analysis-SWOT Analysis - GAP Analysis - McKinsey's 7SFramework-GE9 Cell Model-Distinctive competitiveness - Selection of Matrix- Balanced Score Card.	
UNIT 4: STRATEGY IMPLEMENTATION AND EVALUATION	10
The Implementation Process - Resource Allocation- Designing Organizational Structure -- Designing Strategic Control Systems - Matching Structure and Control to Strategy -- Implementing Strategic Change.	
UNIT 5: STRATEGIC EVALUATION AND CONTROL	11
Politics -- Power and Conflict-Techniques of Strategic Evaluation and Control-Other Strategic Issues Managing Technology and Innovation-Strategic Issues for Non Profit Organizations- New Business Models and Strategies for Internet Economy.	
Total - 60 Hrs	

Course Outcomes: Upon successful completion of the course, students shall have ability to

CO1: Understand the strategic management process and competitive advantage

CO2: Realize the concepts of strategic management and different types of strategies.


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CO3: Ability to develop, implement the strategic control processes and new business models for internet economy

CO4: Facilitates to identify the various control systems required for organizational strategy implementation process

CO5: Enhances the cognitive knowledge about various strategic issues and development of new business models

Text books:

Charles WL Hill and Gareth RJ ones, Strategic Management Theory, An Integrated approach, Cengage Learning, 11/e, 2015.

Thomas L Wheelen, J David Hunger and KrishRangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 14/e, 2016.

Reference books:

Michael A Hitt Robert E Hoskisson R DuaneIrel and, Management of Strategy Concepts and Cases, Cengage Learning, 12/e, 2016.

Francis Cherunilam, Strategic Management, Himalaya Publishing House, 4/e, 2016.

Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3/e, 2009.

John A Pearce Richard B Robinson, Strategic Management Tata McGrawHill, 12/e, 2012

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

318BAT13

BUSINESS RESEARCH METHODS

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Course Objective

To develop research skills in view of investigating into the business opportunities as well as problems.

To inculcate the systematic manner of preparing research report after interpretation

To analysis of Research related data.

Unit I - Business Research

12

Introduction – Definitions – nature and scope – Significance - Research Process - Research Problem and Design - Defining and formulating the research problem - Identification and selection of problems in Management - Research design – meaning – Need – concepts - experimental design in Management

Unit II - Methods of Data Collection

12

Primary data collection:- Qualitative & Observation Research - Primary data collection techniques - Qualitative Research Techniques - Focus Groups, Depth Interviews, Projective Techniques

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Observation Research Techniques - Survey Techniques Questionnaire Design and Testing. **Secondary data collection**:-Role of secondary data in management research - Sources of secondary data - Limitations of secondary data

Unit III - Measurement & Scaling Techniques 12

Measurement in Research - Basic Scaling Techniques: Nominal – Ordinal - Interval – Ratio - Measuring Attitude: Comparative Rating Scale – Non Comparative Rating Scale - Itemized Rating Scale - Meaning & Relationship of Reliability & Validity

Unit IV - Sampling Techniques and Hypothesis Testing 12

Need for sampling - Basis of sampling - Sampling Process - Types of sampling – probability & non probability sampling, sampling error. Hypothesis – Introduction Study – Process – Significant types, type I, type II error.

Unit V - Data Analysis and Report Preparation 12

Multivariate Analysis: Factor Analysis – Cluster Analysis – Correspondence Analysis, Discriminant Functional Analysis and Conjoint Analysis – Application of SAS. Report Preparation – Interpretation and report writing – Meaning and techniques of interpretation – Significance of report writing – Different types and steps in report writing.

Total 60 Hours

Course Outcomes:

CO1: Students would become acquainted with the scientific methodology in business domain.

CO2: They would also become analytically skillful.

CO3: They would become familiar with the nuances of scientific communication.

CO4: Students would be able to analyze data and find solutions to the problems.

CO5: Students could prepare research reports

Text Books

Donald R.Cooper and RamcisS.Schindler, Business Research Methods, TMH, New Delhi, 2017.

Zigmand Business Research Methods, TMH, New Delhi, 2015.

References

C.R. Kothari Research Methodology, New Age Publications, New Delhi, 2001

Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.

Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.


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

318BAH01 INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS

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Course Objective

To promote a critical understanding of substantive and procedural labor laws.

The approach is to develop skills in handling legal issues in industrial relations

The approach is to develop skills in handling legal issues in other labor matters.

Unit I - Industrial Relations	12
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Trade Union Act 2001 – Codes of conduct - The Plantation Labor Act, 1951-The Equal Remuneration Act, 1976	
Unit II -Labor Legislations	12
Factories Act 1948 – Contract Labor Act 1970 – Industrial Disputes Act 1947 – Minimum Wages act 1948 – Payment of Wages (1936) Amendment Act 2017– Payment of Bonus (1965)Amendment Act 2015– EPF Act 1952	
Unit III - Welfare of Special Categories of Labor	12
Payment of Gratuity Act 1972 – Maternity Benefit Act 2017 – ESI Act 1948 - Child Labor – Female Labor – Contract Labor – Construction Labor – Agricultural Labor – Differently abled Labor– Social Assistance & Security	
Unit IV - Industrial Conflicts & Collective Bargaining	12
Employees Compensation(Amendment) Act,2017 - Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication – Legal Framework of Collective Bargaining	
Unit V - Labor Welfare & Industrial Safety	12
Concept – Objectives – Scope– Voluntary Welfare Measures – Statutory Welfare Measures –Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases.	
Total Hrs: 60	

Course Outcomes

CO1: Students will know how to resolve industrial relations.

CO2: Students will know how to resolve human relations problems and

CO3: They would promote welfare of industrial labour.

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CO4: Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship

CO5: Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention

Text Books

Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2011.

References

C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 20012.

RatnaSen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2015.

Srivastava, Industrial Relations and Labour laws, Vikas, 2007.

Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 4th Edition, 2013.

Subba Rao, Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2015.

“B.D. Singh”, Labour Laws for Managers, Excel Books, 2017.

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

318BAH02

PERFORMANCE MANAGEMENT

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Course Objective

To understand the importance of Performance Management in business and how it contribute to develop people performances.

Learn the main phases of performance improvement in the organizations for optimum results.

To know about the conduct of effective team performance appraisal assessments.

Unit I -Performance Management Perspectives 12

Overview of Performance Management – Dimensions of Performance Management –Process of Performance Management – Five factor model- Elements of effective Performance Management.

Unit II - Performance Planning and Review 12

Performance planning- Process of setting performance criteria – Performance review - Methodologies of performance planning – Process of performance planning - Performance-counselling –process and counselling interview


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Unit III – Performance Management System

12

Assessment of organizational performance needs – Establishing performance management process – Competency based PMS –Generic model of PMS –Importance of Performance Management System – Competency based PMS –Characteristics, purpose, process and components- Functions – Best practices in PMS.

Unit IV – Team Performance Management

12

Performance managing – Team performance management -work wheel and team performance-measuring and managing team performance - Seven rules of excellence for HR professionals – Performance linked reward system -HR balance score cards.

Unit V - Performance Management Implementation

12

Strategies for effective implementation of Performance Management -Performance management and mentoring- performance measurement methods – Past oriented – Future oriented - Ethics in Performance Management - Code of Ethics.

Total Hrs: 60**Course Outcomes**

- CO1:** Describe and apply insights of employee in the theoretical principles of performance of Appraisal
- CO2:** Classify and evaluate compensation theories.
- CO3:** Analyze the relationship between Traditional and Modern Methods of Performance Appraisal
- CO4:** Develop the skills, abilities, and practical elements of employee development
- CO5:** Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs

Text Books

Bhattacharyya, “Performance Management Systems and Strategies”, 1e, Pearson Education India, 2011.

References

1. “T.V.Rao”, Performance Management & Appraisal Systems, Response Books, 2016.
2. “Herman Aguinis”, Performance Management, Pearson education, 2008.
3. “Peter Ward”, 360 Degree Feedback, Jaico publishing house, 2006.
4. “DewakarGoel”, Performance Appraisal &Compensation Management, Prentice Hall of India, 2008.
5. “B.D.Singh”, Compensation & Reward Management, Excel Books, 2007.
6. “R.K.Sahu”, Performance Management System, Excel Books, 2007.
7. “Srinivas . R. Kandula”, Performance Management”, PHI, 2006 Edited by Frances Neale, Hand book of Performance Management, Jaico Publishing, 2008.


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

318BAH03

TRAINING AND DEVELOPMENT

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Course Objective

- To familiarize the students with the overall domain knowledge on training and development.
- To enable the understanding of how the organizations are conducting trainings for their people.
- To allow the students to acquire the ideas of becoming a corporate trainer.

Unit I - Introduction to Training

12

Definition and concepts – Training and Development a comparison - Objective of Training - Scope of Training – How Training Benefits the Organization - Current and Future Trends in Training – Role of training – Stakeholders in training.

Unit II - Analysis of Training Needs

12

Organization support for training need assessment – Types of TNA: organizational analysis - Task, Person. Analysis – Methods and Techniques of Training Need Analysis – Training needs Analysis and Process – Current competence and performance.

Unit III - Training Design

12

Prime Considerations while designing a Training Programme - Training Design Module - Budgeting for training. – Types of costs involved in training program – Developing objectives – Expectancy theory– Factors influencing transfer of training – Qualities of a professional trainer

Unit IV - Learning & Training Methods

12

Nature of Learning - Principles of learning – Methods of learning - Factors Influencing the learning process – Blooms Taxonomy of learning – Feedback about training - Training Methods – On the job - Off the job training methods – suggestions for making training effective.

Unit V - Implementation and Evaluation Training

12

Physical Arrangements - Tips for Trainer for Effective Implementation – Trainers skills and styles – Evaluation – Principles - Types of Evaluation Instruments –Dimensions of evaluation – Kirkpatrick's Model - Management Development - the need and importance of management development - management characteristics- training for executive level management.

Total Hrs: 60

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Course Outcomes:**CO1:** Able to get the overall ideas of training and development.**CO2:** Practice the on the job and Off the Job training methods.**CO3:** Capable of developing the training modules and become trainer.**CO4:** Develop the skills, abilities, and practical elements of employee development**CO5:** Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.**Text Books**

1. "Dr.B.Janakiram", Training & Development, Biztantra, 2008.

References

1. "R.K.Sahu", Training for Development, Excel books, 2005

2. "Rolf Plynton and UdaiPAreek", Training for Development, Vistaar Publications, 2007.

3. "Irwin.L.Goldstein", Training in Organisations, Thomson, 2007.

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

318BAF01**DERIVATIVES MANAGEMENT**

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Course Objectives

To understanding the students about the concepts of derivatives and its types and acquaint the knowledge of options, futures and hedging and the development position of derivatives in India.

To provide a comprehensive understanding of derivatives and introduce the analytics of derivative valuation

To understanding the application of derivatives in formulating simple corporate financial management strategies.

Unit I Introduction to Derivatives**12**

Introduction to Financial Derivatives – Types of Derivatives –Forwards, Futures, Swaps.
Options - Application of derivatives in Risk Management

Unit II Forwards & Futures**12**

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Forwards & Futures market- Mechanics of futures markets - Different categories of Forwards & Futures - Hedging strategies - Valuation- Determination of forward and futures prices - Risk management using Forwards and Futures

Unit III Swaps **12**

Characteristics of Swaps- Categories of Swaps- Mechanics of interest rate swaps - Currency swaps - Application- Valuation- Usage of Swaps in Risk Management

Unit IV Options **12**

Types of Options & their characteristics – Specification of stock options - Application of options- Valuation - Properties of stock options - Merton model - Binomial trees - The Black - Scholes Model –Risk Management using Options.

Unit V Other Derivatives **12**

Other derivatives - Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options - Derivatives Pitfalls - Current trends in India.

Total - 60 Hrs

Course Outcomes

Upon completion of this course, students should be able to:

CO1: Understand the structural differences among derivative instruments.

CO2: Understand how derivatives are traded in exchanges and/or OTC markets.

CO3: Price derivative securities with different pricing models

CO4: Use Derivatives for hedging and/or speculation purposes.

CO5: Providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

Text Books:

Sankarshan Basu John C Hull, Options Futures and Other Derivatives, Pearson Publication 9Th Edition, 2016.

John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008.

Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.

Hull.c.John, "Options, Futures and Other Derivatives" Pearson, Printice Hall sixth edition 2006.

Reference:

Durbin, Michael, "All about Derivatives" Tata Mcgraw Hill publications 1st Edition 2006.

Stulz, Risk Management and Derivaties, Cengage Learning, 1st Edition, 2008.

Varma, Derivaties and Risk Management, 1st Edition, 2008.

David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.

S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2008.

Website of NSE, BSE.


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

318BAF02 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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Course Objective

- A comprehensive introduction to the areas of security analysis and portfolio management
- To equipping them with advanced tools
- To learn techniques for making profitable investment decisions.

Unit I - Introduction	12
Investment and Speculation – Investment Alternatives – Security Market Indications – Security Contract Regulations Act – Investor Protection Act.	
UnitII - Capital Markets	12
Overview of Capital Markets – New Issue Markets and Problems – Securities and Exchange Board of India –Natures and functions of Stock Exchange – BSE – NSE – ISE – OTCEI – NSDL.	
Unit III - Forecasting	12
Prediction of Share Prices- Factors influencing Share prices – Forecasting Stock Prices – Fundamental Analysis – Technical Analysis.	
Unit IV - Portfolio Management	12
Portfolio Construction-Approaches in portfolio construction –Determination of objectives – Selection of portfolio-Portfolio theory – Markowitz model – The Sharpe Index model – CAPM.	
UnitV - Portfolio Evaluation	12
Mutual fund-Types of mutual funds- Sharpe’s performance index-Treynor’s performance index-Jensen’s performance index. Portfolio Revision - The formula plans- Assumptions of the formula plan – Variable ratio plan.	
Total – 60 Hrs.	

Course Outcomes

- CO1:** Understand the functional areas of Capital Market.
- CO2:** Gaining knowledge on Fundamental and Technical Analysis.
- CO3:** Getting exposure on share trading in share market.
- CO4:** Explain how to construct an efficient portfolio
- CO5:** Explore the various methods through which portfolio evaluation could be done


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Text Books

Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management 6th edition Prentice Hall of India Pvt Ltd New Delhi, 2009.

V.A.Avadhani – Security Analysis & Portfolio Management –12th edition Himalaya Publishing House, 2019.

References

PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publication Pvt. Ltd., 2013.

S. Kevin, Portfolio Management, Prentice Hall of India, 2007.

Donold.E.Fischer&Ronald.J.Jordan, Security Analysis & Portfolio Management, Prentice Hall of India, 2007.

Dhanesh Kumar Khatri, Investment Management and Security Analysis, Macmillan, 2007.

Robert. A.Strong, Portfolio Management”, Jaico Publishing, 2001.

S. Kevin, Security Analysis and Portfolio Management, PHI, 2008.

Prasanna Chandra, Investment Analysis & Portfolio Management, 2nd Edition, TMH, 2007.

Bhalla&Tuteja, Investment Management, Sultan Chand & Sons, 2003

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

318BAF04 **MERCHANT BANKING AND FINANCIAL SERVICES**

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Course Objective:

- Recognize the functions of various financial service organizations
- Discuss the benefits merchant banking services in issue management
- Identify the role of intermediaries and to suggest companies an appropriate financial product to raise funds for business

UNIT – I Introduction to Merchant Banking

12

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banks - Legal and Regulatory Framework.

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UNIT – II	Issue Management	12
Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers.		
UNIT – III	Other Fee Based Services	12
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.		
UNIT – IV	Fund Based Financial Services	12
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.		
UNIT – V	Other Fund Based Financial Services	12
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.		
		Total: 60 Hours

Course Outcome:

- CO1:** Understanding the functions of various financial service organizations.
- CO2:** Gaining knowledge on merchant banking services in issue management.
- CO3:** Getting exposure on financial products and funds raising.
- CO4:** Good knowledge on merchant banking activities
- CO5:** Getting Knowledge on Factoring and forfeiting

Text Books

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2008.

References:

1. Machiraju, Indian Financial System, Vikas Publishing House, 4th Edition, 2010.


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2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, NewDelhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 1st Edition,2008.
5. Website of SEBI

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

318BAM01

STRATEGIC BRAND MANAGEMENT

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COURSE OBJECTIVE

To formulate effective brand strategies to build and manage brand equity

To evaluate an actual firm's branding strategy using brand audit methodology

To have hands-on practice of a "new" brand design

UNIT - 1 Introduction to Branding: 12

Introduction to strategic brand management, brand elements, brand associations. Brand image, brand personality, brand perception on the perceptual map, Brand mantra.

UNIT – 2 Brand Equity and Brand Extension: 12

Brand equity, CBBE 3 key ingredients and step in creating strong CBBE, David Aaker's brand equity model, Brand value chain, design the brand tracking to measure the brand effectiveness, introduce the brand extension, the model to reinforce the brand, the model to revitalize the death brand.

UNIT – 3 Product/Service Differentiation Strategies: 12

Width & length of product mix, differentiation strategies, design the qualitative research to capture the customer's, mindset measure the brand awareness, understand the scale measurement to measure the brand image.

UNIT – 4 Understand the Brand Portfolio: 12

To construct the brand portfolio, brand hierarchy build the equity at different level in the brand hierarchy, design the branding strategies and the principles in designing and implementing, the branding imitation strategies and brand consolidation, brand Growth share market matrix to grow the corporate

UNIT – 5 Making Brands go Global: 12

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Sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, organization for a global brand, pathways to globalization. Case studies

Total: 60 Hrs

COURSE OUTCOMES

CO1: Demonstrate knowledge of the nature and processes of branding and brand management

CO2: Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.

CO3: Analyze and discuss contemporary brand related problems and develop appropriate strategies

CO4: Have a solid understanding of the key ‘branding’ concepts, methods and tools used by marketing practitioners.

CO5: Be able to more confidently engage in and contribute to ‘brand building’ projects, developments, and discussions.

Text Books

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 5e Pearson Education – Kevin Lane Keller, 2020.
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication, 2007.

References

1. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
2. Brand Imitations – Dr S SKaptan, Dr S Pandey – HPH, 1/e, 2004
3. Brand Management, Tapan Panda, 2/e, Excel Publication
4. Managing Indian Brands – S Ramesh Kumar – Vikas
5. Strategic Brand Management- Richard Elliott & Larry Perelu, Oxford Press.

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

318BAM02

RETAIL MANAGEMENT

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Course Objective

The Course aims at developing understating about the concepts, strategies, various functions, operations, activities and problems of Retail business decisions.

To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

To improve student's capacity to identify current marketing activities engaged by retailing organization and use of technology in retailing

Unit I - Introduction

12

Definition and scope of Retailing – Key Drivers of Retailing in India - functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario- Opportunities in Retailing - Global Retail market.

Unit II - Retail format

12

Delivering value through retail formats: Store Based Retail Formats – Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non-Store Based (Traditional) Retail Mix and Non- Traditional Selling – Traditional Retailing, Non – Traditional Retailing and Other Emerging Retail Formats

Unit III Retail Operations

12

Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management

Unit IV - Retail Market Segmentation and Consumer Buying Decision

12

Criteria for Evaluating market segment - Approach for segmenting market - Selection of Promotion mix - Market Targeting - Customer Profile - Market Segmentation in India- Consumer buying decision – Consumer buying process – Types of buying decision and factors affecting buying decision.

Unit V – Technology in Retailing, Social and Ethical Issues in Retailing

12

E-retailing and Technology in Retailing– Retaining through Internet – Factors Affecting Internet Buying Decisions – Traditional Retailing Vs E- Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc. Social and Ethical issues in retailing.

Total – 60Hrs

Course Outcome:

CO1: Students would be familiar with retail business environment, opportunities and obstacles.

CO2: Students acquire clarity in retail management practices and get acquainted to design the strategies to achieve those goals.

CO3: Students would be familiar with use of technology in retailing business.

CO4: To understand analysis of store location, merchandising, products and pricing.


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CO5: To gain knowledge about shopping behaviour

Text Books:

1. Michael Levy, Barton AWeitz and Ajay Pandit, "Retailing Management" 9th edition, McGraw Hill publishing house, 2014.

2. Barry Bermans and Joel Evans, "Retail Management – A Strategic Approach", 13th edition, Pearson Education Limited, 2018.

Reference Books:

Swapna Pradhan , Retailing Management Test & Cases, Tata McGraw Hill, 2007

Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2004

Chetan Bajaj, Nidhi V Srivastava Retail Management Oxford University Press 2005.

Jim Dion Ted Topping Retail Business Jaico Publishing House 2006

A.J.Lamba, "The Art of Retailing", 1st edition, Tata McGrawHill, New Delhi, 2003

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

318BAM03

SERVICES MARKETING

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Course Objective

Examines the important and growing role services marketing plays in both consumer and organizational target markets.

Discussing current issues in services marketing and customer service strategies,

It focuses on effective CRM; key service delivery elements; and service recovery strategies that lead to the successful implementation of a customer focus.

Unit I - Introduction to Services

12

Nature of Services – Characteristics of Services, Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector; Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.

Unit II - Services Marketing Mix

12


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Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services.

Unit III - Promotion

12

Promotion - objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.

Unit IV - People

12

The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Servicescapes. Process: Service as a process & as a system – Different process aspects and managerial challenges – Strategies for managing inconsistency – Customer role in services – Customers as ‘co-producers’; Self Service Technologies.

Unit V- Customer Satisfaction & Service Quality

12

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model.

Total – 60 Hrs

COURSE OUTCOMES:

- CO1:** Analyse and critically evaluate differences between services and good drawing on the understanding of how these differences influence the practice of service marketing.
- CO2:** Identify and analyse the different components of the “Services Marketing Mix “for developing strategic thinking in service marketing.
- CO3:** Analyse and assess the relevance of service recovery
- CO4:** Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.
- CO5:** Recognise the challenges faced in services delivery as outlined in the services gap model

Text Books

Services Marketing – Valarie A. Zeithaml, Mary Jo Bitner Dwayne D.Gremler and Ajay Pandit TGH, 7th edition 2018.


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Services Marketing – Christopher Lovelock&Writz, 6th edition Pearson Education 2007.

Reference Books

Services Marketing – Rampal& Gupta, Galgotia publications 2000.

Essence of Services Marketing – Ardian Payne

Services Marketing – Helen Woodruff

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

318BA001

PROJECT MANAGEMENT

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Course Objective

To foresee or predict goals and life cycles of various types of projects.

To allocate and schedule the resources for project management

To assess performance indicators that will be used to access project success.

Unit I - Introduction to Project Management

12

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Scouting – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams – Turnkey Projects – Case study.

Unit II - Planning and Budgeting

12

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

Unit III - Scheduling & Resource Allocation

12

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

Unit IV - Control and Completion

12

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system – Project Monitoring and MIS – Project Evaluation, Auditing and Termination Project Management Software – Case study.

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Unit V - Project Organization & Conflict Management**12**

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

Total Hrs: 60**Course Outcome**

- CO1:** Practical applications of project management to formulate strategies allowing organizations to achieve strategic goals
- CO2:** To understand planning and budgeting for risk management and good performance of the organization
- CO3:** Critical-thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions using project evaluations
- CO4:** Ability to manage project organization
- CO5:** Ability to control and complete projects

Text Books

1. Samuel J. Mantel et al. Project Management – Core Textbook, First Indian Edition, Wiley India, 2006.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

References

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
3. John M. Nicholas and Herman Steyn, Project Management for Business, Engineering and Technology, Butterworth-Heinemann, 2008.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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CO4	3	3	3	3	3	3	2	2	3	3	1	3
CO5	3	3	3	3	3	3	2	2	3	3	2	3


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Course Objective

The key role service operations play in the economy. Differentiate between manufacturing and services and make the student realize the specific characteristics of service operations.

Students will be made to appreciate the importance of service quality.

The different tools for service operations management will also be introduced in order to equip the student to manage the service operations more efficiently and effectively.

Unit I - Introduction	12
Importance and role of Services - Nature of services - Service classification Service Package Service Strategy - winning customers- Internet strategies - Environmental strategies.	
Unit II - Service Design	12
New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Store size -Front-office Back-office Interface - Service scape – Implication for Service Design.Vehicle Routing and Scheduling	
Unit III - Service Quality	12
Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.	
Unit IV - Operating Services	12
Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location - Capacity Management in Services – Queuing models - Waiting Lines – Simulation -, Retail outlet location- Yield management.	
Unit V - Tools and Techniques	12
Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System – Method for customer selection.	
Total - 60Hrs	

COURSE OUTCOMES:

CO1: An understanding of the impact Operational capability has on decision making and options in business strategy and the linkage to operations strategy

CO2:A construct of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.

CO3:An investigation of the relationship between business strategy, operations strategy, process type, organizational and control structures the impacts these have on managerial decision making and choices.


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CO4: Apply models to design service facility

CO5: Ability to grow and sustain service business

Text Books

James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

Reference Books

Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

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

318BAO03

SUPPLY CHAIN MANAGEMENT

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COURSE OBJECTIVE

Understand the important role supply chain management plays in the modern economy.

The course will also introduce to the student various supply chain strategies.

Deployment of IT in SCM in order to enhance transparency and information sharing in the supply chain

Unit I - Supply Chain Management – Introduction **11**

Supply Chain Management types; Supply Chain Efficiency versus Responsiveness; Supply chain strategic Fit; Dimensions of Business Logistics; Value Chain Concepts; Supply Chain Drivers.

Unit II - Supply Chain Strategy and Planning **11**

Strategy for Supply chain Configuration and Network Planning; Forecasting for Supply chain; Facility location; capacity and aggregate planning.

Unit III - Procurement and Inventory Management **12**

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Reasons for Outsourcing; Supplier buyer relationships; Supplier Selection, development, and Integration; Supplier Evaluation and Vendor Rating; Major Considerations in Out sourcing; E-Procurement.

Unit IV - Transportation, Warehousing and Packaging 13

Transportation Modes and its Role in Logistics; Containerisation and Inter Modal Transportation; TOFC and COFC. Global Logistics; Warehousing and Material Handling; Packaging. Role of Logistics in electronic commerce and e-retail.

Unit V- Supply Chain Integration and Performance 13

Information Technologies and SCM; ERP and E-Business Suites, Supply Chain Performance Metrics and SC Risk Management. Supply Chain Sustainability; Sustainable Logistics and Manufacturing Practices; Green Logistics; Reverse Logistics and Cold SCM.

Total – 60 Hrs

COURSE OUTCOMES:

- CO1:** Exploration effective decision-making skills and critical thinking ability.
- CO2:** Demonstrate of relevant functional areas of management and their application in SCM
- CO3:** Understanding of alternate managerial decisions and identify optimal solutions
- CO4:** Understanding the role of logistics in supply chain performance
- CO5:** Awareness of innovations for sustainable supply chains

Text Books

Principles of Supply Chain Management – Wisner, Cengage, New Delhi, 2017
 Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra and Peter Meindel, Prentice Hall of India, 7e, 2019.

References

Strategic Logistics Management - Lambert and Stock, McGraw Hill, New Delhi, 2015
 Logistics: An Introduction to Supply Chain Management, Donald Waters, Palgrave Macmillan, Noida, India, 2016.
 Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi. MHI, 2015.

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


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COURSE OBJECTIVE:

- Need for strengthening of soft skill and competencies.
- Enhancing ethical and interpersonal sensitivity.
- Gaining information and collaboration with industry.

Managerial Skill Developments

- Resume Writing
- Group discussion skill development
- Interview skill
- Presentation skill
- Language Skill
- Body Language
- Business etiquette
- Interpersonal Relations
- Leadership skills

COURSE OUTCOME

- CO1:** Development of understanding and practice personal and professional responsibility.
- CO2:** Demonstrate knowledge of personal belief.
- CO3:** Demonstrate knowledge of personal value.
- CO4:** Apply the comprehensive set of knowledge for business success.
- CO5:** Apply the comprehensive set of skills for business success.

TEXTBOOKS

1. David A. Whetten and Kim S. Cameron "Developing Management Skills" Pearson, 2015.

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


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S.No	Course Code	Course Title
1	418BAP04	Project Work

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO 1	3	1	2	1	1	2	2	3	3	1	2	3
CO 2	3	1	1	2	1	3	2	3	2	1	2	2
CO 3	3	1	1	1	1	2	2	3	3	1	2	2
CO 4	2	1	1	2	2	3	3	3	2	1	1	2
CO 5	3	1	2	2	2	3	3	1	3	1	2	1


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ENTREPRENEURSHIP

S.No	Subject Name	Subject Code	Description
1	Management Concepts and Practices	118BAT02	Entrepreneurship-This course helps critical function is to translate leadership and Entrepreneurship objectives
2	Economic Analysis for Business	118BAT04	Entrepreneurship- This Course helps in development is the time one invests in to improve their proficiency and to stay future-ready, any agilities that one follows as a passion
3	Organisational Behavior	118BAT05	Entrepreneurship-This Course helps on the individuals, the groups and the organization and also on their interactional relationships
4	International Business Management	218BAT06	Entrepreneurship-This Course teach students a wide range of skills including developing new products and ideas, business processes to start a new venture, and evaluating a new business
5	Human Resource Management	218BAT08	Entrepreneurship-This Course helps as acts as a supporter to perform the entrepreneurial activities effectively and efficiently
6	Marketing Management	218BAT09	Entrepreneurship-This Course helps as a strategies, tools and analyses used in promoting a business. Businesses use marketing management techniques to identify opportunities for growth and connect effectively with new target markets
7	Data Analysis and Business Modelling	218BAP02	Entrepreneurship-This Course helps in profit-making plan which defines the products or services it will sell, its target market, and any expected business growth
8	Managerial Skill Development - 1	218BAV01	Entrepreneurship- This course helps certain attributes or abilities that an executive should possess in order to fulfil specific tasks in an organization to run successfully
9	Strategic Management	318BAT12	Entrepreneurship-This Course helps in develops entrepreneurial processes to develop current and future competitive advantage in promising product markets


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10	Performance Management	318BAH02	Entrepreneurship-This Course helps in promotion and development Programmes are being organized regularly to nurture the talent of youth by enlightening them
11	Training and Development	318BAH03	Entrepreneurship-This Course helps in enhancing the knowledge and skill of entrepreneurs through several classroom coaching and programs, and training.
12	Summer Internship Training	318BAP03	Entrepreneurship-This Course helps to allow the students to get real-world industrial exposure
13	Managerial Skill Development -II	318BAV02	Entrepreneurship- This course helps certain attributes or abilities that an executive should possess in order to fulfil specific tasks in an organization to run successfully
14	Project Work	418BAP04	Entrepreneurship-This Course helps to allow the students to get real-world industrial exposure


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Course Objective

This course presents a thorough and systematic coverage of management theory and practice.

It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility

It focuses on the basic roles, skills for effective and efficient achievement of goals

Unit I - Introduction**12**

Management overview – evolution of management thoughts – Management is science or art? – Manager Vs Entrepreneur-Functions of management – types of business organizations-Environmental factors-Current trends and issues in Management.

Unit II -Planning**12**

Planning – the meaning and purpose of planning – steps – types – MBO – Policies, Procedures and Methods – Nature and types of policies – Functional Policies – Decision Making – Process – Types of Decisions.

Unit III - Organizing**12**

Organizing- Formal and informal organization – Meaning and Structure – Span of Control – Line and Staff Relationships – Staffing – Sources of Recruitment – Selection Process – Training – Methods – Departmentation – Organization Charts.

Unit IV - Leadership**12**

Direction – Leadership – theories – Styles – Motivation – Theories – Types - job satisfaction – job enrichment – Co – ordination – Communication – Types – Process – Essentials.

Unit V-Controlling**12**

Controlling in Management – Control Process – Innovation Management – Informational Technology in Management – Budgets – Techniques – Importance – Case Studies in General Management.

Total -60 Hrs**Course Outcomes**

CO1: Explain the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.

CO2: Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems

CO3: Understanding concepts of Ethics, Delegation, Coordination and Team work.

CO4: Develop the skillset to have manage group behaviour in Organizations


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CO5: Insights about the current trends in managing organizational behavior

Text Books

Koontz Herald & Wehrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

References

Hellriegel, Jackson & Slocum-Management A Competency-Thomson South-western-2007.

Koontz Herald & Wehrich Heinz-Essentials of Management: An International Perspective-Tata McGraw Hill – 2004.

Heinz Wehrich, Mark. V. Cannice & Herald Koontz-Management: A global and entrepreneurial Perspective-Tata McGraw Hill-2008.

Pettinger-Introduction to Management-4e-Palgrave Macmillan-2007.

PC Tripathi, PN Reddy-Principles of Management-Tata McGraw Hill-2006.

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

118BAT04

Economic Analysis for Business Decisions

L T P C
4 10 4

Course Objective

The purpose is to apply a series of basic economics principles to the decision making process within the firm.

Issues related to optimal pricing strategies, demand forecasting and optimal financing

To appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools

Unit I-Introduction

11

Nature and scope of Managerial Economics - Managerial Economics and Microeconomics - Managerial Economics and Macro-economic - Applications of Economics in Managerial decisions making - Profit Maximization, Sales Maximization.

Unit II –Demand Analysis

10

Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting methods

Unit III - Production and Cost

12


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Production and Costs – Meaning of Production Function - Law of variable proportions - Law of Supply and Elasticity of Supply - Costs and Cost Functions - Short Terms Costs and their use on decision making - Determinants of costs - Break Even Analysis.

Unit IV – Pricing and Market Structure **11**

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing policies and Methods

Unit V - Macro Economics **12**

National Income Concepts - methods of calculating of NI and difficulties in calculating of NI – PPP-Business cycle – theories of business cycle – phases of BC –Inflation – types – Causes of Inflation – effects of Inflation –control of inflation – balance of trade – BOP – foreign exchange – determinant of foreign exchange.

Total – 56 Hrs

Course Outcome: At the end of the Course, the Student will be able to:

CO1: Apply the intuition for analyzing economic problems from a managerial perspective in an organizational & business context.

CO2: Analysis the basic tools that structure the microeconomic problems for optimal decision-making.

CO3: Comprehension knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainly.

CO4: To have the understanding of economic environment of business.

CO5: To study about the policies that regulate economic variables

Text Books

Managerial Economics in a Global Economy, Dominick Salvatore, 2018, 9th Edition, OUP New Delhi.

References

Managerial Economics, Maheshwari&Varshney, 2014, Sultan Chand & Sons, New Delhi.

Managerial Economics, Mote, Samuel Paul & Gupta, 2017, TMI, New Delhi.

Business Economics, Mithani& Gopala Krishna Murthy, 2018, Himalaya Publishing House, New Delhi.


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Managerial Economics, Craig Peterson, 2015, PHI, New Delhi.

Managerial Economics, Dwivedi, 2017, Vikas Publications, New Delhi.

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

118BAT05

Organizational Behavior

L T P C
4 0 0 3

Course Objective

- To give a comprehensive view on the individuals behavior and Personality
- To give a comprehensive view on the groups behavior Motivation
- To give a comprehensive view in diverse organizations and on organizational structure and processes

Unit I - Introduction to OB

12

Meaning & Importance of OB - Historical Development & Contribution Disciplines - Foundation of individual behavior and individual decision making - Values attitudes & job satisfactions

Unit II- Personality & Motivation

10

Personality – Basic concepts and theories - Perception - Basic concepts and factors influencing - Motivation - Theories – Content theories and process theories– Problems in motivation

Unit III - Group Dynamics

10

Foundation of group behavior - Types of groups - Group Norms and Cohesive group Roles - Understanding work teams

Unit IV- Organizational Culture & Learning

12

Elements of organizational culture - Organizational culture and performance - Changing and strengthening culture - Organizational socialization - Creating an ethical organizational culture - Sustaining organizational culture

Unit V-Conflict, Power and Politics

12


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Conflict process ,source of conflict - Structural approach to conflict management - Resolving conflict through negotiation - Organizational careers - Contingent workforce - Power and politics in organization - Work stress and its management - Cause and consequences - Stress coping strategies

Total – 56Hrs

Course Outcomes

- CO1:** Understand and learn the effective interpersonal, team building and leadership skills.
- CO2:** Familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- CO3:** Improved the organizational performance through the effective management of human resources.
- CO4:** Students will have a better understanding of human behavior in organization
- CO5:** They will know the framework for managing individual and group performance

Text Books

Robbins Stephen and Timothy A Judge Organizational Behaviour 15th edition
Prentice Hall(India)Pvt Ltd “2013”

References

- McshaneL.StevenvonGlinow Ann Mary Sharma R.Radha Books
OrganisationalBehaviour,Publisher Tata McGraw Hills “2006”
- Robin Fincham Peter Rhodes, Principle of organizational Behaviour,oxford university press,year”2005”
- Luthan Fred ,organizational Behaviour ,Tata McGrawHill Year “2000”
- Robbins Stephen P,Organizational Behaviour 12th edition Prentice Hall(India)Pvt Ltd “2000”
- DwivediR.S,HumanRelations and organizational Behaviour A Global perspective 5th Edition Palgrave Macmillan Year “2006”

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


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COURSE OBJECTIVE

To facilitate the understanding of International Business concepts

To familiarize the understanding of multi-polar, multi-cultural world in International Business.

To support the students to have clear understanding about the different strategies in International Business.

UNIT I - INTRODUCTION**12**

International Business – Internationalizing business-Advantages – Drivers of International Business, Domestic Vs. International Business- MNCs- Goals, Defenders and critics. Globalization: Implications, Challenges factors causing globalization of business - Role of GATT / WTO, Types of regional trade blocks (RTB), ECGC(Export Credit Guarantee Corporation of India) functions.

UNIT II - INTERNATIONAL BUSINESS ENVIRONMENT:**12**

Cultural, social, political and legal, technological, economic and trade environment, regulatory, natural and demographic environment- Significance of international business environment- Transfer of technology ; levels, channels, issues, methods of transfer of technology. International Trade Policies, Laws, BRICS, G 7 and G 20 countries.

UNIT III - STRATEGIES AND STRUCTURE OF INTERNATIONAL BUSINESS**12**

Strategy development in international business - Strategic options – Global portfolio management- Entry Strategies and Strategic Alliances; Ethno centric, polycentric, geocentric and reginocentric approaches – different forms of international business –advantages-organizational issues of international business – International organizational structures. Organizational structure and control system for international business: Centralized Vs Decentralized structure- functional, divisional, product based and matrix structure.

UNIT IV - INTERNATIONAL BUSINESS FUNCTIONAL STRATEGIES:**12**

International Production Strategy-International Financing Strategy-International Human Resources Strategy; Domestic HRM and IHRM, Managing Expatriate and-International Marketing Strategy; Product Decisions, International Pricing, Marketing Channels, International Promotion

UNIT V - EXPORT PROMOTION, SOCIAL RESPONSIBILITY AND ETHICAL ISSUES IN INTERNATIONAL BUSINESS**12**

Export Promotion: EOUs, Special Economic Zones, Export Houses, Financing Foreign Trade - Export Procedures, Central and state Govt. EXIM policies. Social responsibility and Ethics in International Business; managing CSR- Ethical issues faced by international businesses- National differences in ethics and social responsibility.

Total – 60Hrs**COURSE OUTCOME:**

CO1: Students would be familiar with global business environment.

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CO2: Students acquire clarity in international strategic management practices and get acquainted with functional domain practices.

CO3: Students would be familiar with conflicts situations and ethical issues in global business.

CO4: Ability to identify the various global production and suppl chain issues and have an understanding of foreign exchange determination system

CO5: Enhance the cognitive knowledge of managing business across the cultures

TEXT BOOKS:

John D Daniels, Lee H.Radebaugh, and Danial P Sullivan, Prasanth Salman “International Business Enviroinment”, : Pearson Education, 15th edition, New Delhi, 2016.

Francis Cherunilam, “International Business”, Prentice Hall of India, New Delhi, 2010.

REFERENCES:

Alain Verbeke, International Business Strategy, Cambridge University Press, Bangaloru, 2nd edition, 2013

K.Aswathappa, “International Business”, Tata McGraw Hill Education, 6th edition, New Delhi, 2015.

Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.

Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, New Delhi, 2006.

Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

Websites:

<https://www.ru.nl>Education>

<https://alexanderstreet.com>products>>

<https://www.hu.nl>voltijd-opelidingen>

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


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COURSE OBJECTIVE

The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization

In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.

UNIT I INTRODUCTION TO HRM 12

Meaning, Scope, Definition and Objectives of HRM –Importance of human factor-Challenges-Inclusive growth and Affirmative action- Functions of HRM and Models of HRM - Activities and Challenges of HRM - Role of HR Manager - HRM as Linked to Environmental changes.

UNIT II HUMAN RESOURCE PLANNING & RECRUITMENT, SELECTION 12

HRP – Need and Importance, HRP Process, Barriers to HRP - HR Planning process - Job analysis, Job description & Job specification - Job Rotation, Job enlargement & Job enrichment - Job evaluation – RECRUITMENT: - Recruitment -Process & Methods of Recruitment. SELECTION: - Selection process - type of tests & types of interviews - Designing and conducting the effective interview - Induction and Placement.

UNIT III WAGE AND SALARY ADMINISTRATION & APPRAISING AND MANAGING PERFORMANCE 12

Principles and techniques of wage fixation - Incentive schemes and plans. Appraisal process, methods, and potential problems in performance evaluations, Traditional Modern methods - Potential Appraisal - Methods to improve performance - Career Planning and Development

UNIT IV TRAINING AND EXECUTIVE DEVELOPMENT 12

Nature of Training – Methods of Training – Training Need Analysis- Training Design – Training Evaluation-Management Development –Succession Planning-Coaching.

UNIT V RECENT TRENDS IN HR 12

HR outsourcing - Managing Attrition and Retention - Collective Bargaining - Grievance Management - Quality of work life – HR Accounting and Audit – Whistle Blowing – Employee poaching - HRIS- Diversity of Workforce - Cause and procedure for employee termination - IOT role in HRIM and e – filing.

Total – 60Hrs


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COURSE OUTCOME:

CO1: Explain the importance of human resources and their effective management in organizations.

CO2: Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.

CO3: Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training

CO4: Students would be prepared to implement the concepts learned in the workplace.

CO5: Students would be aware of the emerging concepts in the field of HRM

TEXT BOOKS:

1 K.Aswathappa Human Resource Management TMH, 2017.

2 Dessler Human Resource Management, Pearson Education Limited, 2017

REFERENCES:

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2015 2. Bernadin, Human Resource Management, Tata Mcgraw Hill, 14th edition 2015

3. Scott Snell & George Bohlander Human Resource Management Thomson Learning 2009.

4. VSP Rao Human Resource Management -2016.

5. Raymond A. NoeJohn R. Hollenbeck Patrick M Wright Human Resource Management – Gaining a competitive advantage TMH 2007.

WEBSITES:

www.hrmantra.com

<http://www.whatishumanresourcemanagement.com>

www.shrm.org

www.citehr.com

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


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Course Objective:

The objective of this course is to teach the students' marketing concepts and techniques to they become acquainted with the duties of a marketing manager. To be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments. Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

Unit-I Introduction of Marketing	10
Marketing definitions and Concepts, Marketing Environment, marketing interface with other functional areas, marketing information system, definitions and process of market Research.	
Unit-II Customer Value and Marketing Mix	14
Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets - Consumer Behaviour- cultural, Social and Personal Factors, marketing mix, developing products and branding - Product levels; classifying products, Product line and Product mix, Product Life Cycle, New Product Development.	
Unit-III Marketing Strategy	12
Market segmentation- segmentation of consumer market, business market, market targeting - evaluating market segmentation, selecting target market segmentation, positioning - positioning maps, positioning strategy overall marketing strategy -CRM and retain strategy.	
Unit-IV Distribution and Communication mix	12
Marketing Channels, Channel intermediates and functions, channel structure, alternative channel, channel strategy decisions. Promotional mix, advertising, public relations, sales promotion, personal selling, integrated marketing communications.	
Unit-V Pricing Decisions and trends in marketing	12
Mark-up pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, Concept of Viral marketing, Rural marketing, Digital marketing, Social media, Neuro and Global marketing.	
Total: 60 Hrs	

Course Outcome: At the end of the Course, the Student will be able to:

CO1: Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

CO2: Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.


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CO3: Design themselves and members they work within a team when undertaking independent marketing management study.

CO4: Ability to analyze the nature of consumer buying behaviour

CO5: Understanding of the marketing research and new trends in the arena of marketing

Text Book

Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy 13/e, Pearson Education, 2018.

Reference Books

Marketing Management, RamaswamyNamakumari, TMH 5/e 2015.

Marketing Management, RajanSaxena:, 4/e, TMH, 2016

Marketing Management Debases Pradhan, a casebook, Cengage Learning, 2015.

Fundamentals of Marketing, Marilyn A Stone & John Desmond, Routledge, 2016

Marketing Management, concept, cases, challenges and trends, Govindarajan. M, PHI, 2015.

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


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OBJECTIVE:

To have hands-on experience on decision modeling.

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

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Central Tendency and Variability	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Time Series Analysis	4
6	6	Portfolio Optimization	4
7	7	Risk Analysis & Sensitivity Analysis	4
8	8	Credit Risk Management	4
9	9	Transportation & Assignment	4
10	10	Probabilistic & Graphical Models	4
11	11	Queuing Theory	4
12	12	Inventory Models	4

Spreadsheet Software

SPSS

TORA

TOTAL: 60Hrs

OUTCOMES :

CO1: Knowledge of spreadsheets and data analysis software for business modeling.

CO2: Students would become acquainted with the scientific methodology in business domain. **CO3:** They would also become analytically skillful.

CO4: Ability to apply creativity in problem solving

CO5: Knowledge about radical and disruptive models of innovation


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TEXTBOOKS

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

REFERENCES:

- Hansa Lysander Manohar, "Data Analysis and Business Modelling using MS Excel", PHI Learning private Ltd, 2017.
- William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
- Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
- Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
- Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

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

218BAV01

MANAGERIAL SKILL DEVELOPMENT -I

L T P C
0 0 2 1

COURSE OBJECTIVE:

- Need for strengthening of soft skill and competencies.
- Enhancing ethical and interpersonal sensitivity.
- Gaining information and collaboration with industry.

Managerial Skill Developments

1. Self-awareness
2. Empathy
3. Critical Thinking
4. Creative Thinking


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5. Decision Making
6. Problem Solving
7. Effective Communication
8. Interpersonal Relationship
9. Coping with Stress
10. Coping with Emotion
11. Team Building
12. Grooming Skills
13. Goal Setting

COURSE OUTCOME

- CO1:**Development of understanding and practice personal and professional responsibility.
- CO2:** Demonstrate knowledge of personal belief.
- CO3:** Demonstrate knowledge of personal value.
- CO4:** Apply the comprehensive set of knowledge for business success.
- CO5:** Apply the comprehensive set of skills for business success.

TEXTBOOKS

1. David A. Whetten and Kim S.Cameron “Developing Management Skills”
Pearson, 2015.

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

318BAT12

STRATEGIC MANAGEMENT

L T P C
4 0 0 4

Course Objectives

To make the students to understand the concepts of strategic management, strategy formation process and to help students to understand different types of strategies.

To enable students to implement, evaluate the strategies and apply strategic control processes.

To provide students industry cases and help them to create and develop new strategies

UNIT 1: STRATEGY AND PROCESS

11


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

UNIT 2: COMPETITIVE ADVANTAGE

12

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

UNIT 3: STRATEGIES

16

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

UNIT 4: STRATEGY IMPLEMENTATION AND EVALUATION

10

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

UNIT 5: STRATEGIC EVALUATION AND CONTROL

11

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

Total - 60 Hrs

Course Outcomes: Upon successful completion of the course, students shall have ability to

CO1:Understand the strategic management process and competitive advantage

CO2:Realize the concepts of strategic management and different types of strategies.

CO3: Ability to develop, implement the strategic control processes and new businessmodels for internet economy

CO4: Facilitates to identify the various control systems required for organizational strategy implementation process

CO5: Enhances the cognitive knowledge about various strategic issues and development of new business models

Text books:


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Charles WL Hill and Gareth R Jones, Strategic Management Theory, An Integrated approach, Cengage Learning, 11/e, 2015.

Thomas L Wheelen, J David Hunger and KrishRangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 14/e, 2016.

Reference books:

Michael A Hitt Robert E Hoskisson R Duane Ireland and, Management of Strategy Concepts and Cases, Cengage Learning, 12/e, 2016.

Francis Cherunilam, Strategic Management, Himalaya Publishing House, 4/e, 2016.

Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3/e, 2009.

John A Pearce Richard B Robinson, Strategic Management Tata McGrawHill, 12/e, 2012

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

318BAH02

PERFORMANCE MANAGEMENT

L T P C
4 0 0 4

Course Objective

To understand the importance of Performance Management in business and how it contribute to develop people performances.

Learn the main phases of performance improvement in the organizations for optimum results.

To know about the conduct of effective team performance appraisal assessments.

Unit I -Performance Management Perspectives 12

Overview of Performance Management – Dimensions of Performance Management –Process of Performance Management – Five factor model- Elements of effective Performance Management.

Unit II - Performance Planning and Review 12

Performance planning- Process of setting performance criteria – Performance review - Methodologies of performance planning – Process of performance planning - Performance-counselling –process and counselling interview

Unit III – Performance Management System 12

Assessment of organizational performance needs – Establishing performance management process – Competency based PMS –Generic model of PMS –Importance of Performance Management System - Competency based PMS –Characteristics, purpose, process and components- Functions – Best practices in PMS.

Unit IV – Team Performance Management 12


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Performance managing – Team performance management -work wheel and team performance-measuring and managing team performance - Seven rules of excellence for HR professionals – Performance linked reward system -HR balance score cards.

Unit V - Performance Management Implementation

12

Strategies for effective implementation of Performance Management -Performance management and mentoring- performance measurement methods – Past oriented – Future oriented - Ethics in Performance Management - Code of Ethics.

Total Hrs: 60

Course Outcomes

CO1: Describe and apply insights of employee in the theoretical principles of performance of Appraisal

CO2: Classify and evaluate compensation theories.

CO3: Analyze the relationship between Traditional and Modern Methods of Performance Appraisal

CO4: Develop the skills, abilities, and practical elements of employee development

CO5: Develop performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs

Text Books

Bhattacharyya, “Performance Management Systems and Strategies”, 1e, Pearson Education India, 2011.

References

1. “T.V.Rao”, Performance Management & Appraisal Systems, Response Books, 2016.
2. “Herman Aguinis”, Performance Management, Pearson education, 2008.
3. “Peter Ward”, 360 Degree Feedback, Jaico publishing house, 2006.
4. “DewakarGoel”, Performance Appraisal &Compenstion Management, Prentice Hall of India, 2008.
5. “B.D.Singh”, Compenstion& Reward Management, Excel Books, 2007.
6. “R.K.Sahu”, Performance Management System, Excel Books, 2007.
7. “Srinivas . R. Kandula”, Performance Management”, PHI, 2006 Edited by Frances Neale, Hand book of Performance Management, Jaico Publishing, 2008.

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

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Course Objective

To familiarize the students with the overall domain knowledge on training and development.

To enable the understanding of how the organizations are conducting trainings for their people.

To allow the students to acquire the ideas of becoming a corporate trainer.

Unit I - Introduction to Training**12**

Definition and concepts – Training and Development a comparison - Objective of Training - Scope of Training – How Training Benefits the Organization - Current and Future Trends in Training – Role of training – Stakeholders in training.

Unit II - Analysis of Training Needs**12**

Organization support for training need assessment – Types of TNA: organizational analysis - Task, Person, Analysis – Methods and Techniques of Training Need Analysis – Training needs Analysis and Process – Current competence and performance.

Unit III - Training Design**12**

Prime Considerations while designing a Training Programme - Training Design Module - Budgeting for training. – Types of costs involved in training program – Developing objectives – Expectancy theory– Factors influencing transfer of training – Qualities of a professional trainer

Unit IV - Learning & Training Methods**12**

Nature of Learning - Principles of learning – Methods of learning - Factors Influencing the learning process – Blooms Taxonomy of learning – Feedback about training - Training Methods – On the job - Off the job training methods – suggestions for making training effective.

Unit V - Implementation and Evaluation Training**12**

Physical Arrangements - Tips for Trainer for Effective Implementation – Trainers skills and styles – Evaluation – Principles - Types of Evaluation Instruments –Dimensions of evaluation – Kirkpatrick's Model - Management Development - the need and importance of management development - management characteristics- training for executive level management.

Total Hrs: 60**Course Outcomes:**

CO1: Able to get the overall ideas of training and development.

CO2: Practice the on the job and Off the Job training methods.

CO3: Capable of developing the training modules and become trainer.

CO4: Develop the skills, abilities, and practical elements of employee development

CO5: Develop performance improvement in organization and application of various and


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appropriate methods and techniques for identifying training needs.

Text Books

1. "Dr.B.Janakiram", Training & Development, Biztantra, 2008.

References

1. "R.K.Sahu", Training for Development, Excel books, 2005
2. "Rolf Plynton and UdaiPAreek", Training for Development, Vistaar Publications, 2007.
3. "Irwin.L.Goldstein", Training in Organisations, Thomson, 2007.

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

318BAV02

Managerial Skill Development -II

L T P C
4 0 0 4

COURSE OBJECTIVE:

- Need for strengthening of soft skill and competencies.
- Enhancing ethical and interpersonal sensitivity.
- Gaining information and collaboration with industry.

Managerial Skill Developments

- Resume Writing
- Group discussion skill development
- Interview skill
- Presentation skill
- Language Skill
- Body Language
- Business etiquette
- Interpersonal Relations
- Leadership skills

COURSE OUTCOME

- CO1: Development of understanding and practice personal and professional responsibility.
- CO2: Demonstrate knowledge of personal belief.


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CO3: Demonstrate knowledge of personal value.

CO4: Apply the comprehensive set of knowledge for business success.

CO5: Apply the comprehensive set of skills for business success.

TEXTBOOKS

1. David A. Whetten and Kim S. Cameron "Developing Management Skills" Pearson, 2015.

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

S.No	Course Code	Course Title
1	418BAP04	Project Work

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO 1	3	1	2	1	1	2	2	3	3	1	2	3
CO 2	3	1	1	2	1	3	2	3	2	1	2	2
CO 3	3	1	1	1	1	2	2	3	3	1	2	2
CO 4	2	1	1	2	2	3	3	3	2	1	1	2
CO 5	3	1	2	2	2	3	3	1	3	1	2	1


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