



# VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)  
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)  
PALLAVARAM - CHENNAI

ACCREDITED BY **NAAC** WITH '**A**' GRADE  
*Marching Beyond **30** Years Successfully*

**MBA GENERAL (FINANCE, HR, MARKETING, PRODUCTION & SYSTEM)**

**Curriculum and Syllabus Regulations 2021**

**(Based on Choice Based Credit System (CBCS))**

**Effective from the Academic year 2021-2022**

**Department of MBA**

**School of Management Studies & Commerce**

## **Vision and Mission of the Department**

### **Vision**

To be a Centre of Excellence in Management Studies and Commerce, imparting and developing Managerial leadership and entrepreneurial skills to students and provide managers for the global market.

### **Mission**

- Provide an affordable opportunity for diverse group of students and other stakeholders to learn by synergizing education, research, innovation and outreach efforts.
- To inculcate self-discipline, values, ethics and devotion to duty among the students to make them good citizens, leaders, professionals & entrepreneurs.
- To develop the future business leaders through imparting high quality of analytical ability & decision-making capability.
- To offer exposure to global business standards and inculcate strategic management aspiration.

### **Program Educational Objectives (PEOs)**

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

### **Program Outcomes (POs)**

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Create, select and apply appropriate modern tools & techniques for analyzing, interpreting and solving business complexities.

PO7: Develop an aptitude for creativity, innovation and entrepreneurship.

PO8: Adapt life-long learning and professional development to enrich knowledge and competencies

### **Program Specific Outcomes (PSOs)**

PSO1: Apply multidisciplinary domain knowledge comprising of accounting, finance, operations, marketing and human resources management to select suitable project proposal for a business enterprise.

PSO 2: Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development.

PSO 3: Utilize critical awareness in current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management and exhibit ability to lead research and practice in the core domain.

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

<b>S.NO</b>	<b>NAME &amp; ADDRESS</b>	<b>DESIGNATION</b>
1.	<b>Dr. P. R. Ramakrishnan</b> Dean School of Management Studies & Commerce VISTAS	Chairperson
2.	<b>Dr. R. Magesh</b> Professor and Head Department of Management Studies Anna University	External Expert
3.	<b>Ms. Sindhuja Santhosh</b> Head, Customer Success Team Zoho Books, Zoho Corporation Chennai	Industry Expert
4.	<b>Ms. AnitharajJohnes George</b> Senior Talent Acquisition Analyst SPI global Pondicherry	Alumni
5.	<b>Dr. S. Preetha</b> School of Management Studies, VISTAS	Professor
6.	<b>Dr. S. Vasantha</b> School of Management Studies, VISTAS	Professor
7.	<b>Dr. G. Rajini</b> School of Management Studies, VISTAS	Professor
8.	<b>Dr. P. Shalini</b> School of Management Studies, VISTAS	Professor
9.	<b>Dr. P. G. Thirumagal</b> School of Management Studies, VISTAS	Professor
10.	<b>Dr. A. Mohammed Faisal</b> School of Management Studies, VISTAS	Assistant Professor

**VELS INSTITUTE OF SCIENCE, TECHNOLOGY AND ADVANCED STUDIES (VISTAS),  
CHENNAI**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**MBA GENERAL (FINANCE, HR, MARKETING, PRODUCTION & SYSTEM) -  
REGULATIONS 2021**

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

**1. DURATION OF THE PROGRAMME**

1.1. Two years (Four semesters)

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

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

**2. ELIGIBILITY FOR ADMISSION**

2.1. The details of Eligibility for Admission

Passed Bachelor Degree of minimum 3 years duration.

Obtained at least 50% marks (45% marks in case of candidates belonging to reserved category) in the qualifying examination.

**3. MEDIUM OF INSTRUCTION**

The medium of instruction for all PG programme is English.

**4. CREDIT REQUIRMENTS AND ELIGIBILITY FOR AWARD OF DEGREE**

A Candidate shall be eligible for the award of Degree only if he/she has undergone the prescribed course of study in VISTAS for a period of not less than TWO academic years and passed the examinations of all the prescribed courses of FOUR Semesters earning a minimum of 102 credits as per the distribution given in the course structure.

**5. COURSE**

Each course / subject is to be designed under lectures / tutorials / laboratory or field work / seminar / practical training / Assignments / Term paper or Report writing etc., to meet effective teaching and learning needs.

## 6. COURSE OF STUDY AND CREDITS

The Course Components and Credit Distribution shall consist of:

The total number of subjects of study shall be 28 out of which 17 shall be compulsory Core subjects, 2 Practical and of the remaining 7 will be Electives, 1 Internship after Second semester and 1 Project Work in the Final Semester with a Viva-voce .

Candidates shall take 8 subjects (7 Core Theory + 1 Practical) in the First semester, 7 subjects along with summer internship in the Second Semester, 7 Elective subjects and 1 Practical in the Third Semester and 2 subjects (Core Theory) and a Project Work in the Fourth Semester.

Internship: The students have to undergo an internship for thirty days in between second and third semester. The maximum marks for Internship will be 100. The Internship will be evaluated through Viva voce Exam by the guide and an External expert.

Project: The students will do a Project work for Four months in the Fourth Semester. The Maximum marks for Project Work will be 300. The project Work will be evaluated through Viva voce Exam by the guide and an External expert. The components of Project Work will be 100 marks for Dissertation and 200 marks for Viva voce.

To offer Elective Subjects to the students, a Minimum enrolment in the Elective Subjects shall be TEN.

For each course, credit is assigned based on the following:

Contact hour per week		CREDITS
1 Lecture hour	-	1 Credit
1 Tutorial hour	-	1 Credit
2 Practical hours	-	1 Credit

(Laboratory / Seminar / Project Work / etc.)

## 7. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER

- 7.1. **Eligibility:** Students shall be eligible to go to subsequent semester only if they earn sufficient attendance as prescribed therefor by the Board of Management from time to time.
- 7.2. **Attendance:** All Students must earn 75% and above of attendance for appearing for the University Examination. (Theory/Practical)
- 7.3. **Condonation of shortage of attendance:** If a Student fails to earn the minimum attendance (Percentage stipulated), the HODs shall condone the shortage of attendance on medical grounds up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) after paying the prescribed fee towards the condonation of shortage of attendance. The students with attendance of less than 65

and more than 50% shall be condoned by VC on the recommendation of HODs on genuine grounds, will be permitted to appear for the regular examination on payment of the prescribed condonation fee.

7.4. **Detained students for want of attendance:** Students who have earned less than 50% of attendance shall be permitted to proceed to the next semester and to complete the Program of study. Such Students shall have to repeat the semester, which they have missed by rejoining after completion of final semester of the course, by paying the fee for the break of study as prescribed by the University from time to time.

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

7.5.1. Transfer of Students is permitted from one Institution to another Institution for the same program with same nomenclature, provided, there is a vacancy in the respective program of Study in the Institution where the transfer is requested.

7.5.2. The marks obtained in the courses will be converted into appropriate grades as per the University norms.

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

7.5.4. Students who want to go to foreign Universities upto two semesters or Project Work with the prior approval of the Departmental / University Committee are allowed to transfer of their credits. Marks obtain in the courses will be converted into Grades as per the University norms and the students are eligible to get CGPA and Classification.

## **8. EXAMINATION AND EVALUATION**

### **8.1. EXAMINATION:**

- i) There shall be examinations at the end of each semester, for odd semesters in the month of October / November, for even semesters in April / May. A candidate who does not pass the examination in any course(s) shall be permitted to appear in such failed courses in the subsequent examinations to be held in October / November or April / May.
- ii) A candidate should get registered for the first semester examination. If registration is not possible owing to shortage of attendance beyond condonation limit / regulations prescribed OR belated joining OR on medical grounds, the candidates are permitted to move to the next semester. Such candidates shall re-do the missed semester after completion of the programme.

iii) The results of all the examinations will be published through University Website. In the case of passed out candidates, their arrear results, will be published through University Website.

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

**8.3. Marks for Continuous Internal Assessment (CIA) Examinations and End Semester Examinations (ESE)**

8.3.1 There shall be no passing minimum for Continuous Internal Assessment (CIA) Examinations.

8.3.2 For End Semester examination, passing minimum shall be 50% (Fifty Percentage) of the maximum marks prescribed for the Course/Practical/Project and Viva-Voce.

8.3.3 In the aggregate (CIA and ESE) the passing minimum shall be of 50%.

8.3.4. He / She shall be declared to have passed the whole examination, if he/she passes in all the courses wherever prescribed in the curriculum by earning 102 CREDITS

**9.Question Paper Pattern for End Semester Examination**

**Duration: 3 Hours Max. Marks: 100**

Part A	: 8 out of 10 questions	(8 X 5 = 40)
Part B	: 4out of 6 questions	(4 X 10 = 40)
Part C	:1 Case Study or Problem is Compulsory	(1 X 20= 20)

Total Marks for each subject 100 Marks

University Exam 60 Marks

Internal Assessment 40 Mark

**10. SUPPLEMENTARY EXAMINATION:** Supplementary Examinations are conducted for the students who appeared in the final semester examinations. Eligible criteria for appearing in the Supplementary Examinations are as follows:

10.1. Eligibility: A Student who is having a maximum of two arrear papers is eligible to appear for the Supplementary Examination.

10.2. Non-eligibility for those completed the program: Students who have completed their Program duration but having arrears are not eligible to appear for Supplementary Examinations.

**11. RETOTALLING, REVALUATION AND PHOTOCOPY OF THE ANSWER SCRIPTS:**

- 11.1. Re-totaling: All PG Students who appeared for their Semester Examinations are eligible for applying for re-totaling of their answer scripts.
- 11.2. Revaluation: All current batch Students who have appeared for their Semester Examinations are eligible for Revaluation of their answer scripts. Passed out candidates are not eligible for Revaluation.
- 11.3. Photocopy of the answer scripts: Students who have applied for revaluation can download their answer scripts from the University Website after fifteen days from the date of publication of the results.

**12. The examination and evaluation for MOOCs** will be as per the requirements of the regulatory bodies and will be specified at the beginning of the Semester and notified by the university NPTEL-SWAYAM Coordinator (SPOC).

### **13. CLASSIFICATION OF SUCCESSFUL STUDENTS**

13.1. CORE SUBJECTS, PRACTICAL, ELECTIVES COURSES AND PROJECT: Successful Students passing the Examinations and securing the marks

- a) CGPA 9.00 to 10.00 shall be declared to have passed the examination in **First class with Outstanding**.
- b) CGPA 7.50 to 8.99 shall be declared to have passed the examination in **First class with distinction**.
- c) CGPA 6.00 to 7.49 shall be declared to have passed the examination in **First Class**.
- d) CGPA 5.00 to 5.99 in the aggregate shall be declared to have passed the examination in the **SECOND Class**.

### **14. MARKS AND GRADES:**

The following table shows the marks, grade points, letter grades and classification to indicate the performance of the student:

14.1. **Computation of Grade Point Average (GPA)** in a Semester, Cumulative Grade Point Average (CGPA) and Classification

GPA for a Semester: =  $\sum_i C_i G_i \div \sum_i C_i$  That is, GPA is the sum of the multiplication of grade points by the credits of the courses divided by the sum of the credits of the courses in a semester.

Where,  $C_i$  = Credits earned for course  $i$  in any semester,

$G_i$  = Grade Points obtained for course  $i$  in any semester

$n$  = Semester in which such courses were credited.

CGPA for the entire programme:  $= \frac{\sum n_i C_i G_i}{\sum n_i C_i}$  That is, CGPA is the sum of the multiplication of grade points by the credits of the entire programme divided by the sum of the credits of the courses of the entire programme

<b>Overall Performance - PG</b>		
<b>CGPA</b>	<b>GRADE</b>	<b>CLASS</b>
5.00 - 5.99	D	Second Class
6.00 - 6.99	C	First Class
7.00 - 7.49	B	
7.50 - 7.99	B+	First Class with Distinction*
8.00 - 8.49	A	
8.50 - 8.99	A+	
9.00 - 10.00	O	First Class - Outstanding*

#### 14.2. Letter Grade and Class CGPA

<b>Grade Conversion Table - PG</b>			
<b>Range of Marks</b>	<b>Grade Points</b>	<b>Letter Grade</b>	<b>Description</b>
90 - 100	10	O	Outstanding
85 - 89	9	A+	Excellent
80 - 84	8	A	Very Good
75 - 79	7.5	B+	Good
70 - 74	7	B	Above Average
60 - 69	6	C	Average
50 - 59	5	D	Minimum for pass
0 - 49	0	RA	Reappear
		AAA	Absent

The students who have passed in the first appearance and within the prescribed semester of the PG Programme (Major and Elective courses only) are eligible.

### **15.RANKING**

- Students who pass all the examinations prescribed for the Program in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking / Distinction.
- In the case of Students who pass all the examinations prescribed for the Program with a break in the First Appearance are only eligible for Classification.
- Students qualifying during the extended period shall not be eligible for RANKING.

### **16. MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMS TO QUALIFY FOR A DEGREE**

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

16.2. In exceptional cases like major accidents and child birth an extension of one year considered beyond maximum span of time (Time Span= N + 2 + 1 years for the completion of programme).

### **17. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI**

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

**Overall credit distribution / Course Components with credits**

S.No	Semester	Total number of Subjects	Core / Elective / Lab / Internship / Project Work	Credit Distribution		Total Credits	Total Credits for the Semester
				Credits	No. of Subjects		
1	I	8	7 Core	4	7	28	<b>29</b>
			1 Practical (MOOC)	1	1	1	
2	II	9	7 Core	4	7	28	<b>32</b>
			1 Internship	4	1	4	
3	III	7	7 Electives	3	7	21	<b>23</b>
			1 Practical	2	1	2	
4	IV	3	2 Core	4	2	8	<b>18</b>
			1 Project	10	1	10	
						<b>Total</b>	<b>102</b>

**MBA GENERAL (FINANCE, HR, MARKETING, PRODUCTION & SYSTEM) -  
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**SEMESTER I**

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21CMBA11	Management Principles & Organizational Behaviour	4	0	0	4	40	60	100
21CMBA12	Business Statistics	4	0	0	4	40	60	100
21CMBA13	Managerial Economics	4	0	0	4	40	60	100
21CMBA14	Financial Reporting , Statements & Analysis	3	1	0	4	40	60	100
21CMBA15	Legal & Business Environment	4	0	0	4	40	60	100
21CMBA16	Business Communication & Soft Skills	4	0	0	4	40	60	100
21CMBA17	Computer Applications for Business	4	0	0	4	40	60	100
21PMBA11	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1	40	60	100
		<b>27</b>	<b>1</b>	<b>2</b>	<b>29</b>			

**SEMESTER II**

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21CMBA21	Quantitative Techniques	4	0	0	4	40	60	100
21CMBA22	Financial Management	4	0	0	4	40	60	100
21CMBA23	Human Resources Management	4	0	0	4	40	60	100
21CMBA24	Marketing Management	4	0	0	4	40	60	100
21CMBA25	Operations Management	4	0	0	4	40	60	100
21CMBA26	Research Methodology	4	0	0	4	40	60	100
21CMBA27	Corporate Social Responsibility & Sustainability	4	0	0	4	40	60	100
21IMBA21	Internship	0	0	8	4	40	60	100
		<b>28</b>	<b>0</b>	<b>8</b>	<b>32</b>			

### SEMESTER III

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21EMBA....	Elective I	3	0	0	3	40	60	100
21EMBA....	Elective II	3	0	0	3	40	60	100
21EMBA....	Elective III	3	0	0	3	40	60	100
21EMBA....	Elective IV	3	0	0	3	40	60	100
21EMBA....	Elective V	3	0	0	3	40	60	100
21EMBA....	Elective VI	3	0	0	3	40	60	100
21EMBA....	Elective VII	3	0	0	3	40	60	100
21PMBA31	Data Analysis for Business Decisions	0	0	4	2	40	60	100
		<b>21</b>	<b>0</b>	<b>4</b>	<b>23</b>			

### SEMESTER IV

Code	Course	Hour / Week			C	Maximum Marks		
		L	T	P		CA	SEE	Total
21RMBA41	Project	0	0	20	10	100	200	300
21CMBA41	Social Entrepreneurship	4	0	0	4	40	60	100
21CMBA42	Universal Human Values	4	0	0	4	40	60	100
		<b>8</b>	<b>0</b>	<b>20</b>	<b>18</b>			

**TOTAL CREDITS: 102**

**LIST OF COURSES**  
**CORE COURSES**

<b>SEMESTER</b>	<b>SUBJECT CODE</b>	<b>CORE COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>1</b>	21CMBA11	Management Principles & Organizational Behavior	4	0	0	4
<b>1</b>	21CMBA12	Business Statistics	4	0	0	4
<b>1</b>	21CMBA13	Managerial Economics	4	0	0	4
<b>1</b>	21CMBA14	Financial Reporting, Statements & Analysis	3	1	0	4
<b>1</b>	21CMBA15	Legal & Business Environment	4	0	0	4
<b>1</b>	21CMBA16	Business Communication & Soft Skills	4	0	0	4
<b>1</b>	21CMBA17	Computer Applications for Business	4	0	0	4
<b>2</b>	21CMBA21	Quantitative Techniques	4	0	0	4
<b>2</b>	21CMBA22	Financial Management	4	0	0	4
<b>2</b>	21CMBA23	Human Resources Management	4	0	0	4
<b>2</b>	21CMBA24	Marketing Management	4	0	0	4
<b>2</b>	21CMBA25	Operations Management	4	0	0	4
<b>2</b>	21CMBA26	Research Methodology	4	0	0	4
<b>2</b>	21CMBA27	Corporate Social Responsibility & Sustainability	4	0	0	4
<b>4</b>	21CMBA41	Social Entrepreneurship	4	0	0	4
<b>4</b>	21CMBA42	Universal Human Values	4	0	0	4

## ELECTIVE COURSES

FUNCTIONAL AREA	ELECTIVE COURSES	L	T	P	C
Finance Management	21EMBA01 - Investment Analysis and Portfolio Management	3	0	0	3
	21EMBA02 - Managing Banks and Financial Institutions	3	0	0	3
	21EMBA03 - Project Appraisal and Finance	3	0	0	3
	21EMBA04 - Business Valuation	3	0	0	3
	21EMBA05 - Financial Markets and Services	3	0	0	3
	21EMBA06 - Mergers, Acquisitions and Corporate Restructuring	3	0	0	3
	21EMBA07 - Financial Derivatives	3	0	0	3
	21EMBA08 - International Finance	3	0	0	3
	21EMBA09 - Behavioural Finance	3	0	0	3
	21EMBA10 – Taxation	3	0	0	3
Marketing Management	21EMBA11 - Consumer Behaviour	3	0	0	3
	21EMBA12 - B2B Marketing	3	0	0	3
	21EMBA13 - Retail Management	3	0	0	3
	21EMBA14 - Sales and distribution Management	3	0	0	3
	21EMBA15 - Marketing to the base of Pyramid Consumers	3	0	0	3
	21EMBA16-Integrated Marketing Communications/ Promotion Strategy	3	0	0	3
	21EMBA17 - Digital and Social Media Marketing	3	0	0	3
	21EMBA18 - Product and Brand Management	3	0	0	3
	21EMBA19 - Services Marketing	3	0	0	3
	21EMBA20 - Export Procedures & Documentation for Rural Products	3	0	0	3
	21EMBA21 - International Marketing	3	0	0	3
Operations Management	21EMBA22 - Supply chain and Logistics Management	3	0	0	3
	21EMBA23 - Quality Toolkit for Managers	3	0	0	3
	21EMBA24 - Pricing and Revenue Management	3	0	0	3
	21EMBA25 - Operations Strategy	3	0	0	3
	21EMBA26 - Sales and Operations Planning	3	0	0	3
	21EMBA27 - Behavioural Operations Management	3	0	0	3
	21EMBA28 - Operations Research Applications	3	0	0	3

<b>FUNCTIONAL AREA</b>	<b>ELECTIVE COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	21EMBA29 - Management of Manufacturing Systems	3	0	0	3
	21EMBA30 - Sourcing Management	3	0	0	3
	21EMBA31 - Supply chain Analytics	3	0	0	3
Human Resources Management and Organizational Behavior	21EMBA32 -Manpower Planning, Recruitment, and Selection	3	0	0	3
	21EMBA33 - Employee relations	3	0	0	3
	21EMBA34 - Human Resources Metrics and Analytics	3	0	0	3
	21EMBA35 – Compensation and Benefits Management	3	0	0	3
	21EMBA36 - Performance Management Systems	3	0	0	3
	21EMBA37 - Team Dynamics at Work	3	0	0	3
	21EMBA38 - Strategic HRM	3	0	0	3
	21EMBA39 - International HRM	3	0	0	3
	21EMBA40 - Cross Cultural Management	3	0	0	3
	21EMBA41 - Understanding Self: Indian Perspective	3	0	0	3
	21EMBA42 - Organizational Change and Development	3	0	0	3
	21EMBA43 – Leadership	3	0	0	3
Strategy	21EMBA44 - Strategic Management of Services	3	0	0	3
	21EMBA45 - Competing in Global Markets	3	0	0	3
	21EMBA46 - Dynamics of Framing and Executing Strategy	3	0	0	3
	21EMBA47 - Entrepreneurship in Practice	3	0	0	3
	21EMBA48 - Foundations of Strategy Consulting	3	0	0	3
	21EMBA49 - Strategic Leadership	3	0	0	3
	21EMBA50 - Designing and Configuring Business Models	3	0	0	3
	21EMBA51 - Corporate Governance	3	0	0	3
	21EMBA52 - Indian Ethos and Business Development	3	0	0	3
Management Information System	21EMBA53 - Data Mining for Business decisions	3	0	0	3
	21EMBA54 - Managing Software Projects	3	0	0	3
	21EMBA55 - Managing Digital Innovation and Transformation	3	0	0	3
	21EMBA56 - Enterprise Resource Planning	3	0	0	3
Entrepreneurship	21EMBA57 - Technology Appreciation and Intellectual Property Rights	3	0	0	3
	21EMBA58 - Innovation Technology Management	3	0	0	3
	21EMBA59 - Indian Models in Entrepreneurship	3	0	0	3
	21EMBA60 - Venture Valuation and accounting	3	0	0	3
	21EMBA61 - Entrepreneurial Marketing	3	0	0	3
	21EMBA62 - Entrepreneurship Lab	3	0	0	3

<b>FUNCTIONAL AREA</b>	<b>ELECTIVE COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	21EMBA63 - Community Resilience & Disaster Management	3	0	0	3

### **PRACTICAL COURSES**

<b>SEMESTER</b>	<b>SUBJECT CODE</b>	<b>PRACTICAL COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>1</b>	21PMBA11	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
<b>2</b>	21IMBA21	Internship	0	0	8	4
<b>3</b>	21PMBA31	Data Analysis for Business Decisions	0	0	4	2
<b>4</b>	21RMBA41	Project	0	0	20	10

<b>COURSE CODE</b>	<b>DEFINITIONS</b>
<b>L</b>	LECTURE
<b>T</b>	TUTORIAL
<b>P</b>	PRACTICAL
<b>C</b>	CREDITS
<b>CC</b>	CORE COURSES
<b>EC</b>	ELECTIVE COURSES
<b>PC</b>	PRACTICAL COURSES

## **SEMESTER I**

**COURSE OBJECTIVE: (Employability)**

- To describe the fundamentals of Management, significance, scope of management, levels of manager, functions of a manager and basics of organizational behavior.
- To discuss the development of management thought
- To examine and analyze the behavior of individuals and groups in organizations by understanding the concepts of learning, attitudes & perceptions.
- To understand about the organizational structure, its types, decentralization and delegation of the authority.

**UNIT I INTRODUCTION TO MANAGEMENT 12**

Introduction to Management and Organizational Behavior: Concept of Management, Applying Management theory in practice, Evolution of management thought, Management process and Functions – Managerial Roles – OB Model – Contributing disciplines of OB – MBO

**UNIT II INDIVIDUAL PROCESS IN ORGANIZATIONS 12**

Individual Processes in Organizations: Foundations for Individual Behavior – Learning - Attitudes and Job satisfaction – Personality and values – Perception - Motivation and Organizational performance. Contemporary theories of motivation.

**UNIT III INTERPERSONAL PROCESS IN ORGANIZATIONS 12**

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

**UNIT IV ORGANISATIONAL PROCESS 12**

Organizational Process and Characteristics: Dimensions of Organization structure – Authority, Responsibility, and Accountability – Delegation – Centralization, Decentralization – Line and Staff Relationship.

**UNIT V ORGANIZATIONAL DEVELOPMENT 12**

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

**TOTAL: 60 HOURS**

## **COURSE OUTCOMES:**

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

- CO – 1 : Assess the **fundamentals of organizational behavior** and OB Model
- CO – 2 : Analyze the behavior of **individuals and groups** in organizations
- CO – 3 : Describe the concept of **leadership, communication, power and conflict resolution**
- CO – 4 : Demonstrate the **dynamics of organizational change**.
- CO – 5 : Identify the major issues in **business ethics and corporate social responsibility**.

## **TEXT BOOKS:**

1. Harold Koontz & Heinz Weihrich, “Essentials of Management”, TMH, 10<sup>th</sup> Edition, 2007.

## **REFERENCE BOOKS:**

1. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson, 11th Edition, 2011.
2. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P. Fundamentals of Management, Pearson, 2003. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.

## **WEB SOURCES:**

1. <https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and-organizational-behaviour/book251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour%20provides%20a,performance%20in%20the%20global%20era>.
2. <https://courses.lumenlearning.com/wmopen-organizationalbehavior/chapter/management-theory-and-organizational-behavior/>
3. <https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx>

**COURSE OBJECTIVE: (Employability)**

- To impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
- To focus on more practical than theoretical.
- To do statistical analysis informs the judgment of the ultimate decision-maker—rather than replaces it—some key conceptual underpinnings of statistical analysis will be covered to insure the understandability of its proper usage.

**UNIT I INTRODUCTION 12**

Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution

**UNIT II PROBABILITY THEORY 12**

Probability Theory – Addition, Multiplication & Baye’s Theorem, Test for Normality.

**UNIT III CORRELATION 12**

Correlation-Karl Pearson’s and Rank Correlation, Regression (linear)

**UNIT IV HYPOTHESIS TESTING 12**

Hypothesis Testing –Test for Single Mean& Two Mean– Chi-Square test, F test – ANOVA.

**UNIT V TESTS 12**

Index Nos - Unweighted and Weighted-Test of Consistency, Time Series Analysis- Measurement of Secular Trend-Seasonal Variations

**TOTAL: 60 HOURS****COURSE OUTCOMES:**

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

- CO – 1 : Explain and evaluate various measures of central tendency and measures of dispersion.
- CO – 2 : Estimate probabilities by applying probability theory
- CO – 3 : Calculate correlation, regression and rank correlation
- CO – 4 : Construct hypotheses and test them by applying statistical tools.
- CO – 5 : Apply Time Series Analysis in Market Prediction Rates

**TEXT BOOKS:**

1. R.S.N. Pillai, V. Bagavathi,” Statistics”, S.Chand Limited, 7th Ed,2008
2. N.D. Vohra, “Business Statistics”, Tata McGraw-Hill Education, 2nd Ed,2013
3. G. V. Shenoy, Uma K. Srivastava, S. C. Sharma,” Business Statistics”, New Age

International,2nd Ed, 2005

4. Beri, "Business Statistics" Tata McGraw Hill,2nd Ed,2009

**REFERENCE BOOKS:**

1. Keller. G,"Statistics for Management", Cengage Learning, 1st Ed, 2009.
2. J. K Sharma, "Business Statistics", Pearson, 2nd Ed, 2010.
3. Arora PN &others," Complete Statistical Methods", S. Chand, 3rd Ed, 2010

**WEBSITES:**

1. <https://www.statisticshowto.com/business-statistics/>
2. <https://machinelearningmastery.com/statistical-hypothesis-tests/>

**WEB SOURCES:**

1. <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusinessStatistics-OP.pdf>
2. <https://statisticsbyjim.com/basics/probability-distributions/>

**COURSE OBJECTIVE: (Employability)**

- The study the concept of Managerial Economics by applying a series of basic economics principles.
- To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.
- To analyse how to incorporate a global perspective to their managerial economics box of tools.

**UNIT I INTRODUCTION 12**

Introduction to Managerial Economics – Nature and scope of macroeconomics -Incremental principle – equimarginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol’s sales maximization – least-cost combination.

**UNIT II DEMAND DECISIONS 12**

Demand Decisions – Demand analysis – elasticity of demand – demand forecasting – types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses

**UNIT III OUTPUT DECISIONS 12**

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

**UNIT IV PRICE-OUTPUT DECISIONS 12**

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – digopoly pricing strategies and tactics – pricing – pricing in life-cycle of a product -Profit-Maximization & Competitive Markets-Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions.

**UNIT V ECONOMIC THEORY 12**

The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information.

**TOTAL: 60 HOURS**

## **COURSE OUTCOMES:**

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

- CO – 1 : Define the basic elements of **managerial economics** aspects of the firm.
- CO – 2 : Discuss the **demand analysis decisions methods** as to forecasting.
- CO – 3 : Apply the **managerial decision** functions of the firm.
- CO – 4 : Examine and elaborate the **basic theories related to business practices**.
- CO – 5 : Appraise on the decision as to environment and given

## **TEXT BOOKS:**

1. Dean Joel, Managerial Economics, PHI, New Delhi, 1976, First Edition
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi; 1983, First Edition

## **REFERENCE BOOKS:**

1. K.K. Seo, Managerial Economics, Richard D. Irwin Inc. 1988
2. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases Sultan Chand, New Delhi, 2003

## **WEB SOURCES:**

1. <https://www.cheggindia.com/career-guidance/managerial-economics-principals-types-and-scope/>
2. <https://theinvestorsbook.com/managerial-economics.html>
3. <https://www.analyticssteps.com/blogs/what-managerial-economics-definition-types-nature-principles-scope>

**COURSE OBJECTIVE: (Employability)**

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

**UNIT I INTRODUCTION 12**

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

**UNIT II ANALYSIS OF FINANCIAL STATEMENTS 12**

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

**UNIT III FUNDS FLOW AND CASH FLOW ANALYSIS 12**

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

**UNIT IV CAPITAL BUDGETING AND MARGINAL COSTING 12**

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

**UNIT V BUDGETING AND FINANCIAL REPORTING 12**

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

**TOTAL: 60 HOURS**

**COURSE OUTCOMES:**

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

- CO – 1 : State the importance of **common accounting standards**
- CO – 2 : Estimate **Budgeting and Financial Reporting**
- CO – 3 : Prepare **financial statements** through ratio analysis.
- CO – 4 : Analyze **financial reports of financial instruments, mutual funds,**
- CO – 5 : Analyze **cash flow and fund flow** statement

**TEXT BOOKS:**

1. R.S.N.Pillai&Bagavathi – Management Accounting, Chand & Co. Ltd., New Delhi, 6<sup>TH</sup> edition 2002.
2. T.S.Reddy&Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, 12<sup>TH</sup> edition 2004.

**REFERENCE BOOKS:**

1. M.Y.Khan&P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 10th edition 2004.
2. R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi 5th edition, 2014.
3. Paresh Shah Basic Financial Accounting for Management, Oxford Publications, 3rd edition, 2007

**WEB SOURCES:**

1. <https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial-statements/>
2. <https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process>
3. <https://www.accountingtools.com/articles/2017/5/14/financial-statement-analysis>

**COURSE OBJECTIVE: (Employability)**

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

**UNIT I INTRODUCTION 12**

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

**UNIT II LEGAL ASPECTS 12**

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

**UNIT III CONTRACT MANAGEMENT 12**

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

**UNIT IV TRANSFER OF OWNERSHIP & PROPERTY 12**

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

**UNIT V COPYRIGHTS & TRADEMARKS 12**

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

**TOTAL: 60 HOURS**

**COURSE OUTCOMES:**

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

- CO – 1 : Draft a **simple employment** contract
- CO – 2 : Arrange the basics **elements of contracts and classifications** of contract
- CO – 3 : Improve their **awareness and knowledge** about functioning of local business.
- CO – 4 : Improve their awareness and knowledge about functioning of global business.
- CO – 5 : Gather **knowledge on evolution of business enterprises**

**TEXT BOOKS:**

1. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013
2. P.P.S.Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
3. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

**REFERENCE BOOKS:**

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 20
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 20
3. Ravinder Kumar– Legal Aspect of Business. – Cengage Learning, 2nd Edition-2011.

**WEB SOURCES:**

1. <https://www.airtract.com/article/the-legal-environment-of-business-%E2%80%93-a-complete-guide#:~:text=Legal%20environment%20of%20business%20is,the%20scope%20of%20the%20firm.>
2. <https://www.indiastudychannel.com/resources/.6169-What-Legal-Environment.aspx>
3. <https://www.lawteacher.net/free-law-essays/international-law/the-law-that-regulates-businesses-in-united-state-of-america-international-law-essay.php>

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**COURSE OBJECTIVE: ( Skill Development)**

- To study the communication skills
- To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and re-framing of sentences are being delivered.

**UNIT I INTRODUCTION 12**

Fundamentals of Communication, Business Communication, The Communication Model, Communicating in teams, Overcoming the Barriers to Communication. Non-verbal communication, Introducing the 7 Cs of business writing – Candid, Clarity, Complete, Concise, Concrete, Correct and Courteous, writing business messages, The Stages in writing, Pre writing, Writing and Post writing.

**UNIT II REVISING AND CHECKING MESSAGES 12**

Revising to improve the content and sentence structure, Avoiding redundant phrases and words, Proof-reading to correct grammar, spelling, punctuation, format, and mechanics, Evaluating whether the message achieves its purpose. The Process of Writing E Mails, breaking it Down – The PAIBO Technique, Structuring an E Mail – The 3 T's – Introduction, Body and Conclusion, Effective Subject lines, Salutation and Signing off. Business reports and Proposals, Format, visual aids and contents, Oral Business presentations

**UNIT III ETIQUETTE AND INTERVIEW 12**

Meaning, Body Language, Gesture, Postures, Expressions, Dress code, Etiquette etc... Public speaking and Speech composition Technical Speeches and non technical presentation Principles of effective speaking and Presentations. Interview, Exit interview, Appraisal etc.. Importance of Interview, Art of conducting and giving interview Types of Interviews like Placement interview Discipline interview, Appraisal interview, Exit interview etc...

**UNIT IV MEETING AND LETTERS 12**

Opening and closing of meeting, Brain storming, e-meeting etc.. Importance of Meeting Procedure of conducting Group Discussions Significance of Brain Storming in Business Decisions, Advantages/Disadvantages of E-Meeting Preparing Agenda and Minutes of the meeting. Inquires, Circulars, Quotations, Orders, Memo, Minutes, Notice etc... Types of Letters : Letter Writing – letters - Business letters. Application for a job / covering letter with bio-data. Attitude. Negotiation skills Social Conversation - Values and ethics - Managing stress.

## UNIT V                      SOFT SKILLS

12

Principles of group discussion - Purpose of group discussion - Preparation - Skills to be acquired — communication, leadership, problem-solving - Effective participation. Personality Enrichment - Positive attitude - SWOT Analysis - Self-confidence and motivation - Inter-personal skills - Projecting a positive social image Time Management - Goal setting and prioritisation - ABC Analysis—preparing a personal schedule - Short term and long term goals - Implementing goals - Task list organisation Leadership Skills - Setting objectives and taking initiatives - Persuading and negotiating - Team work - Maintaining morale - Inspiring others

**TOTAL: 60 HOURS**

### **COURSE OUTCOMES:**

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

- CO – 1 : Recall the basics of communication and its process, elements and importance.
- CO – 2 : Evaluate the effectiveness of revising, checking and proof reading the messages.
- CO – 3 : Discuss the concept of Etiquette and significance of Interviews
- CO – 4 : Identify different types of letters to make effective internal and external correspondence
- CO – 5 : Evaluate the effectiveness of revising and checking the messages.

### **TEXT BOOKS:**

1. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.
2. Kaul & Asha, Effective Business Communication, PHI 2<sup>nd</sup> Edition, 2006.

### **REFERENCE BOOKS:**

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

### **WEB SOURCES:**

1. <https://www.softskillsusa.com/what-is-meaning-of-business-communication-skills.php>
2. [https://www.atctraining.com/soft\\_skills\\_definition\\_of\\_communication.htm](https://www.atctraining.com/soft_skills_definition_of_communication.htm)
3. <https://www.jobwise.co.uk/the-importance-of-soft-skills-in-business/>

**COURSE OBJECTIVE: ( Skill Development)**

- To introduce the essential concepts necessary to make effective use of the computer.
- To understand what a computer can do, how it works, and how it can be used to create documents using word processing and spreadsheet applications for personal and business use.

**UNIT I INTRODUCTION 12**

History of Computer – Definition – Types of Computers –Desktop Computer – Laptop– Functions of Computer – Application and Current Trends for business related problems

**UNIT II HARDWARE&SOFTWARE 12**

Hardware System – Types of Hardware: Input, storage and output devices – Internal and External Parts of Hardware – Software – System Software: Operating System (OS) such as Microsoft Windows and Macintosh– Application software– Internet

**UNIT III MICROSOFT WORD 12**

Microsoft Word – History, Version – Features of Word Such as File Creation, Formatting, Editing, Paragraph Formatting, Inserting Header and Footer and Page Number, Inserting Tables, Inserting Symbols, Print Review and Printing

**UNIT IV MICROSOFT EXCEL 12**

Microsoft Excel – History, Version – Features of Excel Such as File Creation, Formatting, Editing, Organizing the Worksheet,Formulas/Functions, Sorting, Filters, Creating Charts, Print Review and Printing

**UNIT V MICROSOFT POWERPOINT 12**

Microsoft PowerPoint – History, Version – Features of PowerPoint Such as File Creation, Slide Creation, Formatting, Editing, Adding Transitions and Animation, Print Review and Printing.

**TOTAL: 60 HOURS****COURSE OUTCOMES:**

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

- CO – 1 : Describe the fundamentals of computer.
- CO – 2 : Explain the basics of hardware and software.
- CO – 3 : Identify different components of hardware systems.
- CO – 4 : Discuss about the word processing using Microsoft Word.

CO – 5 : Demonstrate **working with Spreadsheets** using Microsoft Excel.

**TEXT BOOKS:**

1. Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.
2. Richard D Gitlin, Jeremiah F Hayes, Stephen B Weinstein, Data Communications Principles, Springer, 1992

**REFERENCE BOOKS:**

1. William Stallings, Data and Computer Communications, Prentice Hall, 2007
2. Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007
3. N.D.Birrell, M.A. Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988
4. Sanjay Saxena, A first course in computers, Vikas Publishing House Pt. Ltd. 2000

**WEB SOURCES:**

1. <https://mcc.iavalley.edu/academic/computer-science-information-technologies/computer-applications-business/>
2. [https://www.oakton.edu/academics/academic\\_departments/computer\\_app\\_business/index.php](https://www.oakton.edu/academics/academic_departments/computer_app_business/index.php)
3. <https://visionarybusinessperson.com/computer-application-in-business/>

The objective of this course is to take the best teaching learning resources to all to create a levelled platform. To make use of the Indian massive online to the aspiring youth of India

- The students will select a MOOC course from the Swayam platform.
- They will spend 2 hours per week undergoing this practical MOOC course under the guidance of a faculty.
- Every course will have a minimum of 8 to a maximum of 12 assignments depending on the duration of the course.
- Assignments will be submitted as per the requirements of the course.
- The marks scored in the assignments will be taken for internal assessment marks.
- The students will appear for a final practical exam conducted by VISTAS.

**COURSE OUTCOMES:**

- CO – 1 : Understand the latest developments in the field of study
- CO – 2 : Explain the students with latest information about the field of study
- CO – 3 : Apply the skills in the business world
- CO – 4 : List the various skills gained through this course
- CO – 5 : Summarize the concepts for application

**COURSE OBJECTIVE: (Employability)**

- To acquaint the student with the applications of Statistics and Operations Research to business and industry
- To help them to grasp the significance of analytical techniques in decision making.
- To test on the application of Operations Research to business related problems.

**UNIT I                      LINEAR PROGRAMMING                      12**

Operations Research – Linear programming (LP) – Formulation – Graphical Solutions – Simplex Method – Duality Concepts – Sensitivity Analysis – Using Excel solver to solve LP Problems

**UNIT II                      TRANSPORTATION AND ASSIGNMENT                      12**

Transportation Model – Initial Solution: North West Corner Rule, Least Cost Method, Vogel's Approximation method – Assignment Problem.

**UNIT III                      NETWORK MODELS                      12**

Network Models – Shortest Path Problem: PERT & CPM – Maximum Flow Problem – Minimum Spanning Tree

**UNIT IV                      GAME THEORY                      12**

Game Theory – Game – Zero-sum games and Non-zero sum games – Pure & Mixed Strategy – Maximin–Minimax Principle – Dominance Property.

**UNIT V                      QUEUING & SIMULATION                      12**

Queuing System – Four elements – Kendall's Notation – Queuing models – Birth and Death Model– Simulation– Type: Discrete and Continuous simulation – Simulation models

**TOTAL: 60 HOURS**

**COURSE OUTCOMES:**

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

- CO – 1 : Construct linear programming models and explain the solution.
- CO – 2 : Synthesize and evaluate transportation, assignment problems
- CO – 3 : Synthesize and evaluate network models
- CO – 4 : Synthesize and assess game theory
- CO – 5 : Evaluate the Queuing System

**TEXT BOOKS:**

1. Tulsian, P. C., Vishal Pandey, Quantitative Techniques – Theory and Problems, Pearson Publications,2006.
2. Sankar P. Iyer, Operations Research, Tata McGraw-Hill Education,2008

**REFERENCE BOOKS:**

1. Hamdy A. Taha, Operations Research-An introduction, Pearson Education, 8th Edition / Prentice Hall of India,2007.
2. A.Ravindren,DonT.PhillipsandJamesJ.Solberg,OperationsResearchPrinciplesand Practice, John Wiley and Sons, 2nd edition, 2000.

**WEBSITES:**

1. <https://www.britannica.com/science/linear-programming-mathematics>
2. <https://www.iitg.ac.in/skbose/qbook/qbook.html>

**WEB SOURCES:**

1. <https://www.slideshare.net/beautifulneha/transportation-problem-in-operational-research>
2. <https://www.slideshare.net/benghuid/game-theory-6705811>

**COURSE OBJECTIVES: (Employability)**

- To familiarize the students with the various sources of Finance which a business house can mobilize.
- To develop the ability to measure the risk and return of various the portfolios.
- To develop the skills to analyze the impact of various financing alternatives on the wealth maximization and valuation of the firm.

**UNIT I INTRODUCTION 12**

Financial environment – markets – exchanges – Financial statements - Financial Management - An overview, Scope of Financial Management, Agency problem, Organization of finance function - Financial decisions, emerging role of Finance Managers in India- Time Value of Money – Financial planning

**UNIT II INVESTMENT DECISION 12**

Capital Budgeting: Principles and techniques, Nature of capital budgeting — Procedure, Advantages and Limitations- Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index– Capital rationing – Risk analysis in capital budgeting – Capital budgeting practices in India

**UNIT III SOURCES OF FINANCE 12**

Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital

**UNIT IV FINANCING AND DIVIDEND DECISIONS 12**

Capital Structure Theories-Net Income , Net Operating Income Approaches and MM hypothesis- Optimal Capital Structure-Factors Affecting Capital Structure-EBIT/EPS -Capital Structure Policies in

Practice -Financial, Operating and Combined Leverages Dividend decision – Dividend policy - **Dividend theories** – Walter -Gordon and MM theory - forms of dividend – forms of dividend policy – Share split – Buyback of shares – **Financing and Dividend decision practices in India**

## **UNIT V LIQUIDITY DECISIONS**

12

**Working capital** – Concepts – Types – Determinants – Estimation of working capital requirement - Managing the components of working capital – Receivables management and factoring – **Inventory management** – Cash management – **Working capital finance** – **Liquidity decision practices in India.**

**Total 60 hrs**

### **COURSE OUTCOMES:**

- CO – 1: Describe about **various financial management concepts**
- CO – 2: Categorize and **analyze different capital budgeting techniques**
- CO – 3: Estimate cost of capital for long term source of finance
- CO – 4: Outline **various capital structure theories and dividend theories**
- CO –5: Analyse **working capital management techniques** to maximize the shareholders' value

### **TEXT BOOKS:**

1. I.M.Pandey, Financial Management, Vikas publishing house Ltd., 9<sup>th</sup> edition, 2007.
2. M.Y.Khan and P.K.Jain, Financial Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2004.

### **REFERENCE BOOKS:**

1. James C.Vanhorne, Financial Management and Policy, Pearson Education Asia,1998
2. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 13<sup>th</sup> Edition, 2014
3. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill, 7<sup>th</sup> Edition, 2008.
4. Machiraju, Indian Financial System, Vikas Publishing house.2002
5. Bhalla.V.K, International Financial management – Text and cases, Anmol publications, New Delhi.2004
6. P.V.Kulkarni, Corporate finance, Himalaya Publishing house.2001

7. S.C.Kuchhal, Corporate finance, Chaitanya Publishing house.2001

#### **WEB SOURCES:**

1. Financial Markets: <https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/financial-markets/>
2. <https://byjus.com/commerce/what-is-financial-market/>
3. Long, medium and short term source of finance: <https://efinancemanagement.com/sources-of-finance>
4. Investment decision: <https://www.economicdiscussion.net/financial-management/types-of-financial-decisions-in-financial-management/31652>
5. Investment methods <https://economictimes.indiatimes.com/wealth/invest/top-10-investment-options/articleshow/64066079.cms?from=mdr>
6. Problems: Dividend models, Capital budgeting: <https://nptel.ac.in/courses/110/107/110107144/>
7. Working capital: <https://www.accountingnotes.net/working-capital/working-capital-meaning-and-components-business/11033>

**COURSE OBJECTIVE: (Employability)**

- To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business.
- To highlight the important challenges facing managers and employees in today's business climate.
- To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

**UNIT I HUMAN RESOURCE MANAGEMENT 12**

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

**UNIT II HUMAN RESOURCE PROCESS 12**

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs analysis, Delivery Methodology, Evaluation, Capacity Building.

**UNIT III MANAGING CAREERS 12**

Career Planning & Development vs. Employee development. Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management. Employee Separations, Downsizing & Outplacement, HRIS, Fundamentals of Industrial Relations and Fundamentals of Labour Laws

**UNIT IV PERFORMANCE MANAGEMENT 12**

Purposes of Performance Management, Performance Appraisal Methods, limitations and problems, Punishment and Promotion, Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits.

**UNIT V CONTEMPORARY ISSUES IN HRM 12**

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

**TOTAL: 60 HOURS**

## **COURSE OUTCOMES:**

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

- CO – 1 : Discuss the **History and evolution of HRM.**
- CO – 2 : Explain the importance of **HRM in the organizations**
- CO – 3 : Assess the major **HRM functions and processes of HRM planning**
- CO – 4 : Identify **strategic HR planning and the HRM process to the organization's strategic.**
- CO – 5 : Explain how **training helps to improve the employee performance.**

## **TEXT BOOKS:**

1. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw Hill, New Delhi. 2014
2. Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt. Ltd, New Delhi.2009.

## **REFERENCE BOOKS:**

1. Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States. 2007
2. Anuradha Sharma and Aradhana Khandekar Strategic Human Resource Management. Response Books, New Delhi. 2006
3. Beer et al, Managing Human Assets, The Free Press: Maxwell Mac Millan Inc, New York. 1984

## **WEB SOURCES:**

1. <https://open.lib.umn.edu/humanresourcemanagement/chapter/1-1-what-is-human-resources/>
2. <https://www.hrdconnect.com/2019/05/22/what-is-hr-management-in-an-organisation/>
3. <https://www.thebalancecareers.com/what-is-human-resource-management-1918143>

**COURSE OBJECTIVE: (Employability)**

- To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge.
- To understand the core concepts in marketing concepts, critical thinking, problem solving an analysis

**UNIT I INTRODUCTION 12**

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment-Micro and Macro Environment.

**UNIT II CONSUMER MARKETS 12**

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

**UNIT III MARKET SEGMENTATION 12**

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

**UNIT IV MARKETING PROGRAMME 12**

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

**UNIT V MARKETING RESEARCH 12**

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

Audit, **Online Marketing**. Ethics in marketing. **Case study**: Marketing strategy Implementation; Market Segmentation / Targeting / Positioning; Product Levels, Pricing

**TOTAL: 60 HOURS**

### **COURSE OUTCOMES:**

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

- CO – 1 : Relate the **corporate function of marketing**.
- CO – 2 : Outline the **macro and micro environment** in the company's marketing function.
- CO – 3 : Differentiate the **consumer and institutional buyer behaviour**.
- CO – 4 : Compare and contrast **goods and services**.
- CO – 5 : Define the **target segments for the products**

### **TEXT BOOKS:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 20 2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw-Hill-Vijaynicole, First edition, 2010.
2. Lamb, Hair and McDaniel, Marketing, 8th Edition, Thomson Learning, 2005, Rajan Saxena, Marketing management, TMH, 2006.

### **REFERENCE BOOKS:**

1. Keith Blois, Marketing, Oxford University Press, 2005.
2. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006.

### **WEB SOURCES:**

1. <https://www.iedunote.com/marketing-management#:~:text=Marketing%20management%20is%20the%20process,satisfy%20individual%20and%20organizational%20goals>.
2. <https://www.economicdiscussion.net/marketing-management/what-is-marketing-management/31788>
3. <https://www.indeed.com/hire/c/info/marketing-management>

**COURSE OBJECTIVE: (Employability)**

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

**UNIT I INTRODUCTION 12**

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

**UNIT II LOCATION, LAYOUT AND FORECASTING 12**

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

**UNIT III PLANNING 12**

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

**UNIT IV QUALITY 12**

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

**UNIT V INVENTORYMANAGEMENT 12**

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

**TOTAL: 60 HOURS****COURSE OUTCOMES:**

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

- CO – 1 : Explain the fundamental concepts of operations and production.
- CO – 2 : Understand the types of production systems.
- CO – 3 : Explain the fundamental concepts of layout and location.

CO – 4 : Predict the demand using the different forecasting techniques.

CO – 5 : Explain the fundamental concepts of various planning.

**TEXT BOOKS:**

1. Ajay Garg. Production and Operations Management, Tata McGraw-Hill Education, 2017.
2. Stevenson J. William, Operations Management, 9th Edition, TMH, 2007.

**REFERENCE BOOKS:**

1. Roger Schroeder, Susan Goldstein, M. Johnny Rungtusanatham. Operations Management, McGraw-Hill Education, 2010.
2. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.

**WEB SOURCES:**

1. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/operations-management/>
2. <https://managementhelp.org/operationsmanagement/>
3. <https://hbr.org/topic/operations-management>

**COURSE OBJECTIVE: (Employability)**

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

**UNIT I INTRODUCTION 12**

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

**UNIT II RESEARCH DESIGN AND MEASUREMENT 12**

Research design – Definition – types of research design – Descriptive Research Designs: Exploratory – Cross-sectional studies and Longitudinal studies; Experimental Designs – Data Collection – Types of data –Primary and Secondary data – Methods of primary data collection – Online Interviews and Focus Groups – Observation – Interview – Case study Questionnaire and Schedule – Construction of questionnaire – pilot study

**UNIT III SAMPLING AND DATA COLLECTION 12**

Sampling concepts- Sample vs Census – Non Sampling error-Sampling Techniques – Probability and Non-probability sampling methods- Determination of Sample size- Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement.

**UNIT IV DATA PROCESSING AND ANALYSIS THROUGH SPSS 12**

Data Processing Operations– editing – Coding –Data entry – Classification and Tabulation of Data – Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis – Chi-square Analysis – Analysis of Variance – t test – Procedure for testing hypothesis

**UNIT V REPORT DESIGN AND WRITING 12**

Introduction - Research Report - Different types – Criteria of Good Research -Structure of the research report – Title, Table of Contents – Synopsis, bibliography - Introductory Section –Research

Design – Result Section – Recommendation & Implementation Section- - Bibliography – Citation rules Research ethics – Research databases –research metrics – Publication ethics – Use of plagiarism software – Turnitin – Urkund and open source software tools

**TOTAL: 60 HOURS**

**COURSE OUTCOMES:**

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

- CO – 1 : Demonstrate how research to be conducted in a systematic way
- CO – 2 : Develop hypothesis and understand procedure for experimenting hypothesis
- CO – 3 : Construct a questionnaire, interpret the results with the help of various statistical tools
- CO – 4 : Analysis the data using the SPSS software
- CO – 5 : Discuss the Researchers Ethical code and plagiarism software tools

**TEXT BOOKS:**

1. Kothari, C.R., Research Methodology”, Methods and Techniques, New Age International, 6th Edition, 2010.

**REFERENCE BOOKS:**

1. Panneerselvam, R., “Research Methodology”, Prentice-Hall of India, New Delhi, 7<sup>th</sup> Edition, 2004.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 20 .

**WEB SOURCES:**

1. <https://nptel.ac.in/courses/121106007>
2. <https://nptel.ac.in/courses/110107080>
3. [https://www.sagepub.com/sites/default/files/upm-binaries/36330\\_Chapter2.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/36330_Chapter2.pdf)
4. <https://www.youtube.com/watch?v=LKH1Kp7TQA4>

## 21CMBA27 CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY 4 0 0 4

### COURSE OBJECTIVE: (Employability)

- To introduce the concept of Corporate Social Responsibility
- To create awareness about the third sector and its role towards development of society.
- To instil interest towards Societal Responsibilities of Corporations

### UNIT I INTRODUCTION

12

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

### UNIT II FRAMEWORK FOR CSR

12

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

### UNIT III CSR LEGISLATIONS

12

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

### UNIT IV REGULATORY ENVIRONMENT

12

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

## UNIT V STAKEHOLDERS OF CSR

12

Identifying key stakeholders of CSR & their roles. **Role of Public Sector in Corporate**, government programs that encourage voluntary responsible action of corporations. **Role of Non-profit & Local Self Governance in implementing CSR**; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, **National Voluntary Guidelines by Govt. of India.** **Understanding roles and responsibilities of corporate foundations.**

**Total 60 hrs**

### COURSE OUTCOME:

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

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

CO-2: Describe the **evolution of CSR and also discuss different goals in CSR**

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

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

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

### TEXT BOOKS:

1. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach , Broadview Press, 2011
2. Wayne Visser and Nick Tolhurst ,The World Guide to CSR, Taylor and Francis, 1<sup>st</sup> Edition,2017
3. Lelouche, Idowu and Filho, Innovative CSR- From Risk Management to value creation, Taylor and Francis, 2010
4. Sanjay K Agarwal ,Corporate Social Responsibility in India, Sage Publications Pvt Ltd, 1<sup>st</sup> Edition, 2008

### REFERENCE BOOKS:

1. M. A. Quaddus, Muhammed Abu B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools ,Edward Elgar Publishing, 1<sup>st</sup> Edition, 2011
2. Srinivasa, Growth, Sustainability, and India's Economic Reforms, Oxford publication, 2011.

3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi, 4<sup>th</sup> Edition, 2012.
5. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, 2014
6. 6. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi, 2<sup>nd</sup> Edition, 2019
7. <https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf>
8. <https://www.ukessays.com/lectures/business/business-management/csr>

**WEBSOURCES:**

1. <https://www.slideshare.net/madangkiraswaamy/bgs-7>
2. <https://www.slideshare.net/rcay/csr-for-sustainable-business>

**COURSE OBJECTIVE: (Employability)**

The internship module aims to provide the student with:

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

**COURSE OUTCOMES:**

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

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

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

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

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

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

## 21EMBA01 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 3

### COURSE OBJECTIVES: (Employability)

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

### UNIT I BASICS OF INVESTMENT 9

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

### UNIT II RISK AND RETURN OF PORTFOLIO 9

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

### UNIT III SECURITY ANALYSIS & TRADING 9

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

### UNIT IV THEORY FOR INVESTMENT PORTFOLIO FORMATION 9

Quantitative methods of investment analysis - Capital Allocation to Risky Assets - Optimal Risky Portfolios - Portfolio Theory - Markowitz portfolio theory - The expected rate of return and risk of portfolio - Capital Asset Pricing Model - Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis - Multifactor Models of Risk and Return-

### UNIT V PORTFOLIO MANAGEMENT AND EVALUATION 9

Portfolio risk and return, Benefits of portfolio Diversification- Active versus passive portfolio

management - Strategic versus tactical asset allocation - Monitoring and revision of the portfolio - Portfolio performance measures– Portfolio Revision

**Total 45 hrs**

### **Course Outcomes:**

- CO – 1: Describe and to analyze the investment environment, the investment management and planning
- CO – 2: Assess wide knowledge on use the quantitative methods for investment decision making and to calculate risk and expected return of various investment tools to evaluate the investment portfolio;
- CO – 3: Evaluate relevance of stocks, bonds, options for the investments and Differentiate elements standard deviation and beta concepts as to securities.
- CO – 4: Assess the psychological issues in investment decision making.
- CO – 5: Apply the theories on investment analysis

### **Text Books:**

1. Donald E.Fischer& Ronald J.Jordan, “Security Analysis and Portfolio Management”, PHI Learning, 8<sup>th</sup> Edition,2011.
- 2.Prasannachandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill, 4<sup>th</sup> Edition, 2012.
- 3.S.Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 13<sup>th</sup> Edition, 2015.

### **Reference Books:**

- 1.Reilly & Brow, “Investment Analysis and Portfolio Management”, Cengage Learning, 9<sup>th</sup> Edition, 2011.
- 2.V.A.Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2011.
- 3.V.K.Bhalla, “Investment Management “, S.Chand&Company Ltd., 2012

### **Web Sources:**

1. <https://thismatter.com/money/investments/portfolios.htm>
2. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
3. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
4. <https://gurukpo.com/Content/MBA/SAPM.pdf>

**Course Objective: (Employability)**

- The objective of the course is to provide students with hands on **experience in financial statements valuation.**
- Students will be exposed to **general tools of financial analysis, theoretical concepts, and practical valuation issues.**
- Students should be comfortable with using firm's financial statements to develop understanding of their performance and to establish basis for making reasonable evaluation estimates.

**UNIT 1: Introduction to financial analysis 9**

Finance and accounting – meaning –Types of companies - **Financial statement analysis** – on the basis of materials used – on the basis of modus operandi – **Comparing financial and non-financial listed companies** performance through annual as a bench marking against competitor and industry.

**UNIT 2: Financial analysis through ratios 9**

Accounting analysis – **Factors influencing accounting quality** – Steps in accounting analysis – Drivers of firms profitability and growth – Measuring overall profitability – Decomposing profitability – Measuring earnings - Evaluating Investment management – **Liquidity analysis and net trade cycle** - Evaluating financial management & leverage analysis – **Assessing sustainable growth rate of companies** – **Assessing historical pattern of key ratios among financial (CAMEL analysis) and non-financial firms** – Analysis of cash flow

**UNIT 3: Prospective and Credit analysis 9**

**Prospective analysis** – Techniques - Elements of detailed forecast – **Sensitivity analysis** – Decision tress analysis of capital budgeting - Credit analysis – Market for credit –Credit analysis process –Factors driving debt rating – **Kalpan – Urwitz model of debt rating** – Prediction of distress and turnaround – MDA, PCA and RPA

**UNIT 4: M & A and Equity analysis 9**

Mergers and acquisition – **Motivations for M & A** – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - **Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio** – PEG analysis – F Score

**UNIT 5: Equity Valuation 9**

Risk and return of equity – **Dividend pattern analysis** – Valuation of Options & Futures – **BS model, Binomial model** - Hedging

**Total 45 hrs**

**Course Outcomes:**

- CO1- Apply the basic techniques of valuation of financial statement analysis
- CO2 - Applying value-relevant information contained within financial statements;
- CO3 - Evaluate and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on these entities' assets (equity and debt securities);
- CO 4– Analyze the ratios for M& A and restructuring.
- CO 5– Apply the concept of PEG and other valuation models

**Books:**

1. Koller, Goedhart, Wessels, Valuation: Measuring and Managing the Value of Companies, McKinsey & Company Inc. University Edition. 7th Edition, 2020.
2. Copeland T E, T Koller and J Murrin, Valuation: Measuring and Managing the Value of Companies. John Wiley and Sons. 7<sup>th</sup> Edition, 2020.

**Reference Books:**

1. Richard A Brealey, Stewart C Myers and Franklin Allen, Principles of Corp Finance, Irwin/McGraw-Hill. 12<sup>th</sup> Edition, 2017.
2. Pitabas Mohanty, Business Valuation – Text and Cases. Taxmann, 2021

**Websites**

1. <http://support.uclaextension.edu>

**Web Sources**

1. [https://www.researchgate.net/publication/338306623\\_Introduction\\_to\\_Business\\_Valuation](https://www.researchgate.net/publication/338306623_Introduction_to_Business_Valuation)
2. [http://www.stern.nyu.edu/~adamodar/New\\_Home\\_Page/papers.html](http://www.stern.nyu.edu/~adamodar/New_Home_Page/papers.html)

**COURSE OBJECTIVES:** (Employability)

- To understand the role, scope and growing contribution of financial services in the service sector of the economy.
- To comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.
- To understand the role of intermediaries and its regulating bodies.
- To know the impact and role of Credit rating in the corporate world.

**UNIT I STRUCTURE OF FINANCIAL SYSTEM:**

9

Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Secondary Markets – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms

**UNIT II FINANCIAL SERVICES**

9

Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Functions of Merchant Banking – Regulation of Merchant Banking in India – SEBI guidelines – Merchant banking in India

**UNIT III VENTURE CAPITAL & LEASING**

9

Concept of Venture Capital – Features of Venture Capital – Scope of Venture Capital – Importance of Venture Capital – Origin – Initiative in India – Guidelines – The Indian Scenario – Present Position – Suggestions for the Growth of Venture Capital Funds – Venture capital: growth of venture capital in India – financing pattern – legal aspects and guidelines for venture capital – leasing – types of leases – leasing

**UNIT IV MUTUAL FUND**

9

Mutual funds: concepts and objectives – Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP – guidelines for mutual funds – working of public and private mutual funds in India – performance measure of a mutual fund – Performance Evaluation of Mutual Funds – Sharpe's Model for Evaluation – Treynor's Model for Evaluation – Jensen Model – Other Parameters of Performance

## UNITV SPECIALIZED FINANCIAL SERVICES

9

Microfinance, -Private Placement, Private Equity, Securitization & Asset Reconstruction Company- Overview of Credit Information Reporting- Factoring and bill discounting concept process and forms-Functions of a factor.-Legal aspects of factoring and bill discounting.. - Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting

**Total 45 hrs**

### **COURSE OUTCOMES:**

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

CO – 1: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

CO – 2: Develop insights regarding concept and mechanism of various financial markets and services

CO – 3: Utilize the guidelines provided by various legal and regulatory frameworks to analyze the different financial services.

CO – 4: Develop insights regarding concept and Mechanism of various financial markets and services

CO – 5: Build skills to evaluate an individual's assets, needs and prepare plans for efficient wealth management

### **Text Books:**

1. C Rama Gopal, "Management of Financial Services", Vikas Publishing House, 1<sup>st</sup> Edition, 2014.
2. M.Y.Khan, "Financial Services", Tata McGraw Hill, 12<sup>th</sup> Edition, 2012.
3. Machiraju, "Indian Financial System", Vikas Publishing House, 2<sup>nd</sup> Edition, 2010.

### **References:**

1. Rajesh Kothari, "Financial Services in India – Concepts and Application", Sage India. 2010.
2. J.C.Verma, "A Manual of Merchant Banking", Bharath Publishing House, New Delhi, 2001.
3. B.SBhatia, G.S.Batra, "Management of Financial Services", Deep and Deep Publications, 1996.

## Web Sources:

1. <https://nptel.ac.in/courses/110/105/110105121/>
2. <http://www.himpub.com/documents/Chapter1321.pdf>
3. <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Institutions>
4. <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Markets>
5. <http://tumkuruniversity.ac.in/ocug/comm/notes/FINANCIALMARKETANDSERVICES.pdf>
6. <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>
7. [https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/\[Jeff\\_Madura\]\\_Financial\\_Markets\\_and\\_Institutions\\_11.pdf](https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/[Jeff_Madura]_Financial_Markets_and_Institutions_11.pdf)

**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING****COURSE OBJECTIVES:** (Employability)

- To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.
- To illustrate the leading methods used in the valuation of a firm for merger analysis

**UNIT I      MERGERS**

9

Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.-Characteristics of Merger, Divestitures, sell off, spin off, Equity carveout, Going private, demergers and Leveraged buyouts.

**UNIT III      ACQUISITIONS**

9

Negotiation/Approach for Merger, Acquisition and Take-over - Contracting - Implementation of Merger and Acquisition - Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over – Defensive tactics for mergers. Takeovers, types, takeover strategies, – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills

**UNIT IV      CORPORATE RESTRUCTURING**

9

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance- buyback of shares.

**UNIT V ACCOUNTING FOR AMALGAMATION & LEGAL AND REGULATORY FRAMEWORK OF M & A**

9

Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits--Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and

1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.

**Total 45 hrs**

### **COURSE OUTCOMES:**

- CO-1: Investigate the major strategic, economic, financial, and governance issues of mergers and acquisitions
- CO-2: Evaluate the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, and create shareholder value.
- CO-3 Apply the valuation techniques to M&A assessment and decision making
- CO-4: Provide a framework for analyzing transactions including understanding strategic rationale, valuation methodologies, deal structures, bidding strategies, and the need for a value proposition.
- CO-5: Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.

### **Text Books:**

1. Patrick A.Gaughan, “Mergers and Acquisitions Corporate Restructuring”, Wiley Publishers, 6<sup>th</sup> Edition, 2015.
2. Rabi Narayan Kar/Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices Paperback – , TAXMANN, 2017
3. Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions”, Academic Press, 6<sup>th</sup> Edition, 2011.
4. Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
5. Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
6. Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
7. Mergers, Ramanujam et al, TMH, 2003. • Advanced Accounts Vol. 2 – Shukla & Grewal, S.Chand& Sons.

8. Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2011.

### Reference Books:

1. Karn Gupta, “Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position”, Lap Lambert Academic Publishing, 2013.
2. Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities”, Academic Press, 5<sup>th</sup> Edition, 2010.
3. Sheeba Kapil (Author), Kanwal N. Kapil (Author), Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing (WIND) Paperback WILEY, 2015
4. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
5. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley
6. The Theory of Corporate Finance, Jean Tirole, Princeton University Press • “Corporate Takeovers” by Betton, Eckbo, Thorburn,
7. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
8. Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
9. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
10. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

### Web Sources

1. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-six-types-of-successful-acquisitions#https://www.jstor.org/stable/27747463?seq=1>
2. <https://sci-hub.do/https://doi.org/10.1016/B978-0-12-385487-2.00015-5>
3. <https://sci-hub.do/https://doi.org/10.1016/B978-0-12-385487-2.00004-0>

**Course Objective: (Employability)**

- To understand the role of financial risk management as well as the techniques available for its measurement in financial and non-financial corporations.
- To review the set of financial instruments available in modern financial markets as well as the strategies that a firm can use to optimize the management of the risks the company is faced to, and.
- To build a framework that will help integrate financial risk management into the overall corporate strategy of the firm.

**UNIT I INTRODUCTION TO DERIVATIVES 9**

Purpose, Definition of Badla, Evolution, Introduction to Forward Contracts & its demerits, Types of Futures instruments, Pricing of Futures, Lot sizes, Contract months, Expiry, Margins –initial & marked-to-market with calculations, Cost of carry, Roll over, Stop loss, Convergence, Trend indicators. Trading Mechanism, Hedging Mechanism, Arbitrage Mechanisms, and Utility of Hedging Mechanism in managing market risk.

**UNIT II OPTIONS MARKET 9**

Types of Options, Call & Put Options, Premiums, Strike Prices, Put-Call ratios, SEBI's regulatory framework, Options Strategies, Profit and loss in options, Option pricing, factors affecting option pricing, Option Overwriting, Exotic Options and other derivatives, Mortgage-backed Securities, Nonstandard swaps, Weather Derivatives, Energy Derivatives, Insurance derivatives.

**UNIT III SWAPS 9**

Definition of SWAPS, uses in risk Management and Hedging, different kind of swaps like currency Swaps and interest rate swaps and their working.

**UNIT IV OVERVIEW OF RISK MANAGEMENT 9**

Meaning, Definition, Risk identification, Risk identification and Risk Evaluation, Risk assessment & Management. Risk analysis: Exposure of physical assets, financial assets, and Humanassets, Exposure to legal liability, Risk Management, Risk control. Types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging. Price variation, Short Term borrowing, Pricing in Foreign Currency, Assets Liability Management, Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects. Meaning, Process, concept of Probability, PML, Decision Making Criteria,

Importance of valuation of a risk, Risk Control, Loss Prevention, various methods

## UNIT V MEASUREMENT OF RISK AND RETURN

9

Meaning, Types of Risk, Measurement of Risk, Behavioural view of risk, Sensitivity Analysis, Probability, statistical measures of risk, Standard deviation, Variance, Coefficient of Variation, Beta, Coefficient of Beta, probability. Portfolio Expected Return, Portfolio Variance and Standard Deviation, Concept of Modern portfolio theory. Value at Risk (VAR), Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing, CAPM, Arbitrage Pricing Theory, Sharpe Ratio, Treynor Ratio, Jensen Index.

**Total 45 hrs**

### Course Outcomes:

- CO1– Apply knowledge of key financial building blocks used in constructing complex derivative instruments (Eg. Futures, Forwards, Options and Swap)
- CO2 – Analyse and evaluate the options market
- CO 3 – Evaluate different kinds of swaps
- CO4–Analyse the overview of risk management.
- CO5–Apply and analyze the pricing of individual and combination of derivative securities.

### Text Books:

1. Sundaram & Das, “Derivatives Principles and Practice, ”, McGraw Hill, 2017
2. N.R. Parasuraman, “Fundamentals of Financial Derivatives”, 3ed (WIND) – 2014, Wiley Precise Textbook Series.
3. Sundaram Janakiraman, “Derivatives and Risk Management”, Pearson Education, 1st Edition, 2011.

### References Books

1. Dhanesh Kumar Khatri, “Investment Management & Security Analysis: Text and Cases”, Macmillan India Ltd., 2nd Edition, 2010.
2. S.L. Gupta, “Financial Derivatives: Theory, Concepts and Problems” –2<sup>ND</sup> EDITION, PHI 2017

**Websites**

1. [https://www.stat.fi/meta/kas/johdannaiset\\_en.html](https://www.stat.fi/meta/kas/johdannaiset_en.html)
2. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_FD\\_NOTES.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FD_NOTES.pdf)

**Web Sources**

1. <https://www.slideshare.net/mebinoyjohn/financial-derivatives-45001725>
2. <https://www.slideshare.net/vwedelich/financial-derivatives-and-options>

**COURSE OBJECTIVES:** (Employability)

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management.
- It enables the students to understand the crux of international financial market.

**UNIT I INTERNATIONAL FINANCIAL ENVIRONMENT 9**

Global Economy – Evolution, financial Globalization, rewards and risks, Openness of Indian Economy - International Monetary system, Multilateral financial institution – Overview, Importance and role in developing economies, Balance of Payments (BOP) – Fundamentals, Principles and its various components, The Current Account Deficit and Surplus-International Business methods – Exposure to international risk.

**UNIT II FOREIGN EXCHANGE MARKET 9**

Evolution of foreign exchange market -International Monetary System -Introduction- Forex Market participants- Foreign Exchange Rate regime-Fixed and Floating- Advantages and Disadvantages, Foreign Exchange Contracts - Spot and Forward Contracts – Swap and options, Forex Dealers/market makers and brokers-Forex Trading and SWIFT- Forex market in India- FERA Vs. FEMA

**UNIT III EXCHANGE RATE DETERMINATION 9**

Exchange Rate Determination - Exchange rate movements - Factors that influence exchange rates – Forward Rate and Cross Rate - Concepts of International arbitrage - Interest rate parity - Purchasing power parity - International Fisher effect.

**UNIT IV INTERNATIONAL FINANCIAL MARKETS & INSTRUMENTS 9**

International Financial Markets - basic concepts of the International Money Market –International Equity and Bond Market- GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon

Bonds, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements-Foreign Trade Finance - **Financing methods for import of capital goods** Export trade documents - Payment terms – Letter of credit, Pre shipment and post shipment finance, factoring, forfeiting and Countertrade.

## **UNIT V MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE**

**9**

**Concept of exposure forward and foreign exchange exposure-** nature and measurement of foreign exchange exposure- Management of Transaction exposure- **Management of Translation exposure-** Management of Economic exposure- Management of political Exposure-Management of Interest rate exposure- -various tools and **techniques of foreign risk management** - risk management products.

**Total 45 HRS**

### **COURSE OUTCOMES:**

- CO –1: Analyze and interpret knowledge of basic theorems of **exchange rate determination, interest rates and inflation and the role of arbitrage** in keeping the foreign exchange market efficient.
- CO –2: Identify risk related to **exchange rate fluctuations and develop strategies** to deal with them.
- CO –3: Apply knowledge of foreign exchange hedging to identify and manage the **foreign exchange risks faced by globally active firms.**
- CO –4: Analyze and evaluate various **foreign exchange management exposures**
- CO –5: Demonstrate the ability to produce a clear and concise written report that demonstrates higher order understanding of **key concepts in international finance.**

### **Text Books:**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Eun, Cheol S., Bruce G. Resnick, International Financial Management, McGraw-Hill, 6th edition, 2012, ISBN-13: 978-0-07-803465-7.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
4. Eiteman, David K., Arthur I. Stonehill, and Michael H. Moffett, Multinational Business Finance, Prentice Hall, 12th edition, 2009.

5. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 10th Edition, 2013.
6. Levich, Richard, International Financial Markets, McGraw-Hill/Irwin, 2<sup>nd</sup> Edition, 2001.
7. MadhuVij International Financial Management, Excel BOOKS, 2010.
8. Apte P. G International Financial Management –, 6/e, TMH, 2011
9. Eiteman, Moffett and Stonehill Multinational Business Finance , 12/e, Pearson, 2011.

### **Reference Books**

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
3. International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
4. Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
5. International Financial Management – Jain, Peyrard& Yadav, Macmillan 2010.
6. International Finance – Thomas O’Brien, Oxford University Press, 2010.

### **Web Sources:**

1. <https://drodrik.scholar.harvard.edu/publications/rebalancing-globalization>
2. <http://www.imf.org/>
3. <http://www.worldbank.org>
4. <http://people.stern.nyu.edu/igiddy/valueatrisk.htm>
5. <http://people.stern.nyu.edu/igiddy/fxrisk.htm>
6. <https://iare.ac.in/sites/default/files/LECTURE%20NOTES-IFM.pdf>

**COURSE OBJECTIVE:** (Employability)

- Explains the historical background and concepts vital for understanding Consumer Behavior.
- Identify the role of various variables that determine Consumer Behavior in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer Behavior.
- Study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer Behavior.

## UNIT I

9

**Introduction of Consumer Behaviour**- Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, **Difference between consumer & Customer**, Nature & **Characteristics of Indian Consumers, Consumer segmentation**-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy.

## UNIT II

9

**Behaviour Change** - Beliefs, Attitudes, and Behaviour Change: Persuasion, **Personality and Consumer behaviour**, Social class, Group dynamics, Households and Families, **Cultural and Subculture**. [Consumer motivation, personality, perception and learning]

## UNIT III

9

**Consumer Decision Making Process** - Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, **Communication and Consumer Behavior** - **Components of communications process** Brand Loyalty and Repeat Purchase Behavior. Opinion leadership dynamics of opinion leadership, **the situational environment of opinion leadership**.

## UNIT IV

9

**Consumer modeling** - Consumer modelling-**Economic model**-psychoanalytical model – **sociological Model**- Howard Seth model-Nicosia model-Engel Blackwell model, **VALS2 Stanford model**.

## UNIT V

9

**Consumer Rights** - Consumer Movement and Consumer Rights, **Marketing Ethics and Social Responsibility**, Consumer Movement in India, Rights of the Consumer, **Responsibilities of consumers in India**, Benefits of consumerism Consumer research-**Primary and secondary methods-tools used-survey**, focus groups, personal interviews, projective techniques.

**Total 45 hrs**

### **COURSE OUTCOMES:**

- CO – 1: Analyze the effect of use of **digital technologies in formulating** brand marketing strategies on consumer behaviour.
- CO – 2: Evaluate the various methods to do the **consumer research process**.
- CO – 3: Use how the **personality, Learning, Attitude, and Communication** have an impact on individual consumer behavior.
- CO – 4: Apply the **various models of consumer behavior** in real time
- CO – 5: Recall the concept of consumerism.

### **TEXT BOOKS:**

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003 .
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2009.

### **REFERENCE BOOKS:**

1. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2020.
2. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

### **WEBSITES:**

1. <https://www.coursera.org/courses?query=consumer%20behavior>

### **WEB SOURCES:**

1. <https://www.business2community.com>

**COURSE OBJECTIVES** (Employability)

- Explain the conceptual foundations of Digital Marketing Management as a functional area of business.
- Study the application of digital and social media marketing concepts in making strategic decisions.

## UNIT - I:

9

**Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

## UNIT - II:

9

**Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

## UNIT - III:

9

**Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. .

## UNIT - IV:

9

**Marketing in the Digital Era: Segmentation** – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

## UNIT - V:

9

**Social Media Marketing:** Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. **Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.**

**Total 45 hrs**

## **COURSE OUTCOMES**

- CO1 – Illustrate the various types of digital & social marketing formats.
- CO2 – Depict the social media industry and the growth of digital sector in India
- CO3 – Demonstrate the career growth prospects in media industry.
- CO4 - Enumerate the significance of social promoting brands through digital marketing.
- CO5 - Revise and update the latest technological intervention in marketing that enhances the performance of computerized clients.

## **TEXT BOOKS:**

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

## **REFERENCES:**

- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press, 11<sup>th</sup> Edition, 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

## **WEBSITES:**

1. <https://courses.lumenlearning.com/boundless-marketing/chapter/introduction-to-social-media-and-digital-marketing/>
2. [https://theintactone.com/2019/05/25/kmbmk03-digital-social-media-marketing/#google\\_vignette](https://theintactone.com/2019/05/25/kmbmk03-digital-social-media-marketing/#google_vignette)
3. [https://www.tutorialspoint.com/social\\_media\\_marketing/index.htm](https://www.tutorialspoint.com/social_media_marketing/index.htm)

## **WEBSOURCES:**

1. <https://www.slideshare.net/nusantara99/digital-and-social-media-marketing-50378705>
2. <https://www.slideshare.net/e.erasmus/social-media-amp-sm-marketing>

**COURSE OBJECTIVES: (Employability)**

- To understand the **changing business environment**.
- To identify the **indicators of management** thoughts and practices.
- To understand fundamental premise underlying **market driven strategies**.

**UNIT I PRODUCT MANAGEMENT****9**

**Product**- Meaning, Classification of Products, Levels of Products- Product Hierarchy- **Product Development Strategies- Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development.**

**UNIT II : ROLES OF PRODUCT STRATEGY****9**

**Product management roles and responsibilities Product strategy**, roadmaps, and portfolio planning- Product development processes - **Product life cycle management in manufacturing** sector - Failures of product management in the organisation – roles of product manager

**UNITIII: INTRODUCTION TO BRAND MANAGEMENT****9**

**Concept of Brand and Branding**, Evolution of Brand, Brand Hierarchy, **Branding in different sectors** – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, **Brand-Customer Relationships, Brand Loyalty. Brand Extension: Need for Extension, Types of Extensions, Brand Creation, Managing Brands**

**UNIT-IV: BRAND EQUITY & BRAND IDENTITY****9**

**Brand Equity: Concept and Definitions**, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, **Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality**, Managing Brand Image and Personality, Assessments of **Brand Image and Personality.**

**UNIT-V: BRAND ASSOCIATION****9**

**Brand Over time** – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, **Brand Revitalization, Brand Elimination.** Brand Positioning and Repositioning Concepts – **Types and Strategic Implications, Market Segmentation and Brand Positioning**

**Total 45 hrs**

## **COURSE OUTCOMES**

CO 1: Identify the fundamental concepts of product management

CO 2: Examine basic concept of product mix, product decisions and product line

CO 3 : State the importance of brand extensions and branding relationship

CO 4 : Identify brand equity , brand identity and brand name

CO 5: Analyse the concept of brand association and branding in the current scenario.

## **TEXT BOOKS**

1. Product Policy and Brand Management Text and Cases, A. K. Chitale, PHI Learning, 3rd Revised edition 2016.
2. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.

## **REFERENCE**

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons, 5<sup>th</sup> Edition 2017.
2. Product and Brand Management, Tapan K. Panda, Oxford University Press, First edition, 2016.

## **WEBSITES:**

1. <https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-Concise-Note-on-everything-about-Product-and-Brand-Management>
2. <https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-and-branding/>

## **WEBSOURCES:**

1. <https://www.slideshare.net/jwayne2013/branding-ppt-16015717>
2. <https://www.slideteam.net/brand-management-powerpoint-presentation-slides.html>

**COURSE OBJECTIVE:** (Employability)

- Develop understanding among students about various concepts and importance of Services Marketing.
- Understand the contribution of service sector in solving marketing problems.
- Identify the role and impact of services on the customers and employees.
- Understand the communication strategies adopted by the organizations at Global front.
- Enhance knowledge about emerging issues in the service sector.

**UNIT I Introduction to Services Marketing****9**

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to GAPS model.

**UNIT II Focus on Customers****9**

Creating the Right Service Philosophy – Fundamental of Customer satisfaction, Understanding Customer Service – Monitor & Measuring Customer satisfaction, Service Recovery.

**UNIT III Marketing Mix in Service Marketing****9**

Level of service product – service life cycle – new service development – service blueprinting – physical evidence – People in services – service process and distribution – channel functions, channel selection – designing communication mix for promoting services.

**UNIT IV Marketing Strategies for Different Services****9**

Formulating service marketing strategies for health, Hostel and hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

**UNIT V Service productivity****9**

Efficiency vs. effectiveness, Elements of service quality, Service quality gaps , Physical evidence in services: Types of service scopes, Role of service scapes, Frame work for understand service scapes &

itseffect on behaviour, Guidance for physical evidence strategies

**Total 45 hrs**

**COURSE OUTCOMES:**

CO – 1: Differentiate between **product and service characteristics** and identify service quality management as the basis for developing customer satisfaction.

CO – 2: Develop an understanding of **the links between the service providers (people), the procedures (processes), and the physical evidence** of the service offering

CO – 3: Classify the **application of customer service philosophy**, fundamentals of customer satisfaction and customer retention.

CO – 4: Accumulate the **effect of administration item**, service life cycle and new administration advancement.

CO – 5: Discuss the **roles of channel selection, service process and distribution**, communication mix and strategies pertaining to health , hospitality and tourism sector

**TEXT BOOKS:**

1. Valarie A.Zeithaml& Mary Jo-Bitner: Services Marketing-Integrating Customer Focus Across the Firm, 3/e, TMH, 2003.
2. Thomas J.Delong&Asish Nanda: Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
3. Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
4. Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2002.
5. James A Fitzsimmons, Services Management-Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2003.
6. Halen Woodroffe, “Service Marketing”, Macmillan Publishing Co, New Delhi, 2003.
7. Christopher H. Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2004.
8. Nimit Chowdhary and Monika Choudhary, “Text book of marketing of services”, The Indian experience, Macmillan publishing house, New Delhi, 2005.
9. Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.

10. Christian Gronroos, :Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.
11. Bhattacharjee, “Services Management, An Indian Perspective” Jaico publishing house, Chennai, 2005.

**WEBSITES:**

1. <https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf>
2. <https://www.economicdiscussion.net/marketing-2/service/service/32466>

**WEBSOURCES:**

1. [https://onlinecourses.nptel.ac.in/noc20\\_mg07/preview](https://onlinecourses.nptel.ac.in/noc20_mg07/preview)
2. <https://www.slideshare.net/iipmff2/services-marketing>

**COURSE OBJECTIVE:** (Employability)

- International marketing is important as the world becomes increasingly globalized. In an international context, marketing **managers plan and conduct transactions across borders** to create exchanges that satisfy the objectives of individuals and organizations.
- The course considers the basic concepts of international marketing, the various activities necessary for **international marketing planning**, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on **strategy and marketing management** relevant to expanded global operations.

**UNIT-1.****9**

**International Marketing** Scope and Significance of International Marketing, the strategic importance of international marketing, **Differences between international and domestic marketing**. Need for international trade, trends in foreign trade.

**UNIT-2.****9**

International market environment: International environment, **International Social & culture Environment**, the political legal environment and regulatory environment of international marketing. **Technological Environment**, Business Customs in International Market.

**UNIT-3.****9**

**Canalizing and targeting international market opportunities**: regional market Characteristics, Marketing in transitional economies and third world countries, **international market segmentation targeting**.

**UNIT-4.****9**

**International Market Entry Strategies:** Indirect Exporting, Domestic Purchasing, Direct Exporting, **Foreign Manufacturing Strategies without Direct Investment**, Foreign Manufacturing Strategies with Direct Investment. **Entry Strategies of Indian Firms.**

## **UNIT-5.**

**9**

**International product management: International product positioning**, Product saturation Levels in global Market, **International product life cycle**, Geographic Expansion-Strategic Alternatives. **New products in Intentional Marketing**, Product and culture, brands in International Market.

**Total 45 hrs**

### **COURSE OUTCOMES:**

- CO-1: Analyze the environmental variables that **influence international marketing**;
- CO-2: Describe the strategies and tactics that can lead to **successful international marketing** given those environmental constraints;
- CO-3: Discuss the more **typical management decisions** and problems faced, highlighting those peculiar to the international arena;
- CO-4: Understand how managers perform the functional tasks that constitute international marketing such as **marketing intelligence and “mix” adaptations**;
- CO-5: Analyze a real-world case study **involving complicated international marketing issues and provide recommendations** in both written form and in the form of a group presentation.

### **TEXT BOOKS:**

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. SakOnkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.

### **REFERENCE BOOKS:.**

1. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
2. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
3. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
4. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

**WEBSITES:**

1. <https://www.enotesmba.com/2015/08/international-marketing-management-notes.html>
2. <https://marketinglessons.in/international-marketing-definition-examples/>

**WEBSOURCES:**

1. [https://www.slideshare.net/Paye\\_101/international-marketing-53454536](https://www.slideshare.net/Paye_101/international-marketing-53454536)
2. <https://slideplayer.com/slide/6327418/>

## 21EMBA22 SUPPLY CHAIN AND LOGISTICS MANAGEMENT 3 0 0 3

### Course Objective: (Employability)

- To learn different stages of supply chain
- To understand the sourcing activities, vendor management and drivers of the supply chain.
- To learn about the sourcing, location and inventory management.
- To learn about the latest trends in supply chain.

### UNIT I SUPPLY CHAIN 9

Introduction – Supply chain: Importance, Decision Phases, and Process View – Push/Pull View – Macro Process – Drivers of supply chain performance: Framework for Structuring drivers, Roles and Components

### UNIT II LOGISTICS 9

Introduction – Scope of logistics in Business – Logistics system: In-bound and Out-bound logistics – Components of Logistics Management – Logistics and Supply Chain Management – Logistics drivers: Location, Inventory and Transportation – Logistics costs – Integrated Logistics

### UNIT III NETWORK & TRANSPORTATION 9

Distribution Network Design – Role, Factors influencing – Design Options for Distribution Network Design – Logistics costs for a Supply Chain Network – Framework for Network Design – Models for facility location and capacity location – Transportation: Role – Mode of Transportation – Transportation Network Structure

### UNIT IV PLANNING DEMAND AND SUPPLY 9

Demand forecasting in the supply chain: Factors, Method, Error – Aggregate planning in the supply chain: Role, Aggregate planning problem, Strategies – Managing predictable variability – Managing Supply Chain – Managing Demand

## UNIT V INVENTORY & SOURCING

9

Planning and Managing Inventories – Lot Sizing: Single Product (Economic Order Quantity), Multiple Products or Customers – Multiechelon Cycle Inventory – Inventory costs – Safety inventory – Sourcing: Role, In-house and Outsourcing – Third- and Fourth-Party Logistics (3PL and 4PL) – Supplier Selection

**Total 45 hrs**

### Course Outcome:

CO – 1: Gain knowledge on Supply chain based on the participants.

CO – 2: Understand the implementation of logistics based on the drivers.

CO – 3: Identify the facility location methods.

CO – 4: Evaluate the demand forecasting.

CO – 5: Gain knowledge on the various methods of sourcing.

### Text Books:

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

### Reference Books:

1. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.

### Web Sources:

1. <https://backup.pondiuni.edu.in/sites/default/files/Logistics%20Supply%20Chain%20Mgt200813.pdf>
2. <https://www.geektonight.com/supply-chain-management-pdf/>

**COURSE OBJECTIVE:** (Employability)

- To explain the Quality concept, principles, and its various tools.
- To explain the statistical process control for the implementation of quality management.

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feiganbaum, Ishikawa and Taguchi – Dimensions of quality – Cost of Quality – ISO 9000		
<b>UNIT II</b>	<b>STATISTICAL PROCESS CONTROL</b>	<b>9</b>
Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Checksheet – Process Flow Chart – Histogram – Scatter Diagram – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as $C_p$ and $C_{pk}$ – Control Charts for Attributes.		
<b>UNIT III</b>	<b>MANAGEMENT TOOLS</b>	<b>9</b>
Introduction – Affinity Diagram [KJ method] – Interrelationship Diagram – Tree Diagram – Prioritization Matrix – Matrix Diagram – Process Decision Program Chart – Activity Network Diagram		
<b>UNIT IV</b>	<b>TOOLS AND TECHNIQUES</b>	<b>9</b>
Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method		
<b>UNIT V</b>	<b>SIX SIGMA</b>	<b>9</b>
Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.		

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

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

- CO – 1 : Analyze the implementation of quality management.
- CO – 2 : Explain the implementation of SPC tools.
- CO – 3 : Explain the implementation of management tools.
- CO – 4 : Record knowledge on the various techniques of quality management.
- CO – 5 : Explain the implementation of SPC tools using Six Sigma methodologies.

**TEXT BOOKS:**

1. Besterfield, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.

**REFERENCE BOOKS:**

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

**WEB SOURCES:**

1. <https://www.scribd.com/document/383519351/Total-Quality-Management-By-Dr-V-Jayakumar-Dr-R-Raju-pdf>
2. <http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf>

## 21EMBA32 MANPOWER PLANNING, RECRUITMENT AND SELECTION 3 0 0 3

### COURSE OBJECTIVE: (Employability)

- The objective of this course is to provide student with a sound knowledge on the concepts, dimensions and approaches of human resources development and manpower planning.
- To understand the purpose, process and applications of Manpower planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements.
- To create practical awareness about the current trends in human resource planning of global companies.

### UNIT-I

9

Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

### UNIT-II

9

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

### UNIT-III

9

Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements, Strategic Human Resources Planning-HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning

### UNIT-IV

9

Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

### UNIT-V

9

**Career planning and succession management:** definitions, concepts, stages of career development process and organizational HR Policies, **carrier Anchors – Stages of growth and career**, career processes **Succession management process and Management development programmes**, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

**Total 45 hrs**

### **COURSE OUTCOMES:**

Co-1: Describe the importance of **human resources development and manpower planning** for both social and economic planning

Co-2: Discuss on **different types of human resources and strategies of human resources development** and manpower planning in rural and urban sector

Co-3: Solve the **challenges as to forecasting HR requirements** and measuring and responding to over and undersupply of critical human resources

Co-4: Analyze and assess tactical and strategic human resource needs in organizations.

Co-5: Estimate the **future human resource requirements** through proper action plan.

### **TEXT BOOKS:**

- Sharma D K, Manpower Planning, Centrum Press, 2012.
- Deepak Kumar Bhattacharya, Human Resources Planning, Excel Book Publishers, 3rd edition, 2016.

### **REFERENCES**

- Ross Sparkman, Strategic workforce planning- Developing Optimised talent Strategies for future growth, Kogan page, 1<sup>st</sup> edition, 2018

### **WEBSITES**

1. <https://www.shrm.org/>
2. <https://HR> HERO

### **WEBSOURCES**

1. <https://www.slideshare.net/SonaliSubhadarshini/manpower-planning-64350363>
2. <https://www.slideshare.net/prashantmehta371/human-resource-strategy>

**COURSE OBJECTIVE:** (Employability)

- The course introduces students to the fundamental logic, metrics, analysis, and interpretation that is central to HR analytics.
- The course introduces techniques to link HR measures and outcomes of business strategy and organizational performance through the applied research in organizations
- This course is designed to teach critical thinking about analytics by applying basic statistics principles to HR- related data
- Students should be capable of integrating, analyzing and interpreting data to make more informed decisions about managing human resources.

**UNIT-I**

9

Definition, Significance, Concepts & Objectives - Historical evolution of HR metrics- Defining Metrics  
 - Describe the components of metrics - Understand the different measures in metrics - explain the HR measurement model

**UNIT-II**

9

Approaches for designing HR metrics: The Inside-Out Approach - The Outside-In Approach - Align HR metrics with business strategy, goals and objectives- Link HR to the strategy map. -Creating levels of metrics measures:

**UNIT-III**

9

Building HR functions metrics - Workforce Planning Metrics - Recruitment Metrics- Training & Development Metrics - Compensation & Benefits Metrics - Employee relations & Retention Metrics- Employee profiling

**UNIT-IV**

9

The HR Scorecard and Related Metrics - Describe the HR Scoreboard - Understand the HR value chain measurements - Describe the key elements of the HR scoreboard - Describe the difference between HRM and HCM.

**UNIT-V**

9

HR Metrics and KPIs - Define metrics from strategy to KPI - understanding performance matrix in HR - Understand several key metrics for your business- establishing HR Analytics unit in organizations- Present scenario in HR Analytics.

**COURSE OUTCOMES:**

CO-1: Relate the importance of using data-based reasoning to support HR decisions

CO-2: Describe the strategic role of HRM

CO-3: Formulate decisions about human resource initiatives using data-based reasoning and analysis.

CO-4: Identify the quantitative analyses suitable for the analysis of employee data.

CO-5: Interpret statistical output involving HR data.

**TEXT BOOKS:**

1.Ramesh Soundarajan, Kuldeep Singh, Winning on HR Analytics, Sage publications Pvt Ltd, 1<sup>st</sup> edition, 2017.

2.Jac Fitz-Enz & John R.Mattox II, Predictive Analytics for Human Resources, Wiley publications, 1<sup>st</sup> edition, 2014.

3.Cascio, W. & Boudreau. Investing in People: Financial Impact of Human Resource Initiatives, Upper Saddle Ridge, NJ: Pearson Education, 2nd Edition, 2011.

**REFERENCE BOOKS:**

1.Barry Wolfe, HR Metrics , The Expressive Press, 2015

2.Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan page, 1<sup>st</sup> edition, 2018.

**WEBSITES**

1. <https://www.coursera.org/learn/wharton-people-analytics>
2. <https://www.greatlearning.in/>

**WEBSOURCES**

- 1.<https://www.coursera.org/learn/wharton-people-analytics/lecture/zoneJ/talent-analytics-the-importance-of-context>
- 2.<https://hbr.org/topic/balanced-scorecard>

**COURSE OBJECTIVES** (Employability)

- To focus on high performance goals in the organization
- To understand the stages of team development & its importance
- To analyze how to manage conflict and teams at work place

**UNIT I: INTRODUCTION TO TEAM MANAGEMENT****9**

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Team work for individuals at work

**UNIT II: TEAM BUILDING AT WORK****9**

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

**UNIT III: MANAGING CONFLICT & DESIGNING EFFECTIVE TEAMS****9**

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

**UNIT IV: TEAM COMMUNICATION****9**

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements -

**UNIT V: GROUP BEHAVIOR AND GROUP DYNAMICS WORK GROUPS****9**

Group Behavior and Group Dynamics Work groups' formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group decision making. Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams

**Total 45 hrs**

## **COURSE OUTCOMES**

CO – 1: Recall the stages of Team development

CO – 2: Classify and Identify the drives & situational needs of the team at work

CO – 3: Apply critical thinking skills to evaluate group dynamics and team processes.

CO – 4: Create, recognize and understand the characteristics of teams, the processes of teamwork, and how teams' function within organizations.

CO – 5: Summarize the skills for understanding group dynamics and working effectively in groups.

## **TEXT BOOKS:**

- Daniel Levi, Group dynamics for teams, 5<sup>th</sup> Edition, Sage Publication,2019,
- Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017.

## **REFERENCE BOOKS:**

- Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass, 2003
- T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

## **WEBSITES:**

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>

## **WEBSOURCES:**

1. <https://www.slideshare.net/testlerryder/team-dynamics-presentation>
2. <https://www.slideshare.net/kktv/team-communication>

**COURSE OBJECTIVE:** (Employability)

- The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms.
- To discuss the growth of international business operations and the development of multinational firms with their formal and informal approaches.
- To describe the HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks

**UNIT-1:**

9

**Introduction to IHRM Definition**- The drivers of internationalization of business- different setting of International Human Resource Management. Development of IHRM- **Difference between IHRM and Domestic HRM- Models of IHRM**- Socio-cultural context, Organizational dynamics and IHRM- Role of culture in International HRM- Country and Regional Cultures, **Country Culture versus MNE Culture**- impact of Country culture on IHRM.

**UNIT –II**

9

**International Workforce planning and staffing**- International labour market International Recruitment function- **cross-national advertising**, e-recruitment; International staffing choice-**different approaches to multinational staffing decisions**, Types of international assignments, Selection criteria and techniques- use of selection tests- interviews for international selection, **Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.**

**UNIT-III**

9

Developing Global Mindset: Global Leadership- **Cross cultural context and international assignees** - Current scenario in international training and development- training & development of international staff- types of expatriate training-**sensitivity training**- Career Development-**repatriate training** - **developing international staff and multinational teams**- knowledge transfer in multinational companies.

#### UNIT-IV

9

Performance Management-Performance Management and MNE- Constraints in goal attainment, performance management cycle- Performance Management of International Assignees, third and host country employees- issues and challenges in international performance management- country specific performance management practices.

#### UNIT-V

9

International Workforce and International HRIS-Working with multicultural and ethnic groups, Health and safety and International Assignees- Crisis Management-Global HR Shared Services, Managing HR in virtual organization-HRIS: Meaning, Role of IT in HR- Designing of HRIS, Applications of HRIS in Employee Management- Limitation of HRIS

**Total 45 hrs**

#### **COURSE OUTCOMES:**

CO-1: Describe, explain and compare perspectives and theories related to IHRM

CO-2: categorize the various IHRM concepts theories, perspectives, and practical problems facing contemporary firms.

CO-3: Appraise on the various activities in MNCs as to IHRM

CO-4: Integrate theories and methods practical applications of IHRM.

CO-5: Write and discuss on, the impact of IHRM in MNCs

#### **TEXT BOOKS:**

1. Srinivas R.Kandula , " International Human Resources Management", Sage Publication, 2018.
2. Peter.J.Dowling, Marion Festing, Allen.D.,Engle "International Human Resources Management", 7<sup>th</sup> Edition, Cengage Learning, 2017.

#### **REFERENCE BOOKS:**

1. Christopher Brewster, Elizabeth Houldsworth , Paul Sparrow and Guy Vernon, "International Human Resources Management", 4<sup>th</sup> Edition, Kogan page, 2016.

## **WEBSITES**

1. <https://www.ahri.com.au/>
2. <https://www.hcamag.com/ca>

## **WEBSOURCES**

1. <https://www.slideshare.net/preeti52/chapter-1-introduction-to-ihrm>
2. <https://www.slideshare.net/AshokBishnoi1/ppt-on-human-resources-management-recruitment>
3. <https://www.slideshare.net/TerriFriel/developing-a-global-mindset-60030309>
4. <https://slideplayer.com/slide/3980239/>

## 21EMBA46 DYNAMICS OF FRAMING AND EXECUTING STRATEGY 3 0 0 3

**Course Objective:** (Employability)

- To understand the need for agile strategic process
- To understand the dynamics involved in framing strategies
- To comprehend the dynamics of framing and implementing in MNCs.
- To understand the nuances involved in strategic management in the new internet economy.

### UNIT I: STRATEGY AND PROCESS DYNAMICS 9

Conceptual framework for dynamism in strategic management, the Concept of Strategy and the Dynamic Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Dynamic role of Corporate Governance and Social responsibility in strategy formulation and implementation.

### UNIT II: FRAMING OF STRATEGIES 9

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

### UNIT III: DYNAMISM IN EXECUTING STRATEGY & EVALUATION 9

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control - Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

### UNIT IV: STRATEGIES FOR MULTINATIONAL CORPORATIONS 9

Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Multiple Strategies employed by MNCs to Manage Markets, MNC, TNC and Global Companies – Challenges in managing dynamic strategies in MNCs.

## UNIT V: OTHER STRATEGIC DYNAMICS

9

Managing Technology and Innovation-Strategic issues for Non-Profit organizations. New Business Models and strategies for Internet Economy- Organizational Development and Change, Change Management, Models of contemporary Leadership Styles and its Roles, Dynamic role of Strategic management in a new globalized economy

**Total 45 hrs**

### Course Outcomes:

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

- CO - 1: Understand the Dynamic Strategy Formation Process
- CO -2: Apply appropriate strategies within a changing context to meet stakeholderInterests
- CO - 3: Analyze the reasons for Strategy failure and methods to overcome.
- CO - 4: Identify the Multiple Strategies employed by MNCs to manage Global Companies
- CO -5: Recognize the dynamic role of strategic management in a new globalized economy.

### TEXTBOOKS:

1. Hill. Strategic Management: An Integrated approach, Edition Wiley (2016).
2. John A.Parnell. Strategic Management, Theory and practice 4th edition,Sage Publications (2014).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2016

### REFERENCE BOOKS:

1. AdriaHABerberg and Alison Rieple, Strategic Management Theory & Application, Third Edition, Oxford University Press, 2017.
2. Lawrence G. Hrebiniak, Making strategy work, Second Edition, Pearson, 2016.
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, Fourth Edition, KoGent Learning Solutions Inc., Wiley, 2016.
4. John Pearce, Richard Robinson and Amrita Mittal, Strategic Management, McGraw Hill 12th Edition, 2017

### WEBSITES:

1. <https://www.coursera.org/learn/uva-darden-strategic-planning-execution>

**Course Objectives:** (Employability)

- To understand about Strategic Management, Globalization and Competitive Advantage.
- Synthesise Strategies, Evaluation and Issues of Non-Profit Organizations.
- Identify the practices and technology to start an online business.
- Discriminate how to build and manage an e-business.

**UNIT I STRATEGY AND PROCESS**

9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility.

**UNIT II COMPETITIVE ADVANTAGE**

9

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

**UNIT III STRATEGIES**

9

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

**UNIT IV INTRODUCTION TO e-BUSINESS**

9

e-business- e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce.

## UNIT V BUSINESS APPLICATIONS

9

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals.

**Total:45 hrs**

### Course Outcomes:

- CO-1: Recognize strategy formulations, Strategy implementations, evaluation of Procedures and new business models.
- CO-2: Evaluate various applications in e-commerce.
- CO-3: Appraise the applications of internet in creating the business models.
- CO-4: Assess failures in strategically decision making.
- CO-5: demonstrate knowledge on different approaches to business modeling

### TEXT BOOKS:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce – A Managerial Perspective, Pearson Education Asia, 2010.
3. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 11th edition, 2007.
4. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 6th edition, 2007.

### REFERENCE BOOKS:

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.
2. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, 2012.
3. Fred.R.David, Strategic Management and cases, PHI Learning, 13th edition, 2010.

4. Adriaan H. Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Henry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
6. Upendra Hachru, Strategic Management concepts & cases, Excel Books, 8th edition, 2006.

**WEB SOURCES:**

1. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/competitive-advantage/>
2. <https://garfinkleexecutivecoaching.com/articles/business-intelligence-and-company-strategy/do-you-know-the-seven-strategies-to-define-your-competitive-advantage>
3. <https://www.elasticpath.com/blog/4-ecommerce-business-models-b2b-b2c>

**COURSE OBJECTIVE:** (Employability)

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

**UNIT I Introduction to ERP****12**

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

**UNIT II Overview of Enterprise****12**

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

### **UNIT III ERP and Related Technologies**

12

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

### **UNIT IV ERP Modules**

12

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

### **UNIT V ERP implementation**

12

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

**Total 45hrs**

### **COURSEOUTCOMES:**

- CO– 1: Understand the technical aspects of ERP systems.
- CO– 2:Analyze the module in distinguishing the characteristics of ERP software
- CO–3 : Evaluate the concepts of reengineering and how they relate to ERP system implementation.
- CO– 4: Application of typical functionality in an ERP system.
- CO– 5: Evaluate the ERP implementation packages

### **TEXT BOOKS:**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.

### **REFERENCE BOOKS:**

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India,2 nd edition, 2006.

5. Summer, ERP, Pearson Education, 2008

**WEBSITES:**

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

**WEB SOURCES:**

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

**COURSE OBJECTIVE:** (Employability)

- To enable the students to learn various aspects of innovation and methods of fostering innovation
- To understand the concept and theories of entrepreneurship.
- To recognize the qualities of entrepreneurs that contributed to their success.
- To generate several ideas for potential businesses based on important trends and each student's interests

**UNIT I: ENTREPRENEURSHIP ESSENTIALS****9**

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

**UNIT II: DEVELOPMENT OF ENTREPRENEURIAL SKILLS****9**

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur - Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

**UNIT III: SUSTAINABILITY INNOVATION AND ENTREPRENEURSHIP****9**

Strategy for Commercializing Innovation - Innovation Process - Risks and barriers for introducing products and services - Selecting a Strategy, setting up the Investment and establishing organisation - Evaluating the Costs and impact of the Project- Sustainability Innovation and Entrepreneurship, Types of Sustainable Entrepreneurship, Conditions for Sustainability Innovation, strategic involvement in sustainable development.

## UNIT IV: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT

. Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available .  
Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

## UNIT V: ENTREPRENEURSHIP DEVELOPMENT IN INDIA

9

Growth and promotion of Entrepreneurship in India - Institutional arrangements - Entrepreneurial motivation - Values and Culture - Entrepreneurship in various sectors - Access to finance, market, R&D and Technology - Policies and programmes related to entrepreneurship development

**Total 45 hrs**

### COURSE OUTCOMES:

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

- CO - 1: Identify sources of opportunities and development of the skills so as to analyze these opportunities for entrepreneurship.
- CO - 2: Describe the concept and overview of entrepreneurship with a view to enhance entrepreneurial skills.
- CO - 3: Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.
- CO - 4: Assess how entrepreneurship can help shape one's career
- CO-5: Identify and evaluate different theories of entrepreneurship and the characteristics of Indian entrepreneurs.

### TEXT BOOKS:

1. Shishir Gupta , "The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017

### REFERENCE BOOKS:

1. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010.
2. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises”, 2nd Edition, Kindle Edition, Pearson; 2 edition, 2014.
3. Thomas Grebel , “ Entrepreneurship: A New Perspective” , 1st Edition, Kindle Edition Routledge; 2015.
4. Philips, Bonefiel and Sharma (2014), Social Entrepreneurship, Global vision Publishing house, New Delhi.
5. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications.

**WEBSITES:**

1. [https://onlinecourses.nptel.ac.in/noc19\\_mg55/preview](https://onlinecourses.nptel.ac.in/noc19_mg55/preview)

**WEB SOURCES:**

1. <https://timesnext.com/business-models-of-most-successful-startups-in-india/>

**COURSE OBJECTIVES** (Employability)

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

S.No.	Exp. No.
1	Descriptive Statistics
2	Inferential statistics
3	Spread Sheet Modelling
4	Hypothesis – Parametric & Non-Parametric Variable
5	Multivariate Analysis - Correlation, Regression, ANOVA etc
6	Business Analytics using R language and R Studio
7	LPP, Transportation Model
8	Financial Modelling with e-Viewsetc

**TOTAL:60 Hrs****COURSE OUTCOMES**

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

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

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

CO -4 : Visualize the data using different plots

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

**TEXTBOOKS:**

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

**REFERENCE BOOKS:**

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

2. **David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.**
3. **William J. Stevenson, CeyhunOzgun, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009**
- .
4. **Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.**

**WEBSITES:**

1. <https://www.researchoptimus.com/article/what-is-correlation.php>
2. [https://www.researchgate.net/publication/287275305\\_Data\\_Analysis\\_for\\_Effective\\_Decision\\_Making](https://www.researchgate.net/publication/287275305_Data_Analysis_for_Effective_Decision_Making)

**WEBSOURCES:**

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