



KIT – Kalaighnarkarunanidhi Institute of Technology

(An Autonomous Institution)

Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai
Accredited by NAAC with 'A' GRADE & NBA (AERO, CSE,ECE, EEE, MECH and MBA)
An ISO 9001 : 2015 Certified Institution
Coimbatore – 641 402.

REGULATIONS, CURRICULUM & SYLLABUS – 2019

(For Students admitted from the Academic Year 2019 – 20 and onwards)

I to IV Semester

Choice Based Credit System (CBCS)

Master of Business Administration

Department of Management Studies

PG Regulations

1. SHORT TITLE AND COMMENCEMENT

- ⊙ These Regulations shall be called the “KIT-Kalaignarkaraunanidhi Institute of Technology, Coimbatore, Regulations for the Award of M.E. / M.B.A / M.C.A., Degree”.
- ⊙ They have been evolved, drafted and implemented after deliberations in and approvals from UGC, Anna University and Academic Council of the Institute, and are subject to change / modifications from time to time; (major modifications at a frequency of FOUR years in synchronization with the curriculum structure revision and minor changes as and when applicable).
- ⊙ The latest / first version shall be applicable for the students enrolling for M.E. / M.B.A / M.C.A., degree programs at this Institute from Academic year 2019-2020 onwards.

2. PREAMBLE

The regulations prescribed herein have been made by KIT, an autonomous institution, approved by AICTE, New Delhi and affiliated to the Anna University, Chennai, to facilitate the smooth and orderly conduct of its academic programmes and activities at the M.E. / M.B.A / M.C.A. level. It is expected that the regulations will enable the students to take advantage of the various academic opportunities at the Institute and prepare themselves to face the challenges in their professional careers ahead. It may be noted that :

- a. The provision made herein shall be applicable to all the M.E. / M.B.A / M.C.A., programmes offered at the institute, at present;
- b. They shall also be applicable to all the new M.E. / M.B.A / M.C.A., programmes which may be started at the Institute in the future;
- c. Academic and non-academic requirements prescribed by the Academic Council have to be fulfilled by a student for eligibility towards award of M.E. / M.B.A / M.C.A., Degree.

3. PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires :

Sl. No.	Name	Definition
1.	Programme	Refers to Degree Programme that is B.E. / B.Tech. Degree Programme.
2.	Discipline	Refers to branch or specialization of B.E. / B.Tech. Degree Programme, like Computer Science and Engineering, Mechanical Engineering etc.,
3.	Course	Refers to a theory or practical subject that is normally studied in a semester, like Mathematics, Physics, etc.,
4.	Head of the Institution	Refers to the Principal of the College.
5.	Controller of Examinations (CoE)	Refers to the authority of the college who is responsible for all activities of the Examinations.

6.	Head of the Department (HoD)	Refers to the Head of the Department concerned.
7.	University	Refers to Anna University, Chennai.
8.	College (KIT)	Refers to KIT-Kalaignarkarunanidhi Institute of Technology, Coimbatore.
9.	Curriculum	Refers to the various components/courses studied in each programme that provide appropriate outcomes (knowledge, skill and behavior/attitude) in the chosen branch of study.
10.	T- P – TU – C	Refers to Theory, Practical, Tutorial and Credits respectively.
11.	Foundation Courses (FC)	May include Mathematics or other basic courses.
12.	Professional Core (PC)	Courses include the core courses relevant to the chosen specialization / branch.
13.	Professional Elective (PE)	Courses include the elective courses relevant to the chosen specialization / branch.
14.	Project Work (PW)	Refers to the project done by a student or a group of students during final year.
15.	Career Enhancement Courses (CEC)	Includes Mini Project Work and / or Internship, Seminar, Professional Practices, Case Study, soft skills and Industrial / Practical Trainings etc.,
16.	Academic Evaluation Committee (AEC)	The committee includes Principal, CoE, HoD concerned (For details refer Appendix V)
17.	Department Evaluation Committee (DEC)	The committee included HoD (need basis), senior faculty member(s) of department from various levels, class advisor, Mentor of the students. (For details refer Appendix V)

4. ADMISSION

4.1 Candidates seeking admission to M.E. / M.B.A / M.C.A., Degree Programme :

Candidates for admission to the first semester of the Post-Graduate Degree Programme shall be required to have passed an appropriate Under-Graduate Degree Examination of Anna University or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria.

Candidates for admission to the III semester of the M.C.A Degree Programme shall be required to have passed an appropriate Under-Graduate Degree Examination of Anna University or equivalent as specified under qualification for admission as per the Government of Tamil Nadu.

Note : TANCA releases the updated criteria during the admissions every academic year. Admission shall be offered only to the candidates who possess the qualification prescribed against each programme.

Any other relevant qualification which is not prescribed against each programme shall be considered for equivalence by the committee constituted for the purpose. Admission to such degrees shall be offered only after obtaining equivalence to such degrees.

4.2 Re - admission

Students, who have discontinued for reasons other than disciplinary action, may be readmitted as per guidelines given by DoTE, Government of Tamilnadu and Anna University. Department Evaluation Committee (DEC) shall study and recommend on the exception and addition of courses to be registered for, by the student concerned during re-admission. The details shall be forward to Academic Evaluation Committee (AEC) for approval and the committee's decision shall be final.

5. PROGRAMMES OFFERED

KIT offers 2 year (4 Semesters) M.E. / M.B.A., and 3 year (6 Semesters) M.C.A., Degree programme affiliated to Anna University, under Choice Based Credit System (CBCS) for students admitted from 2019 onwards in the following branches of Engineering and Technology as in Table 1.

Table 1. List of M.E. / M.B.A / M.C.A., programmes offered

M.E., Applied Electronics
M.E., VLSI Design
M.E., Engineering Design
M.E., Computer Science and Engineering
M.E., Power Systems and Engineering
M.B.A., Master of Business Administration
M.C.A., Master of Computer Application

6. ACADEMIC STRUCTURE OF PROGRAMMES

6.1 Medium of Instruction

The medium of instruction is English for all courses, examinations, seminar presentations and project / thesis / dissertation..

6.2 Categorization of Courses

Every Post Graduate Degree Programme will have a curriculum with syllabi consisting of theory and practical courses that shall be categorized as follows :

- i. **Foundation Courses (FC)** may include Mathematics or other basic courses.
- ii. **Professional Core (PC)** courses include the core courses relevant to the chosen specialization / branch.

- iii. **Professional Elective (PE)** courses include the elective courses relevant to the chosen specialization / branch.
- iv. **Project Work (PW)** includes Project Work to be done in final semester.
- v. **Carrear Enhancement Courses (CEC)** includes Mini Project Work and/or Internship, Seminar, Professional Practices, Summer Project, Case Study and Industrial / Practical Training.

Instead of two electives in the curriculum, the student may be permitted to choose a maximum of 2 courses from other PG programmes with the approval of the Head of the Department offering such courses.

6.3 Number of courses per semester

Curriculum of a semester shall normally have a blend of lecture courses and practical courses including Career Enhancement Courses. Each course may have credits assigned as per clause 6.4.

6.4 Credit Assignment

Each course offered is given a T-P-TU-C structure, depending on the number of lecture periods (T), number of periods for practical (P) and number of tutorial periods (T) required per week for an efficient teaching – learning process. A student is expected to put-in his/her own efforts in proportion with periods spent in classroom, as defined in T-P-TU-C structure. On successful completion of the course a student is said to have earned a specified number of credits defined for each course. Each course is assigned certain number of credits based on the following table :

Table 4 : Credit Assigned

Contact period per week	Credits
1 Lecture Period (T = Lectures given during class by the faculty)	1
1 Tutorial Periods (TU = Tutorial, also class based with more emphasis on problem solving)	1
2 Practical Period (P) (Laboratory Periods / CEC / Projects)	1

6.5 Career Enhancement Courses

6.5.1 Industrial Training / Internship

Students shall undergo industrial training/Internship if mandated in the curriculum for periods as specified in the curriculum during the summer/winter vacation, the training being taken on a continuous basis for the periods mentioned. The industry/organization is to be selected with the approval of the Department Evaluation Committee (DEC). Industrial training may also be referred to as “In-plant training”.

The Industrial Training / Internship shall carry 100 marks and shall be evaluated through CIA only. The credit will be awarded to the student after the submission of Internship / Training report to the HoD. The report will be evaluated by a team of (DEC) faculty members nominated by the HoD for awarding the Credit. Based on the recommendation by the team, the student will be awarded credits and the results will be sent to the Controller of Examinations. The awarded credit will taken for CGPA calculation. The final year project period at industry/research organization will not be considered as industrial Training / internship.

6.5.2 Industrial Visit

Every student is required to go for at least one Industrial Visit every year starting from the second year of the Programme subject to the approval of the Head of the Department and Principal. The Heads of Departments shall ensure that necessary arrangements are made in this regard.

6.5.3 Professional Certificate Courses

Students have to undergo one credit courses offered by experts from industry / research organizations and approved by academic council. Students can register such courses from his/her second year of study as and when these courses are conducted by the departments. A student is also permitted to register for these courses of other departments.

If a student does not successfully complete the registered industry supported one credit courses in a semester, the registration of that course will be considered as cancelled. Further, it will not be treated as arrear and if he/she wishes, he/she can reregister for the same course in the ensuing semesters and successfully complete it as and when it is offered subsequently.

6.5.4 Online Courses

Students may be permitted to register for online courses (which are provided with certificate after evaluation of the performance, SWAYAM / NPTEL), during third to sixth semester of his/her study. On successful completion of the course, he/she has to submit the copy of the certificates to the Head of the Department. The assement will not be calculated for CGPA.

6.5.5 Soft Skills

Every Student is required to go for two soft skill courses during first year of study. The soft skill course includes the communication skill, interpersonal skill and career development courses. One credit will be awarded for each soft skills courses and it will be included for SGPA/CGPA calculations.

6.5.6 Career Ability Course

The career Ability courses will be designed by the respective department with approval from DEC/AEC based on the industry requirements. One credit will be awarded for each soft skills courses and it will be included for SGPA / CGPA calculations.

6.5.7 Evaluation of One Credit Courses

Students can register for one credit courses in any semester when it is offered. Experts from the industry/Institution (KIT) may design such specialized one-credit courses based on the current technical skill requirements. The Department Evaluation Committee (DEC) shall review and approve the syllabus, course plan, and pedagogy and assessment pattern for the course. One credit courses can also be offered by internal experts i.e faculty members from other departments (not belonging to the specific discipline of the programme) also can offer such courses to the students with the approval of DEC.

A one - credit course shall carry 100 marks and shall be evaluated through Continuous Internal Assessment (CIA) only. The QP pattern and scheme will be decided by the course faculty and will be approved by the DEC/AEC.

The Head of the Department may identify a faculty member as the coordinator for the course. A committee consisting of the Head of the Department, faculty handling the course (if available), coordinator and a senior Faculty member nominated by the Head of the Department shall monitor the evaluation process.

The grades shall be assigned to the students by the above committee based on their performance and included in the calculation of CGPA.

6.5.8 Industry Supported Project Work

The students satisfying the following conditions shall be permitted to carry out their final semester Project work for six months in industry/research organization.

The student should not have current arrears and shall have CGPA of 8.0 and above until 2nd semester (for MBA / ME Students), 4th semester (for MCA students) The student shall undergo the final semester courses in the Pre semester. The Head of Department, in consultation with the faculty handling the said courses shall forward the proposal recommended by the Principal to CoE after approval from AEC at least four weeks before the commencement of the pre-semester of the programme.

6.6 Course Numbering Scheme

Each course is denoted by a unique code consisting of 9 alphanumeric characters. The details of the numbering scheme are in **ANNEXURE - I**.

6.7 Credit Requirement for Programmes

The total number of credits that a student earns during the period of study is called the Total credits. The minimum prescribed credits required for the award of the degree shall be within the limits specified below :

Programme	KIT Credit Range
M.E. / M.Tech.	66 - 72

Programme	KIT Credit Range
M.B.A.	102
M.C.A. (Regular)	120
M.C.A. (Lateral)	77

7. DURATION OF THE PROGRAMMES

7.1 The minimum and maximum period for completion of the P.G. Programmes are given below :

Programme	Min. No. of Semesters	Max. No. of Semesters
M.E. / M.Tech. (Full-Time)	4	8
M.B.A. (Full Time)	4	8
M.C.A. (Full Time)	6	12
M.C.A.(Lateral)	4	8

7.2 The Curriculum and Syllabi of all the P.G. Programmes shall be approved by the Academic Council of KIT. The number of Credits to be earned for the successful completion of the programme shall be as specified in the Curriculum of the respective specialization of the P.G. Programme.

7.3 Each semester normally consists of 90 working days, including test and examination days. In any contingent situation, the number of working days per semester shall not be less than 65 days. The Principal is given the discretionary powers to decide the number of working days. In such contingencies, the Principal shall ensure that every faculty member teaches the full content of the specified syllabus for the course being taught.

7.3.1 Due to Pandemic / Abnormal situations the Scheme of Examinations and Evaluation will be followed as per the guidelines issued by the Government of Tamil Nadu and Anna University, Chennai.

7.4 The total period for completion of the programme reckoned from the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 7.1 irrespective of the period of break of study in order that he/she may be eligible for the award of the degree.

7.5 For the purpose of regulations, the academic year will be divided into two semesters, the odd semester normally spanning from June to November and the even semester from December to May.

8. COURSE REGISTRATION

Each student, on admission shall be assigned to a mentor who shall advice and counsel the student about the details of the academic programme and choice of courses, considering the student's academic background and career objectives. Some courses require students to register through a course registration process via online.

8.1. Course Registration

Each student on admission shall register for all the courses prescribed in the curriculum in the students first semester of the study.

The registration process for the courses offered in the online registration mode in the forthcoming semester, will commence preferably 10 working days prior to the last working day of the current semester.

A department shall offer a course only if a minimum number of students register for that course. This minimum number may vary from course to course and shall be specified by the department from time to time.

After registering for a course, a student shall attend the classes, satisfy the attendance requirements, earn Continuous Assessment Marks and appear for the End Semester Examination (ESE).

8.2 Credits details for Course Registration

Each student has to register for all courses to be undergone in the curriculum of a particular semester (with the facility to drop courses to a maximum of 6 credits). The student can also register for courses for which the student has failed in the earlier semesters.

The registration details of the candidates may be approved by the Head of the Institution and forwarded to the Controller of Examinations. This registration is for undergoing the course as well as for writing the End Semester Examinations.

The courses that a student registers in a particular semester may include

- ⊙ Courses of the current semester.
- ⊙ The core (Theory / Lab / CEC) courses that the student has not cleared in the previous semesters.
- ⊙ Elective courses which the student failed (either the same elective or a different elective instead)

8.3 Flexibility to Drop courses

A student has to earn the total number of credits specified in the curriculum of the respective programme of the study in order to be eligible to obtain the degree. From II semester to Final semesters, the student has the options for dropping an existing course. The total number of credits that a student can drop is limited to 6. Practical courses cannot be dropped.

8.4 Reappearance Registration

8.4.1 If a student fails in a theory or practical course, the student shall do reappearance registration for that course in the subsequent semester by retaining the Continuous Assessment Marks already earned.

8.4.2 If the theory course, in which the student has failed, is a Professional Elective or an Open Elective, the student may register for the same or any other Professional Elective or Open Elective course respectively in the subsequent semesters. Such changes can be done only with due approval by DEC.

8.4.3 The student who fails in Project work/ Seminar other than Practical courses shall register for the same in the subsequent semester and reappear for the End Semester Examination.

8.4.4 If a student is not eligible to appear for end semester examination of a course due to lack of attendance, the student has to register for that course again, when offered next,

attend the classes and fulfill the attendance requirements. If the course, in which the student has lack of attendance, is an elective, the student may register for the same or any other elective in the subsequent semesters.

8.4.5 If a student has completed the 4/6 semesters and has obtained RA grade in one or more courses, he can register and appear for arrear examination directly whenever conducted next.

8.4.6 A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear the same course for improvement of Grade / Marks.

9. REQUIREMENTS FOR APPEARING FOR CIA, ESE

9.1 A student who has fulfilled the following conditions shall be deemed to be eligible to appear for the CIA-I, CIA-II, CIA-III and ESE. Ideally, every student is expected to attend all the classes and earn 100% attendance. Students who have earned not less than 75% attendance course wise taking into account the number of periods required for that course as specified in the curriculum. Table 5 illustrates the mandatory attendance requirement for CIA-I, CIA-II, CIA-III and ESE.

Table 5 : Mandatory Attendance Requirement for CIA-I, CIA-II, CIA-III and ESE.

Test / Examination Type	Period of Calculation	Minimum % of attendance required
Continuous Internal Assessment Test - I (CIA - I)	First Semester From the date of joining of course to three working days before the start of CIA - I	60%
	Second to sixth semester From the date of commencement of the class to one week before the start of CIA - I	75%
Continuous Internal Assessment Test - II (CIA - II)	From the date of joining (1 st semester) / date of commencement of class (2 nd to 6 th Semester) to one week before the start of CIA - II	75% (for students maintaining 80% or more attendance between CIA - I and CIA - II, but falls short of the 75% cumulative requirement, the requirement may be relaxed if recommended by the AEC)

Continuous Internal Assessment Test - III (CIA - III)	From the date of joining (1 st semester) / date of commencement of class (2 nd to 6 th Semester) to one week before the start of CIA - III	75% (for students maintaining 80% or more attendance between CIA - II and CIA - III but falls short of the 75% cumulative requirement, the requirement may be relaxed if recommended by the AEC)
End Semester Examination (ESE)	From the date of joining (1 st semester) / date of commencement of class (2 nd to 6 th Semester) to the last day of instruction.	75%

- 9.1.1** Students having a CGPA of 8.50 and above and with no standing arrears will be exempted from the minimum attendance requirements (from 3rd / 5th Semester onwards).
- 9.1.2** A student shall normally be permitted to appear for End Semester Examination of the course if he / she has satisfied the attendance requirements (vide Clause - 9.1). He / She is eligible to register for ESE in that semester by paying the prescribed fee.
- 9.1.3** A Candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirements for completion of a semester. Ideally every student is expected to attend all classes of all the courses and secure 100% attendance. However, in order to give provision for certain unavoidable reasons such as Medical / participation in sports, the student is expected to attend atleast 75% of the classes. Therefore, he/she shall secure not less than 75%.
- 9.1.4** However, a candidate who secures overall attendance between 65% and 74% in the current semester due to medical reasons (prolonged hospitalization / accident / specific illness) / Participation in Sports events may be permitted to appear for the current semester examinations subject to the condition that the candidate shall submit the medical certificate / sports participation certificate attested by the Head of the Institution. The same shall be forwarded to the Controller of Examinations for record purposes.
- 9.1.5** Candidates who secure less than 65% overall attendance and candidates who do not satisfy the clause 9.1.3 and 9.1.4 shall not be permitted to write the semester examination at the end of the semester and not permitted to move to the next semester. They are required to repeat the incomplete semester in the next academic year, as per the norms prescribed.

- 9.1.6** The students who are consistently good in academics ONLY be considered for the grant of ODL under Co-curricular activities by the competent authorities. The following activities shall be considered for the sanction of ODL;
- ⊗ **Sports and Games** : TIES, Inter Collegiate, Inter Zonal, Inter University, State Level, National Level and Open Tournaments.
 - ⊗ **NCC** : Camps and expeditions, NSS camps
 - ⊗ Cultural Programme at State, National and International Level
 - ⊗ **Seminar / Symposia** : Paper presentation/Quiz
 - ⊗ Leadership courses organized by other organizations & Alumni Association activities, Association activities, Placement activities.
 - ⊗ Training programs/Internship at industries and Higher learning Institutions
 - ⊗ Personal damage incurred during the extracurricular activities
 - ⊗ The ODL requisition letter shall be forwarded to the Principal through the HoD of the student by the staff-in-charge of the respective activities before completion of every activity.
 - ⊗ The ODL sanctioned letters shall be submitted to the Department Office. The faculty-in-charge of the department office will check the eligibility for the award of attendance at the end of semester and the same may be submitted to DEC for approval.
- 9.1.7** The student should register all the courses of current semester and all the arrear courses in the previous semesters. If any student fails to register and pay the examination fees within the due date, he / she shall not be permitted to attend the End Semester Examinations. However, he / she will be permitted to continue their studies in the next higher semester, provided that the student satisfies the requirements as stipulated in this clause of this regulation.
- 9.1.8** Those students who are not deemed to have completed the semester with references to the conditions specified above shall undergo the semester again in all the courses in the respective semester during next academic year. He/she shall seek re-admission as per the norms of the affiliating University / DOTE (Directorate of Technical Education).
- The days of suspension for a student on disciplinary grounds will be considered as days of absence for calculating the percentage of attendance for each individual course.

10. PROVISION FOR WITHDRAWAL FROM EXAMINATION

A student may, for valid reasons (medically unfit / unexpected family situations / Sports person representing Tamilnadu / India with prior permission for participation from Principal / CoE / DEC), be granted permission to withdraw (after registering for the examinations) from appearing for any course or courses in the End Semester Examination of a particular semester. The student may withdraw by following the due process of the CoE's office before the commencement of examination. This facility can be availed only once during the entire duration of the degree programme.

Withdrawal from ESE will be valid only if the student is, otherwise, eligible to write the examination and the application for withdrawal is made to the CoE, prior to the examination in the course or courses concerned. The application for withdrawal should be recommended by the Head of the Department concerned and approved by the Head of the Institution..

11. TEMPORARY BREAK OF STUDY FROM A PROGRAMME

11.1 Break of study is normally not permitted. However, if a student intends to temporarily discontinue the programme in the middle of a semester / year for valid reasons (such as Internships, accident or hospitalization due to prolonged ill health) and wishes to re-join the programme in the next academic year, he / she shall apply in advance to the Principal through the Head of the Department, stating the reasons. The application shall be submitted not later than the last date for registering for the semester examinations. Break of study is permitted only once during the entire period of the degree programme.

11.2 The student permitted to re-join the programme after the break shall be governed by the rules and regulations in force, at the time of re-joining.

11.3 The duration specified for passing all the courses for the purpose of classification of degree (vide clause 19) shall be increased by the period of such break of study permitted (vide clause 11).

11.4 If a student is detained for want of requisite attendance, academic progress and good conduct, the period spent in that semester shall not be considered as permitted Break of Study and Clause 11.3 is not applicable for such cases.

12. ASSESSMENT PROCEDURES FOR AWARDING MARKS

The total marks for each course generally (Theory, Practical, Project Work) will be 100, comprising of two components namely Continuous Internal Assessment (CIA) and End Semester Examination (ESE). However, there could be some open elective courses, human excellence courses, one credit industry courses, add-on courses and Mandatory courses that have only continuous assessment for 100 marks without an End Semester Examination. The Department Consultative Committee (DCC) has to approve such courses every semester. The scheme of assessment may also be decided by the faculty handling the course concerned with the approval from DCC and shall be made available to the students during the online course registration. Each course shall be evaluated for a maximum of 100 marks as illustrated in Table 6.

Table 6 : Course Evaluation

S. No.	Category of course	Continuous Internal Assessment	Semester End Examinations
1.	Theory Courses	40 Marks	60 Marks
2.	Laboratory Courses		
3.	Project Work		
4.	Career Enhancement Course (CEC) and Mandatory Course (MC)	100 Marks	–

The End Semester Examination (theory and practical) of 3 hours duration shall ordinarily be conducted between October and December during the odd semesters and between April and June during the even semesters.

The End Semester Examination for project work shall consist of evaluation of the final report submitted by the student or students of the project group (of not exceeding 4 students) by an external examiner and an internal examiner, followed by a viva-voce examination conducted separately for each student by a committee consisting of the external examiner, the supervisor of the project group and an internal examiner.

For the End Semester Examination in both theory and practical courses including project work the internal and external examiners shall be appointed by the Controller of Examinations.

13. MARKS DISTRIBUTION

13.1 Attendance Mark

Marks are awarded for the attendance earned by the students for individual courses as per the following table.

Attendance Range in %	Marks to be earned by the students
96 - 100	5
91 - 95	4
86 - 90	3
81 - 85	2
75 - 80	1

13.2 Question paper pattern

a. Table 7.1 Continuous Internal Assessment (CIA - I, CIA – II and CIA – III)

2 Marks	12 Marks	Total marks
7	3 (Either or Type)	50

b. Table 7.2 Midsem and Semester End Examinations

2 Marks	13 Marks	15 marks	Total Marks
10	5 (Either or Type)	1 (Either or Type)	100
For Mathematics paper only			
2 Marks	16 Marks		Total Marks
10	5 (Either or Type)		100

13.3 Theory Courses

Continuous Internal Assessment tests are conducted by the Office of the Controller of Examination. Continuous Internal Assessment comprises three Continuous assessment tests, Assignment / Class test / Presentation / Online Test / Mini projects / Tutorials and Attendance. By adopting this method, the students will go through a continuous and systematic study pattern. The Corresponding weightages are given below.

Table 8 : Continuous Internal Assessment Test for Theory Courses

Particulars	Syllabus	Duration	Exam Mark	Internal Mark
Continuous Internal Assessment - I	1.5 Units	1.5 hours	50 marks	10
Continuous Internal Assessment - II	1.5 Units	1.5 hours	50 marks	10
Continuous Internal Assessment - III	1.5 Units	1.5 hours	50 marks	10
Assignment / Class Test / Online Test / Mini Project / Tutorial / Presentation / Online course / Certificate Course				5
Attendance				5
Total				40

13.4 Criteria for Assessment for Lab Courses

Every exercise / experiment in all practical courses shall be valued on a continuous basis. The criteria for Continuous Assessment (for each cycle of exercise/experiment) are given in Table 9.

Table 9 : Assessment for Lab Courses

Sl. No.	Description	Weightage
1.	Continuous Internal Assessment Marks (CIAM)	
a.	Average of Experimental Report / Workbook	25
b.	Model examination	10
c.	Attendance	5
	Total CIAM	40

2.	Semester End Exam Marks (SEEM)		
	a.	Lab Examination with Viva Voce	60
	Total ESM		60
Total Marks			100

13.5 PROJECT WORK

For Project Work (Phase I & II) out of 100 marks, the maximum marks for Continuous Assessment is 40 marks and that for the End Semester Examination (project report evaluation and viva-voce examination) is 60 marks. Project work may be assigned to a single student or to a group of students not exceeding 4 per group, under the supervision of faculty guide(s).

The Head of the Department shall constitute a review committee for each programme. There shall be a minimum of three faculty members in the review committee. There shall be three reviews (as per Table 10) in total, during the semester by a review committee. The student shall make presentation on the progress made before the committee.

Interim project report shall be submitted before the project reviews with the approval of the guide. The Project Report, prepared according to the approved guidelines and duly signed by the guide and the Head of the Department, shall be submitted to the department as per the timeline announced by the department. The End Semester Examination for project work shall consist of evaluation of the final project report by an external examiner, followed by a viva-voce examination conducted separately for each student, by a committee consisting of the external examiner, and an internal examiner. The Controller of Examinations (CoE) shall appoint Internal and External Examiners for the End Semester Examination of the Project Work.

A candidate may, however, in certain cases, be permitted to work on projects in an Industrial/Research Organization, on the recommendations of the Head of the Department Concerned. In such cases, the Project work shall be jointly supervised by a supervisor of the department and an expert, as a joint supervisor from the organization and the student shall be instructed to meet the supervisor periodically and to attend the review committee meetings for evaluating the progress.

The Project work (Phase II in the case of M.E. / M.Tech.) shall be pursued for a minimum of 16 weeks during the final semester.

The deadline for submission of final Project Report is 60 calendar days from the last working day of the semester in which project / thesis / dissertation is done. However, the Phase-I of the Project work in the case M.E. / M.Tech. Programmes shall be submitted within a maximum period of 30 calendar days from the last working day of the semester as per the academic calendar published by the University.

The Continuous Internal Marks (CIM) and Semester End marks (SEM) for Project Work and the Viva-Voce Examination will be distributed as indicated in Table 10.

Table 10 : CIM and SEM break-up for project work

SI.No.	Review No.	Description	Marks	Total Marks	
Continuous Internal Assessment Marks					
1.	a.	Review 1	Review Committee	5	10
			Guide	5	
	b.	Review 2	Review Committee	7	15
			Guide	8	
	c.	Review 3	Review Committee	7	15
				8	
Total CAM				40	
Semester End Examinations Marks					
2.	a.	Evaluation of final report and viva-voce	Internal Examiner	10	50
			External Examiner	40	
	b.	Outcome*	Publication of papers / prototype / patents etc.,	10	10
Total ESEM				60	
Total Marks				100	

Review committee consists of internal faculty members nominated by the Head of the Department. The guide of student being examined shall not be part of the committee.

* Outcome – in terms of paper publication, patents, product development and industry projects shall be awarded by both internal and external examiners, based on the document proofs submitted by the student concerned.

If a student fails to submit project report / does not appear for the ESE / fails in the End Semester Examination (ESE) / fails in Continuous Internal assessment (CIA) he/she is deemed to have failed in the project work and shall have to re-register for the same when offered next.

14. PASSING REQUIREMENTS

14.1 A student is declared to have successfully passed a theory based course if he / she has secured :

- ⊙ A minimum of 50% marks in the End Semester Examinations.
- ⊙ A minimum of 50% marks on combining both Continuous Internal Assessment Marks (CIAM) and End Semester Examination Marks (ESEM)..

14.2 A student is declared to have successfully passed a practical / project based course if he / she has secured :

- ⊙ A minimum of 50% marks in the End Semester Examinations.
- ⊙ A minimum of 50% marks on combining both Continuous Internal Assessment Marks (CIAM) and End Semester Examination Marks (ESEM).

- 14.3** For a student who does not meet the minimum passing requirements, the term “RA” against the course will be indicated in his/her grade sheet. He/she shall reappear in the subsequent examinations for the course as arrear or re-register for the course when offered.
- 14.4** For a student who is absent for end-semester theory / practical / project viva-voce, the term “RA” will be indicated against the corresponding course. He/she shall reappear for the End Semester Examination of that course as arrear in the subsequent semester or when offered next.
- 14.5** The letter grade “W” will be indicated for the courses for which the student has been granted authorized withdrawal (refer Clause 10).
- 14.6** For mandatory courses (non-credit), the student must satisfy the minimum attendance requirement & passing criteria as specified for the course as detailed in Section 16.2

15. METHODS FOR REDRESSAL OF GRIEVANCES IN EVALUATION

Students who are not satisfied with the grades awarded in the End Semester Examination of Theory for regular and arrear exams can seek redressal as illustrated in Table 11.

Table 11: Grievance Redressal Mechanism

Sl. No.	Redressal Sought	Methodology	
		Regular Exam	Arrear Exam
1.	Revaluation	<ul style="list-style-type: none"> ① Apply for photo copy of answer book ② Then apply for revaluation after course expert recommendation 	
2.	Challenge of Evaluation	<ul style="list-style-type: none"> ① Apply for photo copy of answer book ② Then apply for revaluation after course expert recommendation ③ Next apply for challenge of evaluation 	

Note : All applications to be made to COE along with the payment of the prescribed fee.

Challenge of Evaluation – Flow Process

Table 12 : Evaluation – Flow Process

Step 1	A student can make an appeal to the CoE for the review of answer scripts after paying the prescribed fee.
Step 2	CoE will issue the photocopy of answer scripts to the student.
Step 3	The faculty who had handled the subject will evaluate the script and HoD will recommend.
Step 4	A committee consisting of 2 evaluators appointed by CoE will review and declare the result.
Step 5	If the result is in favour of the student, the fee collected will be refunded to the student.
Step 6	The final mark will be announced by CoE.

16. LETTER GRADE

Absolute grading system is adopted in converting marks to grads.

16.1 Absolute Grading Policy

All assessments of a course will be evaluated on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each subject as detailed below :

Table 13: Absolute Grading – Letter Grade and its Range

Sl.No.	Range of percentage of total marks	Letter Grade	Grade Points
1.	91 - 100	O (Outstanding)	10
2.	81 – 90	A+ (Excellent)	9
3.	71 – 80	A (Very Good)	8
4.	61 – 70	B+ (Good)	7
5.	50 – 60	B (Average)	6
6.	<50	RA (Re-appearance)	0
7.	Shortage of attendance	RA - SA (Re-appearance due to shortage of attendance)	0
8.	Absent	RA – AB (Re-appearance due to absence)	0
9.	Withdrawal from examination	W	0
10.	Pass in Mandatory non-credit courses	P	0
11.	Fail in Mandatory non-credit courses	F	0

A student is deemed to have passed and acquired the corresponding credits in a particular course if he/she obtains any one of the following grades: “O”, “A+”, “A”, “B+”, “B”. ‘RA’ indicates that Reappearance is mandatory for that course concerned. ‘SA’ denotes shortage of attendance (as per Clause 9) and hence prevented from writing the End Semester Examination. P and F are grades for mandatory, but non-credit courses.

16.2 Grading for Mandatory Courses

Mandatory Courses are courses that are required to be completed to fulfill the degree requirements (e.g. Human excellence, Environmental science, etc.). They are normally non – credit based. These courses will not be taken in to consideration for the SGPA / CGPA calculations. Each of these courses is assessed continuously and internally for a total mark of 100. The pass mark is 50%. Students, who fail to pass this course, are required to repeat the course, when offered next.

16.2.1 For Mandatory non-credit courses the student must satisfy the minimum attendance requirement & passing criteria as specified for the course. These courses do not carry credits but needs to be completed to fulfill the degree requirements.

16.2.2 For the Mandatory non-credit courses student completing the course will be awarded Pass grade (P) and those who fail to satisfy the attendance requirement or fail to satisfy the minimum passing requirement of 50% marks, will be awarded Fail (F) grade and the student must re-register for the course when it is offered next.

16.3 Formula for SGPA and CGPA calculations

After the results are declared, grade sheets will be issued to each student, which will contain the following details :

- ⊙ The College Name and Affiliating University.
- ⊙ The list of courses registered during the semester and the grades scored.
- ⊙ The Semester Grade Point Average (SGPA) for the semester.
- ⊙ The Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.

On completion of a semester, each student is assigned a Semester Grade Point Average which is computed as below for all courses registered for, by the student during that semester.

$$\text{Semester Grade Point Average} = \frac{\sum(C_i \times GP_i)}{\sum C_i}$$

where C_i is the credit for a course in that semester and GP_i is the Grade Point earned by the student for that course. The **SGPA** is rounded off to two decimals.

The overall performance of a student at any stage of the Degree programme is evaluated by the **Cumulative Grade Point Average (CGPA)** up to that point of time.

$$\text{Cumulative Grade Point Average} = \frac{\sum(C_i \times GP_i)}{\sum C_i}$$

where C_i is the credit for each course in each of the completed semesters at that stage and GP_i is the grade point earned by the student for that course. The **CGPA** is rounded off to two decimals.

16.2.4 FORMULA FOR CALCULATING PERCENTAGE

$$\text{CGPA} \times 10 = \% \text{ of Marks}$$

17. ELIGIBILITY FOR THE AWARD OF DEGREE

A student shall be declared to be eligible for the award of the B.E. / B.Tech. Degree provided the student has

- i. Successfully gained the required number of total credits as specified in the curriculum corresponding to the student's programme within the stipulated time.
- ii. Successfully completed the course requirements, appeared for the End Semester examinations and passed all the subjects prescribed in clause no.7.
- iii. Successfully passed any additional courses prescribed by the Academic council
- iv. Successfully passed any additional courses prescribed by the Department & concerned whenever readmitted under regulations 2019. (R19) (vide Clause 4.2)
- v. No disciplinary action pending against the student.
- vi. The award of Degree must have been approved by the Academic Council of KIT.

18. CLASSIFICATION OF M.E / MBA / MCA DEGREE

The degree awarded to eligible students will be classified as given in Table 14.

Table 14 : Classification of the M.E. / MBA / MCA Degree

Sl.No.	Class Awarded	Criteria
1.	First class with distinction	<p>A student who satisfies the following conditions shall be declared to have passed the examination in First class with Distinction :</p> <p>M.E. / M.B.A.</p> <ul style="list-style-type: none"> ⊙ Should have passed the examination in all the courses of all the four semesters in the student's First Appearance within three years, which includes authorised break of study of one year (if availed). Withdrawal from examination will not be considered as an appearance. ⊙ Should have secured a CGPA of not less than 8.50. ⊙ Should NOT have been prevented from writing end Semester examination due to lack of attendance in any of the courses <p>M.C.A</p> <ul style="list-style-type: none"> ⊙ Should have passed the examination in all the courses of all the six semesters in the student's First Appearance within four years, which includes authorised break of study of one year (if availed). Withdrawal from examination will not be considered as an appearance. ⊙ Should have secured a CGPA of not less than 8.50. ⊙ Should NOT have been prevented from writing end Semester examination due to lack of attendance in any of the courses.

2.	First Class	<p>A student who satisfies the following conditions shall be declared to have passed the examination in First class :</p> <p>M.E. / M.Tech. / M.B.A.</p> <ul style="list-style-type: none"> ⊙ Should have passed the examination in all the courses of all four semesters within three years, which includes one year of authorized break of study (if availed) or prevention from writing the End Semester Examination due to lack of attendance (if applicable). ⊙ Should have secured a CGPA of not less than 7.00. <p>M.C.A</p> <ul style="list-style-type: none"> ⊙ Should have passed the examination in all the courses of all six semesters within four years, which includes one year of authorized break of study (if availed) or prevention from writing the End Semester Examination due to lack of attendance (if applicable). ⊙ Should have secured a CGPA of not less than 7.00.
3.	Second Class	<p>All other students (not covered in clauses Sl.No.1 and 2 under clause 19) who qualify for the award of the degree (vide Clause 20) shall be declared to have passed the examination in Second Class.</p>
<p>Note : A student who is absent for the End Semester Examination in a course / project work Viva Voce after having registered for the same will be considered to have appeared for that examination (except approved withdrawal from End Semester Examinations as per Clause 9) for the purpose of classification.</p>		

19. AWARD OF DEGREE

The Academic Council of the institution will approve the award of Degree to all eligible students. The degree will be issued by Anna University, Chennai and the consolidated Grade Sheet will be issued by the institution. The consolidated grade sheet will specify any specializations and distinctions that the student has earned during the course of the study.

20. FACULTY MENTOR

To help the students in planning their courses of study and for general advice on the academic programme, the Head of the Department will attach a certain number of students (maximum 20) to a faculty member of the department. He/She shall function as Faculty Mentor for these students throughout their period of study. The faculty mentor shall,

- ⊙ Advise the students in registering and reappearances of courses
- ⊙ Monitor their attendance, academic progress and discipline of the students
- ⊙ Counsel periodically or during the faculty mentor meeting scheduled in the class time table.
- ⊙ Inform the students about the various facilities and activities available to enhance the student's curricular and co-curricular activities.
- ⊙ If necessary, the faculty mentor may also discuss with or inform the parents about the progress of the students through Head of the Department or in Parent-Teacher meeting.

21. CLASS COMMITTEE

The objective of the Class Committee is to improve the teaching-learning process.

The functions of the class committee include :

- ⊗ Resolving difficulties experienced by students in the classroom and in the laboratories.
- ⊗ Clarifying the regulations of the degree programme and the details of rules therein.
- ⊗ Discussing the progress of academic schedule and deviations if any.
- ⊗ Evaluating the performance of the students of the class after each test and finding the ways and means of improvement.
- ⊗ Every class in first year of study shall have a class committee consisting of faculty members who are teaching in that class, student representatives (cross section of students from boys and girls) and a chairperson who is a faculty not handling the course for the class.
- ⊗ From III semester onwards, Class committee comprises of all the faculty members who are handling courses in that particular semester and two student representatives from each course. A chairperson who is a faculty not handling course for that particular semester, nominated by the Head of the Department shall coordinate the activities of this committee.
- ⊗ The class committee shall be constituted by the Head of the Department/Chief Tutor on the first week of commencement of the semester.
- ⊗ The class committee shall meet three times in a semester as specified in the academic calendar.
- ⊗ The Principal may participate in any class committee of the institution.
- ⊗ During these meetings, the representative of the class shall meaningfully interact and express the opinions and suggestions of the other students of the class to improve the effectiveness of the teaching-learning process.
- ⊗ The Chairperson is required to prepare the minutes of the meeting, signed by the members and submit the same to Head of the Department within five working days of the meeting. Head of the Department will in turn consolidate and forward the same to the Principal, within 10 working days of the meeting.
- ⊗ In each meeting, the action taken report of the previous meeting is to be presented by the Chairperson of the class committee.

22. COMMON COURSE COMMITTEE

- ⊗ A theory course handled by more than one teacher shall have a “Common Course Committee” comprising of all teachers teaching that course and few students who have registered for that course. There shall be two student representatives from each batch of that course. One of the teachers shall be nominated as Course Coordinator by the HoD concerned and duly approved by the Principal
- ⊗ The first meeting of the Common Course Committee shall be held within fifteen days from the date of commencement of the semester. The nature and weightage of the continuous assessments shall be decided in the first meeting, within the framework of the Regulations. Two or three subsequent meetings in a semester may be held at suitable intervals. During these meetings, the student members shall meaningfully interact and express their opinions and suggestions of all the students to improve the effectiveness of the teaching-learning

process. It is the responsibility of the student representatives to convey the proceedings of these meetings to the whole batch.

- ④ In addition, the “Common Course Committee” (without the student representatives) shall meet to ensure uniform evaluation of continuous assessments after arriving at a common scheme of evaluation for the assessments.
- ④ Wherever feasible, the common course committee (without the student representatives) shall also prepare a common question paper for the continuous assessment tests. The question paper for the end semester examination is common and shall be set by the Course Coordinator in consultation with all the teachers or the external member as appointed by the Controller of Examinations.

23. DETAILS OF FACULTY PEDAGOGICAL AND STUDENT ASSESSMENT RECORD

Every teacher is required to maintain a Faculty Record Book/ course file consisting of the following details as shown below;

- ④ Time-table, course syllabus, program outcomes, course outcomes.
- ④ Details of attendance of each student marked in each theory/practical/project work class.
- ④ CIA marks, Midsem marks, Details of Assignment/ seminar given, course delivery details, corrective and preventive actions on test performance of students and any other additional details.

The record book should be submitted to the HOD periodically (at least three times in a semester) for checking the syllabus covered, the test marks and attendance. The HOD shall put his/her signature and date in the record book after due verification. At the end of the semester, the record book shall be verified by the Principal who will also ensure safe custody of the document for at least four years. The university or any inspection team appointed by the University / UGC / AICTE may verify the records of attendance and assessment of both current and previous semesters.

24. DISCIPLINE

Every student is required to maintain discipline and decorum both inside and outside the institution campus. They shall follow all the rules and regulations and should not indulge in any activity which can tarnish the reputation of the University or Institution. The Principal shall refer any act of indiscipline by students to the Discipline and Welfare Committee and other appropriate committees for action.

25. REVISION OF REGULATIONS AND CURRICULUM

The institution may from time to time revise, amend or change the Regulations, scheme of Examinations and syllabi, if found necessary. Academic Council assisted by Board of Studies and Standing Committee will make such revisions / changes..

Note : Any ambiguity in interpretation of this regulation is to be put up to the Standing Committee, whose decision will be final.

26. SPECIAL CASES

In the event of any clarification in the interpretation of the above rules and relations, they shall be referred to the Standing Committee. The standing committee will offer suitable interpretations / clarifications / amendments required for special case on such references and get them ratified in the next meeting of the Academic Council. The decision of the Academic Council is final..

ANNEXURE - I

COURSE NUMBERING SCHEME

M	1	9	M	E	T	7	0	9
Programme	Regulation	Department Code		Course Type	Semester	Sequence Number		

<p>Programme : Masters Degree (M.E. / M.Tech / MBA / MCA) - M</p> <p>Regulation : R – 19</p> <p>Department Code AE - Applied Electronics CS - Computer Science and Engineering ED - Engineering Design PS - Power System Engineering VD - VLSI Design CA - Computer Application MB - Management Studies EN - English MA - Mathematics CE - Career Enhancement MC - Mandatory Course</p>	<p>Course Type T - Theory P - Practical / Project/ Internship E - Elective O - Open Elective C - One Credit Courses N - Online courses S - Special Electives</p> <p>Semester 1 - First Semester 2 - Second Semester 3 - Third Semester 4 - Fourth Semester 5 - Fifth Semester 6 - Sixth Semester</p> <p>Sequence Number 00 - 99</p>
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ANNEXURE - II

POLICY ON MALPRACTICES

GENERAL

- ① It shall be the endeavour of all concerned to prevent, control and take remedial action to bring about the occurrences of malpractices to “Zero” in Examinations (both Internal and External), Assignments and in all Academic class works.
- ② Therefore, a comprehensive approach to the malady of malpractices has to be adopted to create a mindset of integrity and honesty, and at the same time take sufficiently stern action to make it clear that such attempts are fraught with comparably very high risk.
- ③ In keeping with this stance, the following measures are to be taken by all concerned from class room level to the Examination Halls :

A. PREVENTION (This is the best method of tackling this malady)**a. Class room level :**

All faculty members are to involve themselves in a psychological growth of students by personal example and self-respect and strive towards.

- ⊙ Developing a sense of honour in the minds of students so that they look down upon earning undeserved marks.
- ⊙ Imbibing a sense of self-respect and internal dignity that prevents him/her from succumbing to the temptation of easy marks by cheating.
- ⊙ Generating an awareness of the risks to their character and career if convicted, while also explaining the process and strict rules and regulations adopted by the educational system to prevent malpractices.
- ⊙ Taking stern view of copied assignments and attempts at malpractices in internal examinations also merits equal seriousness as external examinations.
- ⊙ Setting sufficiently strong deterrent rules in place and regulations like intimation to parents and warning to students in the presence of parents etc. even in case of efforts at malpractices in internal tests and/or repeated acts despite warnings in case of assignments also.

Examination Halls :

Detailed instructions on Invigilation, question paper setting and evaluation and such other instructions will be issued for Invigilation, vigilance, which are to be brought to the notice of all students prior to the examinations.

B. PENAL ACTION FOR MALPRACTICES

All instances of malpractices will be forwarded to the Principal / Chief Superintendents. The offences will be investigated by a Standing Enquiry Committee constituted by Principal, The committee is to summon and give the student an opportunity to present / plead his/her case. The Committee may also summon anybody else, if it so deems necessary for the conduct of enquiry, in the interest of proper investigation and dispensation of the case. The tenure of the committee would be a complete Academic year.

The Committee is to be guided by the following :

- ⊙ The seriousness of the malpractice, in terms of deviousness, and culpability / criminality of motive.
- ⊙ The seriousness in terms of effort and degree of deviousness and culpability / criminality of effort.
- ⊙ Any FIR / Police case that has been registered in the first instance by the Principal / Chief Superintendent.
- ⊙ Any other special consideration either mitigating or to the contrary.

C. PENALTY FOR OFFENSES

The penalties awarded will depend on the seriousness of the Offence. A list of Offences and penalties are placed at Annexure III.

The Enquiry Report with findings and recommendations of the Committee are to be forwarded to the Controller who will undertake necessary follow up action. Based on the recommendations of the Controller of Examinations, the Principal is empowered to award penalties for offences classified as belonging to categories 1 to 7 of the offence table. The cases falling in categories from S.No. 8 onwards are to be put up to the Principal for consideration and award of suitable penalty.

ANNEXURE - III

Sl.No.	Nature of Malpractice	Maximum Punishment
1.	Appeal by the candidate in the answer script to show mercy by way of awarding more than deserving marks.	Fine of Rs. 1000/- per subject.
2.	The candidate writing his/her name in the answer script.	
3.	The candidate writing his/her registration number/college name in places other than specified in the answer script.	
4.	Any special marking in the answer script by the candidate.	
5.	The candidate communicating with neighbouring candidate orally or nonverbally; the candidate causing suspicious movement of his/her body.	
6.	Irrelevant writing by the candidate in the answer script.	
7.	The candidate writing answer on his/her question paper or making use of his/her question paper for rough work	
8.	The candidate possessing cell phones / programmable calculator(s) / any other electronic storage device(s) gadgets	Invalidating the examination of the particular subject written by the candidate
9.	The candidate possessing cell phones / programmable calculator(s) / any other electronic storage device(s) gadgets	Invalidating the examination of the particular subject written by the candidate

10.	The candidate possessing any incriminating material(s) (whether used or not). For example:-Written or printed materials, bits of papers containing written information, writings on scale, calculator, handkerchief, dress, part of the body, Hall Ticket, etc.	<p>Invalidating the examination of the subject concerned and all the theory and the practical subjects of the current semester registered by the candidate.</p> <p>Further the candidate is not considered for reevaluation of answer scripts of the arrears subjects.</p> <p>If the candidate has registered for arrears – subjects only, invalidating the examinations of all the arrears – subjects registered by the candidate.</p>	
11.	The candidate possessing cell phone(s)/ programmable calculator(s)/any other electronic storage device(s) gadgets and containing incriminating materials (whether used or not).		
12.	The Candidate possessing the question paper of another candidate with additional writing on it.		
13.	The candidate passing his/her question paper to another candidate with additional writing on it		
14.	The candidate passing incriminating materials brought into the examination hall in any medium (hard/soft) to other candidate(s).		
15.	The candidate copying from neighbouring candidate.		
16.	The candidate taking out of the examination hall answer booklet(s), used or unused		
17.	Appeal by the candidate in the answer script coupled with a promise of any form of consideration.		
18.	Candidate destroying evidence relating to an alleged irregularity.		<p>Invalidating the examinations of the subject concerned and all the theory and the practical subjects of the current semester registered by the candidate.</p> <p>Further the candidate is not considered for reevaluation of answer scripts of the arrears subjects.</p>

		<p>If the candidate has registered for arrears – subjects only, invalidating the examinations of all the arrears – subjects registered by the candidate.</p> <p>Additional Punishment :</p> <p>i. If the candidate has not completed the programme, he/she is debarred from continuing his / her studies for one year i.e., for two subsequent semesters. However the student is permitted to appear for the examination in all the arrears-subjects during the debarred period.</p> <p>ii. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears subjects for two subsequent semesters.</p>
19.	Vulgar / offensive writings by the candidate in the answer script.	<p>Invalidating the examinations of all the theory and practical subjects of the current semester and all the arrears – subjects registered by the candidate.</p>
20.	The candidate possessing the answer script of another candidate	
21.	The candidate passing his / her answer script to another candidate	
22.	Involved in any one or more of the malpractices of serial no. 8 to 21 for the second or subsequent times.	<p>Invalidating the examinations of all the theory and practical subjects of the current semester and all the arrears –subjects registered by the candidate.</p> <p>Additional Punishment :</p> <p>i. If the candidate has not completed the programme, he/she is debarred from continuing his/her studies for one year i.e., for two subsequent semesters. However the student is permitted to appear for the examination in all the arrears-subjects during the debarred period.</p> <p>ii. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears subjects for two subsequent semesters.</p>
23.	The candidate substituting an answer book let prepared outside the examination hall for the one already distributed to the candidate	<p>Additional Punishment :</p> <p>i. If the candidate has not completed the programme, he/she is debarred from continuing his/her studies for one year i.e., for two subsequent semesters. However the student is permitted to appear for the examination in all the arrears-subjects during the debarred period.</p> <p>ii. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears subjects for two subsequent semesters.</p>

24.	The candidate indulge in any disruptive conduct including, but not limited to, shouting, assault of invigilator, officials or students using abusive and /or threatening language, destruction of property.	Invalidating the examinations of all the theory and practical subjects of the current semester and all the arrears –subjects registered by the candidate. Additional Punishment :
25.	The candidate harass or engage others to harass on his/her behalf an invigilator, official, witnesses or any other person in relation to an irregularity by making telephone calls, visits, mails or by any other means.	i. If the candidate has not completed the programme, he/she is debarred from continuing his/her studies for two years i.e., for four subsequent semesters. However the student is permitted to appear for the examination in all the arrears-subjects during the debarred period.
26.	Candidate possessing any firearm / weapon inside the examination hall.	ii. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears - subjects for four subsequent semesters.
27.	Cases of Impersonation	(i) Handing over the impersonator to the police with a complaint to take appropriate action against the person involved in the impersonation by the Chief Supt. If a student of this University is found to impersonate a 'bonafide student', the impersonating student is debarred from continuing his/her studies and writing the examinations permanently. He/she is not eligible for any further admission to any programme of the University. Debarring the 'bonafide student' for whom the impersonation was done from continuing his/her studies and writing the examinations permanently. He/she is not eligible for any further admission to any programme of the University.

ANNEXURE - IV**Process to Consider the Application for Revocation of Detainment**

The process to consider the application for revocation of detainment on account of lack of attendance in 3 or more courses, due to genuine reasons (viz. sports participation, NCC, Medical Grounds etc.) is as follows :

The student submits an application for consideration via a request letter to the CoE, not later than 3 days from the last working day, along with the HoD's recommendation, Class Advisor's report and Mentor's recommendation. A committee consisting of the Principal, CoE, HoD (Respective Department) and HoD's-2 from departments other than the student's own. The committee shall meet within 4 working days, to consider the case. Stakeholders may be called to be present in the meeting as may be required, and Decision arrived at. The decision approved by Principal shall be final.

ANNEXURE - V**Academic Evaluation Committee (AEC)**

The committee includes the Principal, CoE, HoD concerned. The committee meets to carry out business related to academic matters which require central decision making and approval viz. retest approval of missed CIA, addressing the feedback collected from the various departments' class committee meetings.

Department Evaluation Committee (DEC)

The committee includes HoD (need basis), and a few faculty members of the department from various levels. The committee meets to carry out business related to academic matters that can be addressed within the department viz. course equivalence of common courses for readmitted students; approval of new courses to be offered by the department; consider and approve the credit equivalence of courses offered by industry, review the course offerings; consider the merit of applications involving lack of attendance in PE/OE courses to take up another PE or OE; approve CIAM only courses every semester; approve scheme of assessment for each course; Approval for and Mapping credits of certification courses; approval of list of nationally or internationally recognized professional certification courses with prometric testing.



KIT – Kalaignarkarunanidhi Institute of Technology

(An Autonomous Institution)

Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai
 Accredited by NAAC with 'A' GRADE & NBA (AERO, CSE, ECE, EEE & MECH)
 An ISO 9001 : 2015 Certified Institution
 Coimbatore – 641 402.

Department of Management Studies

Institute Vision and Mission

Vision
To shape the institution into a globally renowned centre for education and research in engineering, technology and management. We aim to foster pragmatic, ingenious ideas that would help in the advancement of the individual and the society.
Mission
To provide wisdom through educational and job oriented training specially targeting young minds pursuing engineering, technology and management programmes thereby making them intellectually bright, critically intense and creatively powerful.

Department Vision and Mission

Vision	
To enrich a remarkable management education and create transformational thinkers to serve the organizations and communities as responsible managers and entrepreneurs.	
Department Vision and Mission	
*	To empower the students with wide application of management philosophies, practices and approaches through teaching, training, research and development for their career achievements.
*	To groom the students into administratively competent, technically skilled, managerially endowed and socially purposeful leaders.
*	To promote the students by transforming entrepreneurial ideas into scalable and sustainable expansion of global managerial trends in the corporate sector.



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Coimbatore – 641 402.

Department of Management Studies

Programme Outcomes (PO's)	
PO 1	Management knowledge : Apply knowledge of management theories and practices to solve business problems.
PO 2	Problem analysis : Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Innovative Leader : Ability to develop Value based Leadership ability.
PO 4	Business solutions : Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Administrative power : Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO 6	Corporate Social Responsibility : Evaluate knowledge and skills in management and ability to apply its principles and practices to arrive at optimal solution for any corporate problems.
PO 7	The Entrepreneur and society : Create a new design and explore in-depth business problem to provide managerial solutions & recommendations to tackle them.

Programme Educational Objectives (PEOs)	
PEO 1	The students will develop better understanding of the core aspects of business by adopting practical and logical approach.
PEO 2	The students will equip effectively as skilled managers and entrepreneurs who can respond to changing environment in a social and global context.
PEO 3	The students will work in multicultural and multidisciplinary teams for effective problem solving and understand the principles of group dynamics, team work and industrial relations.
PEO 4	The students will pursue higher studies, start independent ventures, thereby contributing to the fields of education and business world with continuous learning.

Curriculum

Conceptual Frame work (For Students admitted from the Academic Year 2019 - 20 and onwards)					
Semester	Level of Course	Hrs. / Week	No of Courses	Range of Credits / Courses	Total Credits
PART - I					
A - Foundation Courses					
I - III	Foundation Courses (FC)	-	-	-	-
B - Professional Core Courses					
I to III	Professional Core (PC)	4-5	18	3-4	60
C - Elective Courses					
III	Professional Elective (PE)	4-5	6	4	24
D - Project Work					
III & IV	Project Work (PW)	24	1	12	12
Total Credit					96
PART II - Career Enhancement Courses (CEC)					
I	Soft Skills - I	3	1	2	2
II	Soft Skills - II	3	1	2	2
	NPTEL / Online Certificate Course	-	-	-	-
III	Internship Training	-	1	2	2
	Professional Certificate Course - I	-	1	-	-
IV	Professional Certificate Course - II	-	1	-	-
Total Credit					06
Total Credit to be Earned					102


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Scheme of Instructions and Examinations
(For Students admitted from the Academic Year 2019–20 and onwards)

Semester – I											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBT101	Management Principles, Practices and Organization Behaviour		3	3	0	0	3	40	60	100	3
M19MBT102	Business Economics	PC	4	4	0	0	3	40	60	100	4
M19MBT103	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100	3
M19MBT104	Accounting for Management	PC	4	3	0	1	3	40	60	100	4
M19MBT105	Total Quality Management	PC	3	3	0	0	3	40	60	100	3
M19MBT106	Legal Aspects of Business	PC	3	3	0	0	3	40	60	100	3
M19MBT107	Business Statistics	PC	4	3	0	1	3	40	60	100	4
M19MBP101	Data Analysis Lab – I	PC	4	0	4	0	3	40	60	100	2
M19MBP102	Corporate Communication	CEC	4	0	4	0	-	100	-	100	2
Total Contact Hours / Week			32	22	08	2	Total Credits				28

Semester – II											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBT201	Marketing Management	PC	3	3	0	0	3	40	60	100	3
M19MBT202	Financial Management	PC	4	3	0	1	3	40	60	100	4
M19MBT203	Human Resource Management	PC	3	3	0	0	3	40	60	100	3
M19MBT204	Information Management	PC	3	3	0	0	3	40	60	100	3
M19MBT205	Production and Operations Management	PC	3	3	0	0	3	40	60	100	3
M19MBT206	Business Research Methods	PC	4	4	0	0	3	40	60	100	4
M19MBT207	Operations Research	PC	4	3	0	1	3	40	60	100	4
M19MBP201	Data Analysis Lab – II	PC	4	0	4	0	3	40	60	100	2
M19MBP202	Corporate Etiquettes	CEC	4	0	4	0	-	100	-	100	2
--	Outbound Training Programme	MC	-	-	-	-	-	-	-	-	-
--	NPTEL / Online Course	CEC	-	-	-	-	-	-	-	-	-
Total Contact Hours / Week			32	22	08	02	Total Credits				28



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Semester – III											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBT301	International Business Management	PC	4	4	0	0	3	40	60	100	4
M19MBT302	Strategic Management	PC	4	4	0	0	3	40	60	100	4
	Professional Elective - I	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -II	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -III	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -IV	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -V	PE	4	4	0	0	3	40	60	100	4
	Professional Elective -VI	PE	4	4	0	0	3	40	60	100	4
M19MBP301	Internship Training	CEC	-	-	-	-	-	100	-	100	2
M19CEP301	Professional Certificate Course - I	CEC	-	-	-	-	-	-	-	-	-
Total Contact Hours / Week			32	32	2	0	Total Credit				34

*** Internship Training (4 WEEKS)**

The Internship Training (Organization Study) report along with the company certificate should be submitted within the two weeks of after the reopening date of 3rd semester. The Internship training report should be around 40 pages containing the details of training undergone, the departments wherein he / she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The organization study report should be submitted before the last working day of the 3rd Semester.

* Students should Choose two elective streams and should opt three elective courses in each elective stream.

Semester – IV											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBP401	Project Work	PW	24	0	24	0	-	40	60	100	12
M19CEP401	Professional Certificate Course - II	CEC	-	-	-	-	-	-	-	-	-
Total Contact Hours / Week			24	0	24	0	Total Credit				12

Total Number of Credit : 102



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PROFESSIONAL CORE (PC)											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBT101	Management Principles, Practices and Organization Behaviour	PC	3	3	0	0	3	40	60	100	3
M19MBT102	Business Economics	PC	4	4	0	0	3	40	60	100	4
M19MBT103	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100	3
M19MBT104	Accounting for Management	PC	4	3	0	1	3	40	60	100	4
M19MBT105	Total Quality Management	PC	3	3	0	0	3	40	60	100	3
M19MBT106	Legal Aspects of Business	PC	3	3	0	0	3	40	60	100	3
M19MBT107	Business Statistics	PC	4	3	0	1	3	40	60	100	4
M19MBP101	Data Analysis Lab – I	PC	4	0	4	0	3	40	60	100	2
M19MBT201	Marketing Management	PC	3	3	0	0	3	40	60	100	3
M19MBT202	Financial Management	PC	4	3	0	1	3	40	60	100	4
M19MBT203	Human Resource Management	PC	3	3	0	0	3	40	60	100	3
M19MBT204	Information Management	PC	3	3	0	0	3	40	60	100	3
M19MBT205	Production and Operations Management	PC	3	3	0	0	3	40	60	100	3
M19MBT206	Business Research Methods	PC	4	4	0	0	3	40	60	100	4
M19MBT207	Operations Research	PC	4	3	0	1	3	40	60	100	4
M19MBP201	Data Analysis Lab – II	PC	4	0	4	0	3	40	60	100	2
M19MBT301	International Business Management	PC	4	4	0	0	3	40	60	100	4
M19MBT302	Strategic Management	PC	4	4	0	0	3	40	60	100	4



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PROFESSIONAL ELECTIVE (PE)											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
Marketing Management											
M19MBE311	Digital and Social Media Marketing	PE	4	4	0	0	3	40	60	100	4
M19MBE312	Green Marketing	PE	4	4	0	0	3	40	60	100	4
M19MBE313	Integrated Marketing Communication	PE	4	4	0	0	3	40	60	100	4
M19MBE314	Retail Management	PE	4	4	0	0	3	40	60	100	4
M19MBE315	Rural Marketing	PE	4	4	0	0	3	40	60	100	4
M19MBE316	Services Marketing	PE	4	4	0	0	3	40	60	100	4
Financial Management											
M19MBE321	Banking Financial Services Management	PE	4	4	0	0	3	40	60	100	4
M19MBE322	Financial Derivatives	PE	4	4	0	1	3	40	60	100	4
M19MBE323	Merchant Banking and Financial Services	PE	4	4	0	0	3	40	60	100	4
M19MBE324	Project Finance	PE	4	4	0	0	3	40	60	100	4
M19MBE325	Security Analysis and Portfolio Management	PE	4	4	0	0	3	40	60	100	4
M19MBE326	Strategic Investment and Financing Decisions	PE	4	4	0	0	3	40	60	100	4
Human Resource Management											
M19MBE331	Industrial Relations and Labour Welfare	PE	4	4	0	0	3	40	60	100	4
M19MBE332	Leadership and Team Building	PE	4	4	0	0	3	40	60	100	4
M19MBE333	Organizational Change and Development	PE	4	4	0	0	3	40	60	100	4
M19MBE334	Performance Management and Compensation Practices	PE	4	4	0	0	3	40	60	100	4
M19MBE335	Strategic Human Resource Management	PE	4	4	0	0	3	40	60	100	4
M19MBE336	Talent Management	PE	4	4	0	0	3	40	60	100	4



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System Management											
M19MBE341	Advanced Database Management System	PE	4	4	0	0	3	40	60	100	4
M19MBE342	Data Mining for Business Intelligence	PE	4	4	0	0	3	40	60	100	4
M19MBE343	Decision Support System	PE	4	4	0	0	3	40	60	100	4
M19MBE344	E- Business Management	PE	4	4	0	0	3	40	60	100	4
M19MBE345	Enterprise Resource Planning	PE	4	4	0	0	3	40	60	100	4
M19MBE346	Software Project Management	PE	4	4	0	0	3	40	60	100	4
Production Management											
M19MBE351	Business Process Reengineering	PE	4	4	0	0	3	40	60	100	4
M19MBE352	Lean Six Sigma	PE	4	4	0	0	3	40	60	100	4
M19MBE353	Logistics and Supply Chain Management	PE	4	4	0	0	3	40	60	100	4
M19MBE354	Product Design and Development	PE	4	4	0	0	3	40	60	100	4
M19MBE355	Project Management	PE	4	4	0	0	3	40	60	100	4
M19MBE356	Services Operations Management	PE	4	4	0	0	3	40	60	100	4
Entrepreneurship Management											
M19MBE361	Agribusiness Management	PE	4	4	0	0	3	40	60	100	4
M19MBE362	Business Plan Development	PE	4	4	0	0	3	40	60	100	4
M19MBE363	Event Management	PE	4	4	0	0	3	40	60	100	4
M19MBE364	Export Management and Documentation	PE	4	4	0	0	3	40	60	100	4
M19MBE365	Innovation, Incubation, Clusters and Technology Entrepreneurship	PE	4	4	0	0	3	40	60	100	4
M19MBE366	Startups and Venture Funding	PE	4	4	0	0	3	40	60	100	4



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Business Analytics											
M19MBE371	Data Science Using R	PE	4	4	0	0	3	40	60	100	4
M19MBE372	Data Warehousing and Data Mining	PE	4	4	0	0	3	40	60	100	4
M19MBE373	Human Resources Analytics	PE	4	4	0	0	3	40	60	100	4
M19MBE374	Marketing Analytics	PE	4	4	0	0	3	40	60	100	4
M19MBE375	Supply Chain Analytics	PE	4	4	0	0	3	40	60	100	4
M19MBE376	Web and Social Media Analytics	PE	4	4	0	0	3	40	60	100	4

CAREER ENHANCEMENT COURSE (CEC)											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBP102	Corporate Communication	CEC	4	0	4	0	-	100	-	100	2
M19MBP202	Corporate Etiquettes	CEC	4	0	4	0	-	100	-	100	2
-	NPTEL / Online Course	CEC	-	-	-	-	-	-	-	-	-
M19MBP301	Internship Training	CEC	-	-	-	-	-	100	-	100	2
M19CEP301	Professional Certificate Course - I	CEC	-	-	-	-	-	-	-	-	-
M19CEP401	Professional Certificate Course -II	CEC	-	-	-	-	-	-	-	-	-

PROJECT WORK (PW)											
Course Code	Course Name	Category	Instructional Hours				Assessment				Credit
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE	Total	
M19MBP401	Project Work	PW	24	0	24	0	3	40	60	100	12



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MANDATORY COURSE (MC)											
Course Code	Course Name	Category	Instructional Hours				Assessment			Credit	
			Contact Periods	T	P	TU	Hours of Exam. (ESE)	CIA	ESE		Total
--	Outbound Training Programme	MC	-	-	-	-	-	-	-	-	-



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Syllabus

Semester - I

MBA	M19MBT101 - MANAGEMENT PRINCIPLES, PRACTICES AND ORGANIZATION BEHAVIOUR	T	P	TU	C
		3	0	0	3

Course Objectives

1.	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions,
2.	To understand the complexity and wide variety of issues managers face in today's business firms.
3.	To know about individual behavior at organizations.
4.	Students can able to understand Groups in organizations.
5.	Understand the role of leadership and power in organizations.

UNIT – I	INTRODUCTION TO MANAGEMENT	9
<p>Organization - Management - Nature, Functions and Levels on management - Role of managers - Evolution of management thought - Managing by Objective (MBO) strategies - Types of strategies - Policies - types - Decision Making - Types of decision - Decision making process.</p>		

UNIT – II	FUNCTIONS OF MANAGEMENT	9
<p>Planning - planning process - Nature and purpose of organizing - Organization structure - Line and staff authority - Departmentation - Span of control - Centralization and decentralization - Delegation of authority - Staffing - Selection and Recruitment - Career development - Career stages - Training - Performance appraisal - controlling techniques.</p>		

UNIT – III	INDIVIDUAL BEHAVIOUR	9
<p>Personality - types - Factors influencing personality - Theories - Learning - Types of learners - Learning theories - Organizational behaviour modification. Misbehavior - Types - Emotions - Emotional Labour - Emotional Intelligence - Theories. Attitudes - Characteristics Components - Formation - Measurement - Values. Perceptions Importance - Factors influencing perception Interpersonal perception - Impression Management. Motivation - Importance - Types - Theories - Effects on work behavior.</p>		

UNIT – IV	GROUP BEHAVIOUR	9
<p>Organization structure - Formation - Groups in organizations - Influence - Group dynamics - Emergence of informal leaders and working norms - Group decision making techniques - Team building - Interpersonal relations - Communication - Barriers - Types - Control.</p>		



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UNIT – V	LEADERSHIP AND POWER	9
Meaning - Importance - Leadership styles - Theories - Leaders Vs Managers - Sources of power - Power centers - Power and Politics.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Develop and construct the elements of effective management. (K3)
CO2	Make use of the functions of management in organizing processes. (K3)
CO3	Analyse the application of Individual behavior in organization. (K4)
CO4	Discover the role of group behavior in organization functions. (K4)
CO5	Interpret the effectiveness of various Leadership styles in organizational development. (K5)

Text Books	
1.	Harold Koontz and Heinz Wehrich, Essentials of management: An International & Leadership Perspective, 9 th edition, Tata McGraw-Hill Education, 2012.
2.	Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition).

Reference Books	
1.	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9 th edition 2012.
2.	Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12 th edition, 2012.
3.	Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13 th edition 2010.
4.	Stephen P. Robbins, David A.De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.
5.	Fred Luthans, Organisational Behavior, McGraw Hill, 12 th Edition.


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MBA	M19MBT102 - BUSINESS ECONOMICS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To explain principles of micro and macroeconomics relevant to managing an organization
2.	To have the understanding of consumer and producer behaviour in market
3.	To explain the market structures and factor market with it's pricing.
4.	To explain about national income and demand side management
5.	To have an understanding about aggregate supply, unemployment and inflation.

UNIT – I	INTRODUCTION	12
<p>The themes of economics - scarcity and efficiency - three fundamental economic problems - society's capability - Production possibility frontiers (PPF) - Productive efficiency Vs economic efficiency - economic growth & stability - Micro economies and Macro economies - the role of markets and government - Positive Vs negative externalities.</p>		

UNIT – II	CONSUMER AND PRODUCER BEHAVIOUR	12
<p>Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour – Production - Short-run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.</p>		

UNIT – III	PRODUCT AND FACTOR MARKET	12
<p>Product market - perfect and imperfect market - different market structures - Firm's equilibrium and supply - Market efficiency - factor market - Land, Labour and capital - Demand and supply. Indian budgetary system – zero based budgeting – current account – capital account – surplus and deficit – Balance of Payments.</p>		

UNIT – IV	PERFORMANCE OF AN ECONOMY - MACRO ECONOMICS	12
<p>Macro-economic aggregates - circular flow of macroeconomic activity - National income determination - Aggregate demand and supply - Macroeconomic equilibrium - Components of aggregate demand and national income - multiplier effect - Demand side management - Fiscal policy in theory.</p>		



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UNIT – V	AGGREGATE SUPPLY AND THE ROLE OF MONEY	12
Short-run and Long-run supply curve - Unemployment and its impact - Inflation and the impact - Reasons for inflation - Demand Vs Supply factors -Inflation Vs Unemployment trade-off - Supply side policy and management - Money market - Demand and supply of money - money-market equilibrium and national income - the role of monetary policy.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Classify and explain the principles of both micro and macroeconomics. (K2)
CO2	Experiment with the principles in the consumer and producer markets to identify their behaviors. (K3)
CO3	Identify the market structures and organize the factor market by pricing the factors for achieving general equilibrium in the market. (K3)
CO4	Analyze the determination of national income and its impact on the functioning of an economy. (K4)
CO5	Assess the influence of demand and supply factors on inflation and unemployment. (K5)

Text Books	
1.	Ramesh Singh, Indian Economy, Tata McGraw Hill, 2019.
2.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhary and Anindya Sen, Economics, 9 th edition, Tata McGraw Hill, New Delhi, 2010.
3.	G.Geetika. Piyali Ghosh, Purba Choudhury. Managerial Economcs (9 th edition), Tata McGraw Hill, 2009.

Reference Books	
1.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9 th Edition, 2012.
2.	N. Gregory Mankiw, Principles of Economics, 7 th edition, Cengage, New Delhi, 2014.
3.	Richard Lipsey and Alec Charystal, Economics, 12 th edition, Oxford, University Press, New Delhi, 2011.
4.	Karl E. Case and Ray C. fair, Principles of Economics, 12 th edition, Pearson, Education Asia, New Delhi, 2014.


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MBA	M19MBT103 - ENTREPRENEURSHIP DEVELOPMENT	T	P	TU	C
		3	0	0	3

Course Objectives

1.	Acquire the essentials of Entrepreneurial Competence.
2.	To understand the entrepreneurial environment.
3.	To know how to develop the Business Plan.
4.	Students can able to understand how to launch a small business.
5.	Students will gain knowledge about the management of small business functions.

UNIT – I	ENTREPRENEURIAL COMPETENCE	6
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality -Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.		

UNIT – II	ENTREPRENEURIAL ENVIRONMENT	12
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.		

UNIT – III	BUSINESS PLAN PREPARATION	12
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product -Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		

UNIT – IV	LAUNCHING OF SMALL BUSINESS	10
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.		

UNIT – V	MANAGEMENT OF SMALL BUSINESS	5
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units-Effective Management of small Business.		

Total Instructional hours : 45



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Course Outcomes : Students will be able to	
CO1	Make use of entrepreneurial concept, explore it as a career path, organize the key characteristics and skills necessary for entrepreneurial success. (K3)
CO2	Identify entrepreneurship development training programs and other organizational support services that contribute to the growth of new ventures.(K3)
CO3	Analyze sources of idea for business, conduct prefeasibility study and prepare feasibility report. (K4)
CO4	Examine the key aspects of finance and human resource mobilization, operations planning, and market/channel selection. (K4)
CO5	Assess monitoring and evaluation techniques of business, and explore strategies for preventing and rehabilitating. (K5)

Text Books	
1.	Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014.
2.	S.S. Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.

Reference Books	
1.	Arya Kumar. Entrepreneurship. Pearson, 2012.
2.	Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012.


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MBA	M19MBT104 - ACCOUNTING FOR MANAGEMENT	T	P	TU	C
		3	0	1	4

Course Objectives

1.	Acquire a reasonable knowledge in accounts.
2.	To understand the accounting practices followed in companies.
3.	To lay a foundation for developing their skills in interpreting financial statements.
4.	To describe the fundamentals of cost accounting, budget and budgetary and its practical applications.
5.	To understand the budget and budgetary control and its practical applications.

UNIT – I	FINANCIAL ACCOUNTING	12
Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts.		

UNIT – II	COMPANY ACCOUNTS	12
Meaning of Company - Maintenance of Books of Account - Statutory Books - Profit or Loss Prior to incorporation - Final Accounts of Company - Alteration of share capital - Preferential allotment, Employees stock option - Buyback of securities.		

UNIT – III	ANALYSIS OF FINANCIAL STATEMENTS	12
Analysis of financial statements - Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.		

UNIT – IV	COST ACCOUNTING	12
Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost sheet preparation-Marginal costing including decision making - Variance Analysis - Standard cost system.		

UNIT – V	BUDGETING AND BUDGETARY CONTROL	12
Budget : Needs, Classifications, Uses and Limitations – Concept of Budgetary Control : Meaning, Objectives, Process, Advantages and Disadvantages of Budgetary control – Zero Based Budgeting - Human Resource accounting - Inflation Accounting - Emerging trends in Computerized Accounting.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Identify events that need to be recorded in the accounting books. (K3)
CO2	Apply the concept to maintenance of books, incorporation and share allotments. (K3)
CO3	Inference and analyze the financial statements, combine financial analysis with other Information to assess the financial performance and position of a company. (K4)
CO4	Analyze the cost accounting methods for project business performance. (K4)
CO5	Examine the budget and budgetary control system in an organization. (K4)

Text Books	
1.	Narashiman. M.S, Financial statement analysis, Cengage, 2016.
2.	Khan M Y & Jain P.K, Management Accounting, Tata McGraw Hill, 2011.
3.	Narayanaswamy R, Financial Accounting - A managerial perspective, New Delhi, PHI Learning, 2011.
4.	Hornngren, Surdem, Stratton, Burgstahler, & Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.

Reference Books	
1.	Sawyers, Jackson, Jenkins & Arora, Managerial Accounting, 2 nd edition, Cengage, 2011.
2.	Godwin, Alderman, Sanyal, Financial Accounting, 2 nd edition, Cengage, 2011.
3.	Jan Williams, Financial and Managerial Accounting - The basis for business Decisions, 15 th edition, Tata McGraw Hill Publishers, 2010.
4.	Stice & Stice, Financial Accounting Reporting and Analysis, 8 th edition, Cengage, 2010.
5.	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
6.	Singhvi Bodhanwala, Management Accounting -Text and cases, New Delhi, PHI Learning, 2009.


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MBA	M19MBT105 - TOTAL QUALITY MANAGEMENT	T	P	TU	C
		3	0	0	3

Course Objectives

1.	To understand the essentials of Total Quality management.
2.	To learn the quality philosophies and concepts in the managerial perspective.
3.	To know the Statistical techniques for Quality control.
4.	To identify tools and techniques for quality Management.
5.	To know how to organize and implement the quality system in organisations.

UNIT – I	INTRODUCTION	9
Quality - vision, mission and policy statements. Customer Focus - customer perception of quality, Translating needs into requirements, customer retention - Dimensions of product and service quality - Cost of quality.		

UNIT – II	PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT	9
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques - Introduction, loss function - Concepts of Quality circle, Japanese 5S principles and 8D methodology.		

UNIT – III	STATISTICAL PROCESS CONTROL	9
Meaning and significance of statistical process control (SPC) - construction of control charts for variables and attributed. Process capability - meaning, significance and measurement - Six sigma - concepts of process capability. Reliability concepts - definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) - principles, applications, reengineering process, benefits and limitations.		

UNIT – IV	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT	9
Quality functions development (QFD) - Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) - requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.		



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UNIT – V	QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION	9
Introduction to IS/ISO 9000 – ISO 14000 - Quality management systems - guidelines for performance improvements. Quality Audits. TQM culture, Leadership - quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles. Emerging trends in TQM.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Outline the framework of quality and its vision, mission, policy statements. (K2)
CO2	Apply the quality management principles and philosophies. (K3)
CO3	Apply the quality management tools and techniques to facilitate continuous improvement and ensure customer delight. (K3)
CO4	Examine the quality system implementation and quality auditing benefits. (K4)
CO5	Simplify the leadership and its motivational concepts for quality development in an organization. (K4)

Text Books	
1.	Dale H.Besterfield, Carol Besterfield - Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hermant - Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011.
2.	Subburaj Ramasamy, Total Quality Management - Mc Graw Hill Education (India) Private Limited, New Delhi, 2013.

Reference Books	
1.	Shridhara Bhat K, (2010), Total Quality Management - Text and Cases, Himalaya Publishing House, II Edition, 2010.
2.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4 th Edition, Wiley India Pvt Limited, 2008.
3.	James R. Evans and William M. Lindsay, the Management and Control of Quality, Sixth Edition, Thomson, 2008.
4.	Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.
5.	Indian standard - quality management systems - Guidelines for performance improvement (Fifth Revision), New Delhi, Bureau of Indian standards


BoS Chairman

MBA	M19MBT106 - LEGAL ASPECTS OF BUSINESS	T	P	TU	C
		3	0	0	3

Course Objectives

1.	To create the knowledge of Legal perspective and its practices to improvise the business.
2.	To impart basic knowledge of the provisions of the Companies Act 2013.
3.	To familiarize the Acts in industrial law
4.	To create awareness of legal principles involved in GST.
5.	To enrich the knowledge about consumer protection act and cyber law.

UNIT – I	THE INDIAN CONTRACT ACT 1872	9
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Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments - GST.

UNIT – II	COMPANIES ACT 2013	9
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Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Amendments of Companies Act, 2013.

UNIT – III	INDUSTRIAL LAW	9
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An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT – IV	CORPORATE TAX AND GST	9
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Corporate Tax planning, Income Tax, Goods and Services Tax - Introduction, Objective, Classification and practical implications of GST.



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UNIT – V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9
Consumer Protection Act - Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Mechanism and Forums- Competition Act 2002 - Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR - Copy rights, Trade marks, Patent Act.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Outline the basic legal systems to function the business and contract of agency. (K2)
CO2	Apply the basic concepts of company formation, appointment, power and duties of directors. (K3)
CO3	Make use of the various ct related to industry. (K3)
CO4	Examine the role of corporate tax planning in optimizing tax liabilities for businesses. (K4)
CO5	Assess the effectiveness of the Consumer Protection Act and cyber laws for securing consumer rights. (K5)

Text Books	
1.	Datey.V.S, GST Ready Reckoner, Taxmann Publishing, 2007.
2.	Kapoor, N.D, Elements of Mercantile Law, 30th edition, NewDelhi, Sultan Chand & Sons, 2015.
3.	Maheshwari, S.N. and Maheshwari.S.K, A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.

Reference Books	
1.	Gogna. P.P.S, Mercantile Law, 11 th Edition, S. Chand & Co. Ltd., India, 2015.
2.	Goel. P.K, Business Law for Managers, Biztantatara Publishers, India, 2011.
3.	Akhileshwar Pathack, Legal Aspects of Business, 4 th Edition, Tata McGraw Hill, 2009.


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MBA	M19MBT107 - BUSINESS STATISTICS	T	P	TU	C
		3	0	1	4

Course Objectives

1.	To learn the applications of statistics in business decision making.
2.	To understand the basic concepts of probability and random variables to introduce some standard distributions applicable in business management this can describe real life phenomenon.
3.	It is framed to address the issues and the principles of estimation theory, testing of hypothesis.
4.	To learn non-parametric test.
5.	To introduce the concepts of correlation and regression.

UNIT – I	INTRODUCTION	12
Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.		
UNIT – II	SAMPLING DISTRIBUTION AND ESTIMATION	12
Introduction to sampling distributions, sampling distribution of mean and proportion, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, Criteria of a Good Estimator – Unbiasedness – Efficiency – Consistency determining the sample size.		
UNIT – III	TESTING OF HYPOTHESIS - PARAMETIRC TESTS	12
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample variance. ANOVA one and two way.		
UNIT – IV	NON-PARAMETRIC TESTS	12
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.		
UNIT – V	CORRELATION AND REGRESSION	12
Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Identify Probability, random variables and solve different types of distribution problems. (K3)
CO2	Construct sampling distribution and estimation. (K3)
CO3	Apply parametric tests in real time business scenario and market research. (K3)
CO4	Apply Non parametric tests in real time business scenario and market research. (K3)
CO5	Make use of Correlation and regression in predicting the relationship among the factors influencing business. (K3)

Text Books	
1.	S P Gupta - Statistical Methods, Sultan Chand & Sons, 2012.
2.	Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, 7 th Edition Pearson Education, 2016.

Reference Books	
1.	Prem.S.Mann, Introductory Statistics, 7 th Edition, India, Wiley.
2.	Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
3.	Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6 th edition, New Delhi, Tata McGraw Hill Publishing Company Ltd. 2012.
4.	Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11 th edition, Thomson (South - Western) Asia, Singapore, 2012.
5.	N.D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
6.	Ken Black, Applied Business Statistics, 7 th Edition, Wiley India Edition, 2012.


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MBA	M19MBP101 - DATA ANALYSIS LAB - I	T	P	TU	C
		0	4	0	2

Course Objectives

1.	To make understand use of spread sheet for management.
2.	To expertise the various options of Excel in decision making.
3.	To understand the purpose of data manipulation and validation.
4.	To expertise in data sorting and filtering in MS Excel.
5.	To have hands-on experience on preparing charts for presentation and decision making using MS excel.

UNIT – I	OVERVIEW OF THE BASICS OF MS WORD AND EXCEL	12
Understanding the basics of MS word, Excel files, Ribbon and shortcuts - Protecting and un-protecting worksheets and cells - Excel Versions - Entering data using Autofill (Number Series) - Creating your own custom list - Cell referencing (Relative, Absolute and Mixed) - Named ranges - Using merger and centre - Text Wrapping.		

UNIT – II	WORKING WITH FUNCTIONS	12
Basic Excel Functions(Sum, Max, Min, Count, Average) - Logical Functions (AND, OR, NOT) - Writing conditional expressions (using IF) - Nesting: Combining simple functions to create complex functions - Calculation of CAGR - Aggregation / Power Functions (CountIF, CountIFS, SumIF, SumIFS, AverageIF, AverageIFS, OFFSET, INDIRECT), Filtering IFS Functions by a Variable Value - Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX, LOOKUP) - VlookUP with Exact Match, Approximate Match - Using VLookUP to consolidate Data from Multiple Sheets - Date and time functions - Text functions - CHOOSE Function - Database functions (Daverage, Dcount, Dcounta, Dget, Dmax, Dmin, Dproduct, Dstdev) - Formula Error, Array formula –Simple finance functions.		

UNIT – III	DATA VALIDATIONS	12
Specifying a valid range of values for a cell - Specifying a list of valid values for a cell - Specifying custom validations based on formula for a cell.		

UNIT – IV	SORTING AND FILTERING DATA	12
Sorting tables - Using multiple-level sorting - Using custom sorting - Filtering data for selected view (AutoFilter) & Removing Duplicates - Using advanced filter options – spark lines.		



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UNIT – V	WHAT IF ANALYSIS AND FORMATTING	12
Goal Seek - Data Tables - Scenario Manager - Sensitivity analysis- Formatting - Using auto formatting option for worksheets - Using conditional formatting option for rows, columns and cells - Rows to repeat at the top etc., gridlines - Using Charts - Formatting Charts.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Relate the key concepts in the field of Business Intelligence and its important role in helping businesses achieve their goals. (K2)
CO2	Apply powerful excel functions like Lookup functions and others to undertake more dynamic calculations and analysis; as well as use Text functions to manipulate data into desired formats. (K3)
CO3	Develop the knowledge in data validation. (K3)
CO4	Discover more productive and creative in their use of Excel for business data analysis by Sorting and filtering. (K4)
CO5	Assess the application of Scenario Manager to conduct sensitivity analysis and solve practical business problems. (K5)

Reference Books	
1.	David M. Levine et al, "Statistics for Managers using MS Excel' (6 th Edition) Pearson, 2010.
2.	David R. Anderson, et al, 'An Introduction to Management Sciences : Quantitative approaches to Decision Making, (13 th edition) South-Western College Pub, 2011.
3.	Hansa L ysander Manohar, "Data Analysis and Business Modelling using MS Excel", PHI Learning private Ltd, 2017.
4.	William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
5.	Wayne L. Winston, Microsoft Excel 2010 : Data Analysis & Business Modeling, 3 rd edition, Microsoft Press, 2011.
6.	Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.


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MBA	M19MBP102 - CORPORATE COMMUNICATION	T	P	TU	C
		0	4	0	2

Course Objectives

1.	To familiarize learners with the mechanics of writing.
2.	To enable learners to write in English precisely and effectively.
3.	To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.
4.	To help the learners to know the techniques for research writing.

UNIT – I	COMMUNICATION	9
Business Communication - components & Types, non-verbal communication – Cross cultural communication, Understanding Corporate Communication, Employee Communication.		

UNIT – II	BUSINESS PRESENTATION	9
Oral presentation, team presentation, delivering the business presentation, visual aids, hand-outs, Time management techniques and effective planning.		

UNIT – III	WRITTEN COMMUNICATION	9
Characterizing & business reports, Types and forms of reports, Project proposals, collection of data, charts, writing the report, documenting the sources, Resume Preparation.		

UNIT – IV	INTERVIEW & GD SKILLS	9
Interview skills : Expectation of employer HR and technical types of interview, preparation for interview, mock interview, Group Discussion: Structure of GD, successful GD techniques.		

UNIT – V	INTERPERSONAL SKILLS	9
Team building, networking professionally, understanding and respecting social protocols, Telephone etiquette.		
# No end semester examination required for this course. Only continues evaluation.		

Total Instructional hours : 45



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Course Outcomes : Students will be able to	
CO1	Develop Communication skills.
CO2	Explain their opinions efficiently in different genres of writing.
CO3	Demonstrate various concepts and ideas in English by developing speaking skills.
CO4	Interpret appropriately and effectively within various organizational contexts Interpret appropriately and effectively within various organizational contexts.
CO5	Develop the employability skills.

Reference Books	
1.	Raymond V Lesikar, John D Pettit, and Mary E Flatly, (2009), Lesikar's Basic Business Communication, 1 th ed. New Delhi, Tata McGraw-Hill, 2009.
2.	E.H. McGrath, S.J. Basic Managerial Skills for All. 9 th ed. Prentice-Hall of India, New Delhi, 2012.
3.	Richard Denny, Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

Management books	
1.	Robin Sharma - The greatness guide
2.	Steven Covey - 7 Habits of Effective people
3.	Arindham Chaudhuri - Count your chickens before they hatch
4.	Ramadurai TCS Story
5.	Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar
6.	Review : Harvard Business review
7.	Reports : Deloitte Netsis
8.	Magazines : Bloomberg Businessweek, Economist


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Semester - II

MBA	M19MBT201 - MARKETING MANAGEMENT	T	P	TU	C
		3	0	0	3

Course Objectives

1.	Developing an understanding of ideas and nuances of modern marketing.
2.	Describe the process to formulate and manage the B2B marketing strategy including all key components.
3.	Explain the techniques to conduct market analysis practices including market segmentation and targeting.
4.	Compare and contrast different perspectives that characterize the study of consumer behaviour.
5.	Explain the role of IMC in the overall marketing program.

UNIT – I	INTRODUCTION	9
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Marketing - Definitions - Conceptual frame work - Marketing environment: Internal and External - Marketing interface with other functional areas - Production, Finance, Human Relations Management, Information System. Marketing in global environment - Prospects and Challenges.

UNIT – II	MARKETING MIX DECISIONS	9
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Product planning and development - Product life cycle - New product Development and Management - Market Segmentation - Targeting and Positioning - Channel Management - Advertising and sales promotions - Pricing Objectives, Policies and methods.

UNIT – III	MARKETING STRATEGY	9
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Marketing strategy formulations - Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - Consumer Marketing - Services marketing - Competitor analysis - Analysis of consumer and industrial markets - Strategic Marketing Mix components, 8Ps.

UNIT – IV	BUYER BEHAVIOUR	9
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Understanding industrial and individual buyer behavior - Influencing factors- Buyer Behaviour Models - Online buyer behaviour - Building and measuring customer satisfaction - Customer relationships management - Customer acquisition, Retaining, Defection.



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UNIT – V	MARKETING RESEARCH & TRENDS IN MARKETING	9
Marketing Information System - Research Process - Concepts and applications : Product - Advertising - Promotion - Consumer Behaviour - Retail research - Customer driven organizations - Cause related marketing - Ethics in marketing -Online marketing - Emerging trends.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Identify marketing environment and coordination of marketing department with other functional areas. (K3)
CO2	Develop market segmentation strategies to effectively manage new product development and drive marketing success.(K3)
CO3	Examine marketing strategies by identifying key drivers and analyzing consumer and industrial markets.(K4)
CO4	Analyze buyer behavior models to shape purchasing decisions and improve customer satisfaction. (K4)
CO5	Appraise marketing information systems and research processes to support product, advertising, promotion, and consumer behavior strategies.(K5)

Text Books	
1.	Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14 th Edition, 2012.
2.	KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, First edition, 2010.

Reference Books	
1.	Lamb, hair, Sharma, Mc Daniel- Marketing - An Innovative approach to learning and teaching - A south Asian perspective, Cengage Learning, 2012.
2.	Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2 nd Edition, 2011.
3.	Micheal R.C zinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.



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MBA	M19MBT202 - FINANCIAL MANAGEMENT	T	P	TU	C
		3	0	1	4

Course Objectives

1.	To understand the fundamentals of Financial management and operations nuances of a Finance Manager.
2.	Familiarizing the students with the valuation of firm and Comprehend the technique of making decisions related to finance function.
3.	To make a student's familiarize with capital structure and design the dividend policy.
4.	Demonstrate the importance of working capital management and the tools to manage it.
5.	To understand the significance of long term sources of finance.

UNIT – I	FOUNDATIONS OF FINANCE	12
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Introduction to finance- Financial Management - Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions - Time value of money - features and valuation of shares and bonds - Concept of risk and return - single asset and of a portfolio.

UNIT – II	INVESTMENT DECISIONS	12
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Capital Budgeting : Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT – III	FINANCING AND DIVIDEND DECISION	12
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Financial leverage - Combined leverage, EBIT - EPS Analysis - Indifference point.
 Capital structure - Theories - Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure.
 Dividend decision - Issues in dividend decisions, Importance, Relevance & Irrelevance theories - Walter's - Model, Gordon's model and MM model - Factors determining dividend policy - Types of dividend policies - forms of dividend.

UNIT – IV	WORKING CAPITAL MANAGEMENT	12
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Principles of working capital : Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.



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UNIT – V	LONG TERM SOURCES OF FINANCE	12
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Identify the functions of finance, role of finance managers, and importance of risk and return within the context of financial decision making. (K3)
CO2	Compare and contrast the financial techniques in light of conflicting rankings with valuation of firm. (K4)
CO3	Analyze the value and earnings of the firms through leverages, capital structure and dividend decision. (K5)
CO4	Explain on identification and solution of financial problems confronting Business enterprises. (K5)
CO5	Appraise about fund raising mechanism including public issue process. (K5)

Text Books	
1.	Brigham and Ehrhardt, Financial Management, 14 th edition, Cengage, 2015.
2.	Pandey M, Financial Management, 10 th edition, Vikas Publishing House Pvt. Ltd, 2012.
3.	Khan M.Y and Jain P.K, Financial management Text, Problems and cases, 6 th edition, Tata McGraw Hill, 2011.

Reference Books	
1.	Parasuraman.N.R, Financial Management, Cengage, 2014.
2.	William R.Lasher, Financial Management, 7 th Edition, Cengage, 2014.
3.	James C. Vanhorne, Fundamentals of Financial Management, 11 th Edition PHI Learning, 2012.
4.	Prasanna Chandra, Financial Management, 9 th edition, Tata McGraw Hill, 2012.
5.	Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
6.	Srivatsava, Mishra, Financial Management, Oxford University Press, 2011.
7.	Sudersena Reddy G, Financial Management- Principles & Practices, 2 nd Edition, Himalaya Publishing House, 2010.


BoS Chairman

MBA	M19MBT203 - HUMAN RESOURCE MANAGEMENT	T	P	TU	C
		3	0	0	3

Course Objectives

1.	To provide knowledge about human resource management functions.
2.	To understand Human Resource Planning.
3.	Familiarizing Executive development Programme.
4.	To utilize the various Compensation Plans.
5.	To know the Performance Evaluation and Control process.

UNIT – I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	5
Evolution of human resource management - The importance of the human factor - Challenges - Inclusive growth and affirmative action - Role of human resource manager - Human resource policies - Computer applications in human resource management - Human resource accounting and audit.		

UNIT – II	THE CONCEPT OF BEST FIT EMPLOYEE	8
Importance of Human Resource Planning - Forecasting human resource requirement – matching Supply and demand - Internal and External sources. Recruitment - Selection - induction - Socialization benefits.		

UNIT – III	TRAINING AND EXECUTIVE DEVELOPMENT	10
Types of training methods - purpose - benefits - resistance. Executive development programmes - Common practices - Benefits - Self-development - Knowledge management.		

UNIT – IV	SUSTAINING EMPLOYEE INTEREST	12
Compensation plan - Reward - Motivation - Application of theories of motivation - Career management - Development of mentor - Protégé relationships.		

UNIT – V	PERFORMANCE EVALUATION AND CONTROL PROCESS	10
Method of performance evaluation - Feedback - Industry practices. Promotion, Demotion, Transfer and Separation - Implication of job change. The control process - Importance – Methods Requirement of effective control systems grievances - Causes - Implications - Redressal methods – Emerging trends.		

Total Instructional hours : 45



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Course Outcomes : Students will be able to	
CO1	Apply the importance of human factor in an organization in achieving their goals (K3)
CO2	Choose an effective recruitment methods to attract the right talent from both internal and external sources. (K3)
CO3	Identify the impact of training, executive development, self-development, and knowledge management on overall organizational performance. (K4)
CO4	Discover and implement effective compensation plans and reward systems that align with organizational goals and motivate employees. (K4)
CO5	Assess effective performance evaluation methods, providing constructive feedback and best practices to improve employee performance. (K5)

Text Books

1.	K.Aswatappa, Human Resource Management, Mc Graw Hill, 7 th Edition, 874 pages, May 2013.
2.	Dessler Human Resource Management, Pearson Education Limited, 14 th Edition, 2015.

Reference Books

1.	Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11 th Edition, 2013.
2.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning 2012.
3.	Bernadin, Human Resource Management, Tata Mcgraw Hill ,8 th edition 2012.
4.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5.	Ivancevich, Human Resource Management, McGraw Hill 2012.
6.	Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.



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MBA	M19MBT204 - INFORMATION MANAGEMENT	T	P	TU	C
		3	0	0	3

Course Objectives

1.	To understand the importance and concepts of information management in business.
2.	To know the methods used for effective decision making in an organization.
3.	To Utilize the Technologies used for Data Base Management System.
4.	Familiarizing in providing the information security and controls.
5.	To identify the new initiatives in Electronic Information System at Business.

UNIT – I	INTRODUCTION	9
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.		
UNIT – II	SYSTEM ANALYSIS AND DESIGN	9
Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.		
UNIT – III	DATABASE MANAGEMENT SYSTEMS	9
DBMS - HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.		
UNIT – IV	SECURITY, CONTROL AND REPORTING	9
Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.		
UNIT – V	NEW IT INITIATIVES	9
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM - Emerging trends in Information System Management.		
Total Instructional hours : 45		



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Course Outcomes : Students will be able to	
CO1	Explain the importance and concepts of information management in Business. (K2)
CO2	Identify the methods used for effective decision making in an organization. (K3)
CO3	Analyse the Technologies used for Data Base Management System. (K4)
CO4	Discover the information system, security and controls. (K4)
CO5	Examine the new initiatives in Electronic Information System at Business. (K4)

Text Books	
1.	James O Brien, Management Information Systems - Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2019.
2.	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems - Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

Reference Books	
1.	Robert Schultheis and Mary Summer, Management Information Systems - The Managers View, Tata McGraw Hill, 2008.
2.	Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012.
3.	Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21 st Reprint 2008.
4.	Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9 th edition, 2013.
5.	Turban, McLean and Wether be, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6 th Edition, 2008.
6.	Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
7.	Raph Stair and George Reynolds, Information Systems, Cengage Learning, 10 th Edition, 2012.
8.	Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise - A Roadmap to Information Security, Tata McGraw Hill, 2007.
9.	Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4 th Edition, 2013.


BoS Chairman

MBA	M19MBT205 - PRODUCTION AND OPERATIONS MANAGEMENT	T	P	TU	C
		3	0	0	3

Course Objectives

1.	Understanding the strategic and operational decisions of an organization
2.	Apply the concepts of forecasting, planning and their associated techniques
3.	Develop an operative system for capitalizing the efficiency
4.	Optimize production process by qualitative and quantitative approaches used in material management system.
5.	Utilize the project management system with use of latest techniques.

UNIT – I	INTRODUCTION TO OPERATIONS MANAGEMENT	9
Operations Management - Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit, framework; Supply Chain Management.		

UNIT – II	FORECASTING, CAPACITY AND FACILITY DESIGN	9
Demand Forecasting - Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning - Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP - Facility Location - Theories, Steps in Selection, Location Models. Facility Layout - Principles, Types, Planning tools and techniques.		

UNIT – III	DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS	9
Product Design - Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process - Planning, Selection, Strategy, Major Decisions. Work Study - Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity.		

UNIT – IV	MATERIALS MANAGEMENT	9
Materials Management - Objectives, Planning, Budgeting and Control. Purchasing - Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management - Nature, Layout, Classification and Coding. Inventory - Objectives, Costs and control techniques. Overview of JIT.		



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UNIT – V	SCHEDULING AND PROJECT MANAGEMENT	9
Project Management - Scheduling Techniques, PERT, CPM; Scheduling - work centers - nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling - Johnson's Algorithm - Gantt charts; personnel scheduling in services.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Identify the strategic role of operations management in enhancing a firm's competitive advantages and different functions involved for in both manufacturing and service organizations. (K3)
CO2	Apply the forecasting methods on the basis of management's planning and control activity along with Enterprise Resource Planning and MRP systems used in managing operations. (K3)
CO3	Utilize and apply the inputs, by describing the boundaries of an operations system, subjective to other functional areas within the organization to solve complex socio-economic productive systems. (K3)
CO4	Analyze the productions objective by maximizing the use of qualitative and quantitative approaches in the areas of job design, inventory control, and material management system. (K4)
CO5	Explain the project management systems and evaluate the techniques used for continuous production process. (K5)

Text Books	
1.	William J Stevenson, Operations Management - McGraw Hill Education, 12 th Edition 2018.
2.	Pannerselvam R, Production and Operations Management, Prentice Hall India, 2012.

Reference Books	
1.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12 th Edition, 2010.
2.	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.



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3.	William J Stevenson, Operations Management, Tata McGraw Hill, 11 th Edition, 2015.
4.	Russel and Taylor, Operations Management, Wiley, 8 th Edition, 2015.
5.	Kanishka Bedi, Production and Operations Management, Oxford University, 3 rd Edition, 2013.
6.	Chary S.N, Production and Operations Management, Tata McGraw Hill, 5 th Edition, 2013.
7.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8.	Mahadevan B, Operations Management Theory and practice, Pearson Education, 3 rd Edition, 2015.

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MBA	M19MBT206 - BUSINESS RESEARCH METHODS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the fundamentals of research and its importance.
2.	Familiarizing the students with the research design and measurement concepts.
3.	To expertise with data collection methods to make a solution for business problem.
4.	To develop the knowledge in data coding and analysis.
5.	Develop the skills of the students in ethical way of report preparation.

UNIT – I	INTRODUCTION	12
Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross - Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.		

UNIT – II	RESEARCH DESIGN AND MEASUREMENT	12
Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.		

UNIT – III	DATA COLLECTION	12
Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Validation of questionnaire - Sampling plan - Sample size - determinants optimal sample size -sampling techniques - Probability Vs Non-probability sampling methods.		

UNIT – IV	DATA PREPARATION AND ANALYSIS	12
Data Preparation - editing - Coding -Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Bivariate and Multivariate statistical techniques - Factor analysis - Discriminant analysis - cluster analysis - multiple regression and correlation - multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis.		



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UNIT – V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	12
Research report - Different types - Contents of report - need of executive summary - chapterization - contents of chapter - report writing - the role of audience - readability - comprehension - tone - final proof - report format - title of the report - ethics in research - ethical behavior of research - subjectivity and objectivity in research.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Outline the importance of Business Research Methods activities followed by researchers. (K2)
CO2	Identify the research design and different types of scales to be followed. (K3)
CO3	Classify the different types of data, its methods and determination of sample size, the construct questionnaire for effective data analysis. (K4)
CO4	Examine the correct data analysis methods and statistical technique to be followed in analysis. (K4)
CO5	Simplify the research into report format. (K4)

Text Books

1.	Alan Bryman and Emma Bell, Business Research methods, 5 th Edition, New Delhi, Oxford University Press, 2018.
2.	Uma Sekaran and Roger Bougie, Research methods for Business, 5 th Edition, New Delhi, Wiley India, 2012.

Reference Books

1.	Donald R. Cooper, Pamela S. Schindler and Sharma.J.K, Business Research methods, 11 th Edition, New Delhi, Tata Mc Graw Hill, 2012.
2.	William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, New Delhi, Cengage Learning, 2012.
3.	Horngren, Surdem, Stratton, Burgstahler, & Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.



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MBA	M19MBT207 - OPERATIONS RESEARCH	T	P	TU	C
		3	0	1	4

Course Objectives

1.	To enable the students appreciate the importance and role of operations research techniques in business.
2.	To train the students in formulating mathematical models of business situations requiring decisions.
3.	To familiarize the students in using the different techniques and tools used in arriving at optimal decisions to business problems.
4.	To learn the concepts of operations research applied in business decision making, simulation and inventory models.
5.	To enable the students acquire the knowledge and skills of applying Queuing models and replacement models technique to the business problems.

UNIT – I	LINEAR PROGRAMMING - BASIC CONCEPTS	12
Introduction to applications of operations research in functional areas of management - Formulation of LPP - Graphical solution to Linear Programming Problems - Simplex method – The Big M Method - Two Phase Method		
UNIT – II	TRANSPORTATION PROBLEM	12
Transportation Problem - Initial Basic feasible solution by North - West Corner Rule, Least cost method and Vogel's approximation methods – Optimality in Transportation Problem - Solution by MODI / Stepping Stone method.		
UNIT – III	ASSIGNMENT MODEL	12
Assignment Models (Minimizing and Maximizing Problems) - Balanced and Unbalanced Problems - Solution by Hungarian and Branch and Bound Algorithms - Travelling Salesman problem.		
UNIT – IV	INVENTORY MODELS, SIMULATION AND DECISION THEORY	12
Inventory Models - EOQ and EBQ Models (With and without shortages) - Quantity Discount Models - Decision making under risk - Decision trees - Decision making under uncertainty - Monte-carlo simulation.		



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UNIT – V	QUEUING THEORY AND REPLACEMENT MODELS	12
Queuing Theory - single and Multi-channel models - infinite number of customers and infinite calling Source - Replacement Models-Individuals replacement Models (With and without time value of money) - Group Replacement Models.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the concept of Applications of operations research in functional areas of management. Solve different types of models in linear programming using formulation, simplex, Big M Method and duality problem. (K3)
CO2	Solve the problems of transportation to get the optimal solutions. (K3)
CO3	Interpret the concept of Assignment Model. (K2)
CO4	Explain the concept of Inventory models, Decision theory and Simulation. (K2)
CO5	Construct Single and Multiple server queuing models and replacement models. (K3)

Text Books	
1.	Gupta Prem Kumar and Hira D.S., Operations Research, Sultan Chand, Revised Edition, 2017.
2.	Bernard W. Taylor, Introduction to Management Science, 12 th edition, 2012.

Reference Books	
1.	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2.	N.D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3.	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
4.	Anderson, Sweeney Williams Solutions Manual to Accompany AnIntroduction to Management Science Quantitative Approaches to Decision, Cengage, 12 th edition, 2012.
5.	G. Srinivasan, Operations Research - Principles and Applications, II edition, PHI, 2010.


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MBA	M19MBP201 - DATA ANALYSIS LAB - II	T	P	TU	C
		0	4	0	2

Course Objectives

1.	To make understand use of SPSS.
2.	To get expertise the SPSS in data analysis.
3.	To understand the output and interpret it.
4.	To make them understand advanced tools in MS Excel.
5.	To make them understand TORA and POM.

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

Exp. No.	Description of the Experiments
1.	Descriptive Statistics
2.	Hypothesis - Parametric
3.	Hypothesis - Non-parametric
4.	Correlation & Regression
5.	Forecasting
-	Extended experiment
6.	Portfolio Selection
7.	Risk Analysis & Sensitivity Analysis
8.	Revenue Management
-	Extended experiment
9.	Transportation & Assignment
10.	Networking Models
11.	Queuing Theory
12.	Inventory Models
-	Extended experiments

Spreadsheet Software and Data Analysis Tools

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Analyze the data using descriptive statistics, parametric and non-parametric in statistical package. (K4)
CO2	Discover relationship with existing among business data to develop business models to support decision making. (K4)
CO3	Analyze the finance data to form portfolios, manage revenue and to find sensitivity among them using spreadsheet. (K4)
CO4	Analyze the data using transportation, assignment and linear programming using TORA. (K4)
CO5	Simplify the data given using networking, queuing and inventory models. (K4)

Reference Books	
1.	David M. Levine et al, "Statistics for Managers using MS Excel" (6 th Edition) Pearson, 2010
2.	David R. Anderson, et al, "An Introduction to Management Sciences : Quantitative approaches to Decision Making", (13 th edition) South-Western College Pub, 2011.
3.	Hansalysander Manohar, "Data Analysis and Business Modelling using MS Excel", PHI Learning private Ltd, 2017.
4.	William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spread sheet", Tata McGraw Hill, 2009.
5.	Wayne L. Winston, Microsoft Excel 2010 : Data Analysis & Business Modeling, 3 rd edition, Microsoft Press, 2011.
6.	Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.
7.	Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.


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MBA	M19MBP202 - CORPORATE ETIQUETTE	L	T	P	C
		0	0	4	2

Course Objectives

1.	To learn the concepts of personal communication in business.
2.	To know the social etiquette at corporates.
3.	To understand Group/Mass Communication at corporates.
4.	To develop Integrated Speaking and Presentation Skills.
5.	To optimize the Employability and Corporate Skills.

UNIT – I	PERSONAL COMMUNICATION	9
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Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, and expressing opinions, arguing.

UNIT – II	SOCIAL COMMUNICATION	9
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Telephone calls (official), colleagues in the work spot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

UNIT – III	GROUP / MASS COMMUNICATION	9
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Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

UNIT – IV	INTEGRATED SPEAKING AND PRESENTATION SKILLS	9
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Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, Power Point presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview).



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UNIT – V	EMPLOYABILITY AND CORPORATE SKILLS	9
<p>Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management, causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, developing leadership qualities.</p>		
<p>Total Instructional hours : 45</p>		
<p>NOTE : Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present team papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark.</p>		

Course Outcomes : Students will be able to	
CO1	Extend confidently with any speakers of English, including native speakers.
CO2	Extend effortlessly in different contexts – informal and formal
CO3	Illustrate think on feet' even in difficult circumstances
CO4	Infer interesting and meaningful converse
CO5	Develop attention while listening to others.

Reference Books	
1.	Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2.	"Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009.
3.	Listening to / watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries).



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Semester - III

MBA	M19MBT301 – INTERNATIONAL BUSINESS MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of international business in order to aid in understanding the business functions.
2.	To understand the roles of international agencies, trade and negotiation, agreements and
3.	competitiveness in today's business firm.
4.	To know the different forms in global portfolio management.
5.	Students can able to understand the various functional departments.
	To understand various conflict and ethics followed in international business management.

UNIT – I	INTRODUCTION	12
International Business - Definition-Internationalizing business –Advantages - factors causing globalization of business - international business environment - country attractiveness - Political, economic and cultural environment - Protection Vs liberalization of global business environment.		

UNIT – II	INTERNATIONAL TRADE AND INVESTMENT	12
Promotion of global business - the role of GATT/WTO - multilateral trade negotiation and agreements-VIII & IX, round discussions and agreements - Challenges for global business - global trade and investment - theories of international trade and theories of international investment - Need for global competitiveness - Regional trade block - Types - Advantages and disadvantages - RTBs across the globe (Covid 19 blocks) - brief history.		

UNIT – III	INTERNATIONAL STRATEGIC MANAGEMENT	12
Strategic compulsions - Standardization Vs Differentiation - Strategic options - Global portfolio management-global entry strategy - different forms of international business - advantages - organizational issues of international business - organizational structures - controlling of international business - approaches to control - performance of global business - performance evaluation system.		



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UNIT – IV	PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS	12
<p>Global production - Location - scale of operations - cost of production - Make or Buy decisions - global supply chain issues - Quality considerations - Globalization of markets, marketing strategy - Challenges in product development , pricing, production and channel management - Investment decisions – economic - Political risk - sources of fund - exchange - rate risk and management - strategic orientation - selection of expatriate managers - Training and development - compensation.</p>		
UNIT – V	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT	12
<p>Challenges of international business - Conflict in international business- Sources and types of conflict - Conflict resolutions - Negotiation - the role of international agencies -Ethical issues in international business - Ethical decision-making.</p>		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the concepts of international business environment. (K3)
CO2	Identify the roles of GATT/WTO, investment theories and regional trade blocks. (K3)
CO3	Analyse the different forms in global portfolio management, global entry strategy. (K4)
CO4	Assess the various functions of organization in global level. (K5)
CO5	Determine the conflicts, negotiation and ethical issues in international business. (K5)

Text Books	
1.	Charles W.I. Hill and Arun Kumar Jain, International Business, Tata McGraw Hill, New Delhi, 6 th edition, 2010.
2.	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12 th Edition, 2010.


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Reference Books	
1.	K. Aswathappa, International Business, Tata Mc Graw Hill, New Delhi, 6 th Edition, 2015.
2.	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Cengage Learning, New Delhi, 7 th Edition, 2010.
3.	Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
4.	Vyuptakesh Sharan, International Business, Pearson Education in South Asia, New Delhi, 3 rd Edition, 2011

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MBA	M19MBT302 - STRATEGIC MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.
2.	To learn about the organization's mission, vision and objectives.
3.	To equip with skills required to manage business and non-business organizations at senior levels.
4.	To study about the functional approach towards management developing policies and plan.
5.	To understand the analysis and implementation of strategic management in strategic business units.

UNIT – I	STRATEGY AND PROCESS	12
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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-case study.

UNIT – II	COMPETITIVE ADVANTAGE	12
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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 - Case study.

UNIT – III	STRATEGIC ALTERNATIVES	12
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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 – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card case study.



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UNIT – IV	STRATEGY IMPLEMENTATION & EVALUATION	12
The implementation process, Resource allocation, Designing organizational structure Designing Strategic Control Systems - Matching structure and control to strategy Implementing Strategic change - Politics - Power and Conflict - Techniques of strategic evaluation & control - case study.		
UNIT – V	OTHER STRATEGIC ISSUES	12
Managing Technology and Innovation - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy - case study.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the framework – vision, mission statement and understand their importance in the process of an organization. (K2)
CO2	Make use of the social, economic and political forces on the design, planning and implementation of organization's policy towards its competitive advantage. (K3)
CO3	Organize the relationship between the various elements of organizational policy and time frame in which they take place. (K3)
CO4	Discover and learn about the implementation and formulation of framed processes. (K4)
CO5	Analysis of critical and synthesis in solving complex multidisciplinary issues in the field of Strategic Management. (K4)

Text Books	
1.	Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2.	John A. Parnell. Strategic Management, Theory and practice Biztantra (2012).
3.	Azhar Kazmi, Strategic Management and Business Policy, 3 rd Edition, Tata McGraw Hill, 2008.


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Reference Books	
1.	Adriau H A berberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2.	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013.
3.	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4.	Dr. Dharma Bir Singh, Strategic Management & Business Policy, Ko Gent Learning Solutions Inc., Wiley, 2012.
5.	John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12 th Edition, 2012.

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MBA	M19MBE311 – DIGITAL AND SOCIAL MEDIA MARKETING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	Introduction to Digital and Social media marketing.
2.	Learn to plan, create and implementation of various campaigns.
3.	Understand various Marketing Strategies.
4.	Getting familiar with Google Ad, Analytics accounts and dashboards.
5.	Understand the real scene of marketing integration.

UNIT – I	SOCIAL MEDIA MARKETING AND ADVERTISEMENT	12
Introduction to Social media - Understanding various social media platforms - Social Media communication - Social Media Landscape - Social Media Content Marketing - Introduction to Social Media Advertising Campaigns - Choosing right platforms - Advertising key factors - Face book – Ads Creation, Targeting, Insights - Summary.		

UNIT – II	WEBSITE AND SEO	12
Introduction to Website - Website design and infrastructure - Off-site optimization, engagement and Link building - Introduction to SEO - Understanding SEO website and Mobile - Design and Architecture of Search engine - SEO measurements - Content marketing - SEO and Analytics - A successful SEO plan - Summary.		

UNIT – III	SEM AND GOOGLE ADS	12
Introduction to Search Engine Marketing and Google Ads - Understanding Cookies, Targeting, Sales Models - Understanding various measurements and metrics - Understanding Ad Rank and Bidding in Google Ads - What is Google AdWords and how it works - Google Display advertising - Google Networks - Google Ads account management and Dashboard overview - Summary.		

UNIT – IV	EMAIL MARKETING AND GOOGLE ANALYTICS	12
Introduction to Email Marketing - Elements of Email Marketing - List generation, Email planning - Creating an Email marketing campaign and managing - Measurements of Email marketing campaigns and evaluating results - Introduction to Google Analytics - Understanding Audience and behavior - Getting familiar with Google Analytics Dashboard and account management - Campaign creation and tracking - Understanding various measurements and metrics - Whatsapp Marketing - features – advantages – Summary.		



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UNIT – V	INTEGRATED MARKETING	12
Developing a real use case scenario - Planning and building effective campaigns - Designing Keywords, Ads, campaigns - Strategize and running campaigns - Analyzing the campaign insights - Measuring and Evaluating the campaign.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Utilize the core principles of social media marketing, advertising, and content strategies, and explain how to integrate these elements for effective campaigns. (K3)
CO2	Identify key SEO measurements and their role in evaluating website performance and search engine ranking. (K3)
CO3	Apply SEM tools, Social media tools, Analytics tools in real time scenario. (K3)
CO4	Examine the insights on Google analytics, measurements and metrics. (K4)
CO5	Evaluate marketing campaigns by choosing relevant keywords, crafting engaging ads, and organizing campaigns to align with specific business goals. (K5)

Text Books

1.	Puneet Singh Bhatia, Fundamentals of Digital Marketing (1 st ed), Pearson, 2017
2.	Ian Dodson, The Art of Digital Marketing : The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (1 st ed), Wiley, 2016.

Reference Books

1.	Avinash Kaushik, Web Analytics 2.0 (1 st , ed), Wiley, 2014.
2.	Mark Jeffery, Data – Driven Marketing (1 st ed), Wiley, 2015.



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MBA	M19MBE312 – GREEN MARKETING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To make the students understand the concept of green marketing and green products.
2.	To learn the factors that affect purchase decisions of consumers and laws that promotes green marketing.
3.	To learn techniques that create impact on purchase decisions and business economy.
4.	To make students to produce societal benefits by applying their insights on environmentalism.
5.	Understand the market and power of green marketing.

UNIT – I	GREEN MARKETING : INTRODUCTION	12
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Green Marketing – Evolution of Green Marketing – Importance of green marketing – Benefits of Green marketing – Adoption of Green Marketing – Green Marketing Mix – Strategies to Green marketing.

UNIT – II	APPROACHES AND CONCEPTS OF GREEN MARKETING	12
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Green Marketing paradigm – Designing green products – A life cycle Approach : Life cycle strategies for sustainable product design, Green Spining – Green Selling – Green Harvesting – Compliance Marketing – Green washing – Climate Performance Leadership Index.

UNIT – III	GREEN MARKETING INITIATIVES	12
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Eco-design to eco-innovation – Five strategies for eco innovation – The challenges of communicating with sustainability – Fundamentals of green marketing – strategies of sustainable marketing communication. IBM's Green Solution – case studies.

UNIT – IV	PURCHASE DECISION PROCESS	12
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Meaning of purchase decision – Factors affecting purchase decisions – steps in decision making process – Five stages in consumer buying decision process – Models of buyer decision making.



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UNIT – V	GREEN MAREKTING – SOCIETAL CONSOIOUSNESS	12
Sustainability leaders addressing the new rules - Green Marketing. Importance of environmentalism - Environmental movement - Benefits of green environment to the society – E-waste exchange – Guideline for Environmentally Sound Recycling of E-waste.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply green marketing principles to the development and implementation of effective green marketing strategies. (K3)
CO2	Apply the knowledge and skills of green marketing practices for designing green products. (K3)
CO3	Identify the challenges of effectively communicating sustainability in green marketing campaigns. (K3)
CO4	Inference the various factors that influence consumer purchase decisions. (K4)
CO5	Interpret the green marketing importance into environmentalism. (K5)

Text Books	
1.	Esakki and Thangasamy, Green Marketing and Environmental Responsibility in Modern Corporations (e-book), Global, 2017.
2.	Robert Thalstrom, Green Marketing Management, 1 st edition, Cengage Learning.

Reference Books	
1.	Jacquelyn Ottman – Berrett, The new rules of Green Markering: Strategies, Tools and Inspiration for Susutainable Branding, 1 st edition, Koehler Publishers.
2.	Joel Makeover, Strategies for the Green Economy : Opportunities and Challenges in the new World of Business, 1 st edition, McGraw Hill.
3.	Chris Arnold, Ethical Marketing and The New Consumer, 1 st edition, wiley.


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MBA	M19MBE313 – INTEGRATED MARKETING COMMUNICATION	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts in advertisement.
2.	To know various media strategy and advertisements.
3.	To explain about sales promotion techniques.
4.	Students can able to understand the personal selling process.
5.	To compare and understand about publicity and public relations.

UNIT – I	INTRODUCTION TO ADVERTISEMENT	12
Concept - definition - scope - Objectives - functions - principles of advertisement - Social, Economic and Legal Implications of advertisements - setting advertisement objectives - Advertisement Agencies - Selection and remuneration - Advertisement campaigns - case studies.		

UNIT – II	ADVERTISEMENT MEDIA	12
Media plan - Type and choice criteria - Reach and frequency of advertisements - Cost of advertisements - related to sales - Media strategy and scheduling. design and execution of advertisements - Message development - Different types of advertisements - advertisement through social media - Layout – Design appeal - Copy structure - Advertisement production - Print - Radio. T.V. and Web advertisements - Media Research - Testing validity and Reliability of ads - Measuring impact of advertisement case studies.		

UNIT – III	SALES PROMOTION	12
Scope and role of sale promotion - Definition - Objectives of sales promotion - sales promotion techniques - Trade oriented and consumer oriented. Sales promotion - Requirement identification - Designing of sales promotion campaign - Involvement of salesmen and dealers - Out sourcing sales promotion national and international promotion strategies - Integrated promotion - Coordination within the various promotion techniques - Online sales promotions- case studies.		

UNIT – IV	PERSONAL SELLING	12
Introduction - Meaning – Functions - Personal selling process – Evaluation - Compensation – Motivation - Territory Management - Sales Report Preparation and Presentation - Ethical Issues.		



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UNIT – V	PUBLICITY AND PUBLIC RELATIONS	12
Introduction - Meaning - Objectives - Scope - Functions - integrating PR in to Promotional Mix Marketing Public Relation function - Process of Public Relations - advantages and disadvantages of PR - Measuring the Effectiveness of PR - PR tools and techniques. Difference between Marketing, PR and Publicity - Social publicity - Web Publicity and Social media - Publicity Campaigns.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply principles of advertisement, Social and Legal Implications in advertisement campaign. (K3)
CO2	Analyze the cost of advertisement, media strategies for measuring impact of advertisement. (K4)
CO3	Examine sales promotion techniques, customer requirements identification and international promotion strategies. (K4)
CO4	Evaluate the personal selling process and sales report. (K5)
CO5	Compare functions, promotional mix and process of public relations. (K5)

Text Books	
1.	Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, Cengage Learning, 9 th edition, 2016.
2.	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, New Delhi, 3 rd Edition, 2006.

Reference Books	
1.	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10 th edition, 2014.
2.	Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7 th Edition, 2007.
3.	S.H.H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3 rd Revised edition edition, 2008.
4.	Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition, 2010.
5.	Jaishri Jefhwaney, Advertising Management, Oxford University Press, 2 nd Edition, 2013.



BoS Chairman

MBA	M19MBE314 – RETAIL MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To help the students to develop insights into the concept of effective retailing functions and strategies
2.	To enable the students to apply theoretical concepts of retailing in practical business.
3.	To enrich students into the real time situations in retail store branding.
4.	To impart significance inputs of visual merchandising and retail location for market sustainability.
5.	To understanding of Retail shopper behavior.

UNIT – I	INTRODUCTION	12
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.		
UNIT – II	RETAIL FORMATS	12
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.		
UNIT – III	RETAILING DECISIONS	12
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.		
UNIT – IV	RETAIL SHOP MANAGEMENT	12
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.		
UNIT – V	RETAIL SHOPPER BEHAVIOUR	12
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management, Challenges – Emerging trends in Retailing - Retail Practices – E-CRM - Virtual retailing strategies and its behaviour - Case Study.		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Summarize about the basic concept of retailing. (K2)
CO2	Construct the modern formats, characteristics and trends in retailing. (K3)
CO3	Apply the knowledge about the retail location, atmospherics on retail supply chain and pricing decisions. (K3)
CO4	Analyze the entire retail shop management and emerging trends in retail promotions. (K4)
CO5	Appraise on effective retail functions and shopper behaviour. (K5)

Text Books	
1.	Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2.	J K Nayak, Prakash C. Dash, Retail Management, Cengage, 2017

Reference Books	
1.	Dr. Harjit Singh, Retail Management A Global Perspective, S. Chand Publishing, 3 rd Edition, 2014
2.	Levy – Weitz & Pandit, Retail Management, Tata McGraw Hill, 6 th Edition, 2015.
3.	Berman and Evans, Retail Management, PHI, 12 th Edition, 2014.
4.	Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8 th edition, 2013.
5.	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3 rd Edition 2016.
6.	Swapna Pradhan, Retail Management, Tata McGraw Hill, 5 th Edition, 2013.
7.	Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.


BoS Chairman

MBA	M19MBE315 – RURAL MARKETING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To enable students to develop professional capabilities through field work in real life work situations in the field of rural markets
2.	To give opportunity to engage with future potential employers and to give them an insight in the practicalities of working environment.
3.	To develop the skills to study the prevailing rural market and apply techniques.
4.	To develop knowledge to create new models to face new challenges in the rural market.
5.	To develop communication skills in rural marketing.

UNIT – I	INTRODUCTION TO THE RURAL MARKETING	12
<p>Agriculture marketing, Scope - Importance of Agricultural sector for the National economy. Characteristics and dimensions of rural markets - Rural Market Profile - Rural Market - Size and Scope - Environment and Emerging profile of rural markets in India - Constraints in rural Marketing and Strategy to overcome the constraints. Impact of Green revolution and upcoming of industries in rural and backward areas and the resultant impact on rural marketing - Role of Government institutions in agricultural marketing.</p>		

UNIT – II	RURAL MARKET BEHAVIOUR	12
<p>Rural Consumer dimensions - Rural Demand Dimension - Tapping the rural markets - Rural Market Segmentation - Basis and Strategies - Consumer Behaviour in Rural markets - PEST factors in rural marketing - Marketing Surplus, estimation, Factors affecting Marketable surplus, Regulated Markets, Co-op. Marketing, role of Government and Statutory mechanisms, Socio-economic and political environment and its impact on Rural Marketing – micro finance in rural marketing.</p>		

UNIT – III	MARKETING MIX FOR RURAL MARKETING	12
<p>Product Planning for Rural Products - Pricing Methods and Strategies for products of rural markets product management in rural markets - information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning.</p>		



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UNIT – IV	CHANNELS OF DISTRIBUTION	12
Distribution pattern and methods in rural markets – Special characteristics of rural channels - Channel Management in rural markets - Managing physical distribution in rural markets - Storage, Warehousing and Transportation.		

UNIT – V	MARKETING COMMUNICATION IN RURAL MARKETS	12
Promotion as a component in marketing communication - Advertising and sales promotion for Rural Markets - Major challenges in Media Planning - Sales force management in rural markets - Selecting the media mix - Evaluation of promotional activities.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the emerging profile of rural markets in India, considering economic, social, and technological factors. (K2)
CO2	Identify the rural market strategies and its behaviour. (K3)
CO3	Analyze the marketing mix in rural market. (K4)
CO4	Examine the distribution patterns and methods used in rural markets and their impact on rural marketing strategies. (K4)
CO5	Analyze the strategies for advertising and sales promotion in rural markets, and evaluate their effectiveness in influencing rural consumers. (K4)

Text Books	
1.	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing - Text and Cases (2 nd ed), Pearson education, 2011.
2.	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Cases in rural marketing an integrated Approach (4 th ed), Pearson education, 2011.

Reference Books	
1.	Robert Chambers, Rural Development: Putting the last first (3 rd ed) Pearson education, 2014.
2.	Sanal Kumar Velayudhan ,Rural Marketing (2 nd ed), SAGE Publication, 2014



BoS Chairman

MBA	M19MBE316 – SERVICES MARKETING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the need for services marketing.
2.	To learn and know the opportunities in services.
3.	To know about the services design and development.
4.	To study the challenges involved in managing the services and analyse the strategies to deal with these challenges.
5.	To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT – I	INTRODUCTION	12
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Definition - Service Economy - Evolution and growth of service sector - Nature and Scope of Services - Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT – II	SERVICE MARKETING OPPORTUNITIES	12
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Assessing service market potential - Classification of services - Expanded marketing mix - Service marketing - Environment and trends - Service market segmentation, targeting and positioning.

UNIT – III	SERVICE DESIGN AND DEVELOPMENT	12
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Service Life Cycle - New service development - Service Blue Printing - GAP model of service quality - Measuring service quality - SERVQUAL - Service Quality function development.

UNIT – IV	STRATEGY IMPLEMENTATION & EVALUATION	12
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Positioning of services - Designing service delivery System, Service Channel - Pricing of services, methods - Service marketing triangle - Integrated Service marketing communication.

UNIT – V	SERVICE STRATEGIES	12
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Service Marketing Strategies for health - Hospitality - Tourism - Financial - Logistics - Educational - Entertainment & public utility Information technique Services - Recent trend in Service Strategy - Digital Marketing for service industries.

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Identify the historical aspects of services evolution and the importance of services marketing for the national economy. (K3)
CO2	Select the services opportunities and implement in the current market for establishment. (K3)
CO3	Apply the service design and development in order to be stable in the current trend. (K3)
CO4	Inspect the need for services delivery and promotion. (K4)
CO5	Examine the various service marketing strategies and its effectiveness in various service marketing industries. (K4)

Reference Books	
1.	Christopher H. Lovelock and JochenWirtz, Services Marketing : People, Technology, strategy Pearson Education, New Delhi, 8 th edition, 2016.
2.	John. E.G. Bateson, K. Douglas Hoffman, Services Marketing, South Western Cengage learning, 4 th Edition, 2011.
3.	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2 nd Edition, New Delhi, 2004.
4.	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5.	Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3 rd Edition, Wiley, 2007.
6.	R. Srinivasan, Services Marketing, Prentice Hall of India Private Limited, 4 th Edition 2014, New Delhi.
7.	Vinnie Jauhari & kirti Dutta (2017), Services Marketing, Text and cases, 2 nd edition.



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MBA	M19MBE321 – BANKING FINANCIAL SERVICES MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of banking in order to understand banking functions.
2.	To understand the deposit and non-deposit sources, lending and credit analysis.
3.	To grasp how banks raise their sources and how they deploy it and manage the associated risks.
4.	To describe the fundamentals of merger and diversification of banks and performance analysis.
5.	Understand e-banking and the threats that go with it.

UNIT – I	OVERVIEW OF INDIAN BANKING SYSTEM	12
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Overview of Indian Banking System, Functions of RBI and commercial banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT – II	SOURCES AND APPLICATION OF BANK FUNDS	12
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Capital adequacy, BASEL Norms - Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, loan delivery system - credit appraisal techniques -Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT – III	CREDIT MONITORING AND RISK MANAGEMENT	12
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Need for credit monitoring, Signals of borrowers financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT – IV	MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION	12
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Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.



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UNIT – V	HIGH-TECH E-BANKING	12
Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives. Virtual Banking Universal and Narrow Banking, offshore banking and Multinational banking.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Analyze the various act governing the Indian banking system and inference the bank balance sheet and income statement. (K4)
CO2	Classify the deposit, non-deposit source, types of lending and credit analysis. (K4)
CO3	Examine the financial sickness, risk management and non-performing asset. (K4)
CO4	Determine the merger and diversification of banks and appraise the performance of banks. (K5)
CO5	Evaluate the payment systems, current trends in online banking system and security threats in e-banking. (K5)

Text Books	
1.	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson, Delhi, 2015.
2.	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2016.

Reference Books	
1.	Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
2.	Madura, Financial Institutions & Markets, 10 th edition, Cengage, 2016.
3.	Mukund Sharma, Banking and Financial Services, Himalaya publishing, 2015.


BoS Chairman

MBA	M19MBE322 – FINANCIAL DERIVATIVES	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To equip young managers with the knowledge of derivative practices in India and of risk associated with derivatives and their synergic effect on financial returns.
2.	To explain the forward and future contract for equity indexes, commodities and currencies.
3.	To explain the options contract for commodities and currencies.
4.	To explain the swap contract for equity indexes, commodities and currencies.
5.	To have the better understanding of commodity, equity and currency market derivative instruments.

UNIT – I	INTRODUCTION	12
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Derivatives, types, Participants : hedgers, speculators, arbitrageurs and scalpers – traders - types of settlement – OTC and Exchange Trade Securities – Uses and advantages of derivatives, risk in derivatives.

UNIT – II	FORWARD AND FUTURE CONTRACT	12
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Forward contract concept – features – classifications - Forward trading mechanism – valuation of short and long forward contract. Future contract – concept, Specifications of future contract – clearing house -margin requirements – marking to market – hedging using –theories of future price – types of future contract – securities – stock index futures, currencies and commodities – delivery options, relationship between future prices, forward prices and spot prices.

UNIT – III	OPTIONS	12
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Definition, Exchange traded options & OTC options - specifications of options, call and put options & American and European options, intrinsic value and time value of options – options payoff, options on securities, stock indices, currencies and futures – difference between future and option contracts, options pricing models- option trading strategies.

UNIT – IV	SWAPS	12
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Definition of SWAP, interest rate SWAP & currency SWAP – role of financial intermediary – warehousing – valuation of interest rate SWAPs and currency SWAP bonds – FRNs & credit risk.



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UNIT – V	OTHER DERIVATIVES CONTRACT	12
Commodity market derivative instruments - equity market derivative instruments – interest rate market derivative instruments – currency derivative instruments		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Outline the role of derivatives in hedging, speculation, and arbitrage, and their impact on the broader financial market. (K3)
CO2	Analyze the forward and future contract for equity indexes, commodities and currencies. (K4)
CO3	Examine the knowledge of options contract and option trading strategies.(K4)
CO4	Inference the valuation of interest rate swap and currency swap. (K4)
CO5	Assess the various derivative instrument value in different market conditions. K5)

Text Books

1.	Gupta S.L, Financial Derivatives, theory, concept and practices, 10 th edition, PHI, 2018.
2.	Parasuraman N.R. Fundamentals of Financial Derivatives, 5 th edition, wiley India, 2014.

Reference Books

1.	Kumar S S S, Financial Derivatives, theory, concept and practices, 4 th edition, PHI, 2018.
2.	John C Hull, Options, Futures and other derivative securities, 5 th edition, pearson, New Delhi, 2014.
3.	Stulz, Risk Management and Derivatives, 6 th edition, cenage, 2011.
4.	David Dubofsky, options and financial futures – valuation and uses, 6 th edition, Tata McGraw Hill International Edition, 2014.



BoS Chairman

MBA	M19MBE323 – MERCHANT BANKING AND FINANCIAL SERVICES	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to understand the modes of issuing securities.
2.	To understand the financial evaluation technique of leasing and hire purchase.
3.	To know about fee based financial services offered.
4.	Students can able to understand fund based financial services.
5.	Financing services rendered by various financial institutions are made familiar.

UNIT – I	MERCHANT BANKING	12
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Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking – Legal and Regulatory Framework – Relevant Provisions of Companies Act - SCRA - SEBI guidelines - FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT – II	ISSUE MANAGEMENT	12
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Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT – III	OTHER FEE BASED SERVICES	12
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Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT – IV	FUND BASED FINANCIAL SERVICES	12
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Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.



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UNIT – V	OTHER FUND BASED FINANCIAL SERVICES	12
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing – crowd funding – peer to peer lending - Emerging Trends in Merchant Banking and Financial Services.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Explain merchant banking in India by illustrating the services rendered by these bankers. (K2)
CO2	Applying the knowledge of roles played by merchant bankers in issue management. (K3)
CO3	Identifying other fee based services developed by merchant bankers in India. (K3)
CO4	Analyzing fund based financial services by evaluating leasing and hire purchasing. (K4)
CO5	Determining other fund based financial services by valuing consumer credit, venture capital etc. (K5)

Text Books	
1.	M.Y. Khan, Financial Services, Tata McGraw-Hill, 12 th Edition, 2012.
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

Reference Books	
1.	Machiraju, Indian Financial System, Vikas Publishing House, 2 nd Edition, 2010.
2.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2 nd Edition, 2011
5.	Website of SEBI
6.	Madura, Financial Institutions & Markets, 10 th edition, Cengage, 2016.


BoS Chairman

MBA	M19MBE324 – PROJECT FINANCE	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of capital budgeting techniques
2.	To provide an in-depth knowledge about financial appraisal of projects and financial projections.
3.	To understand the risks associated with projects and the ways of handling them.
4.	Students can familiarize with export finance.
5.	Understand the essential features of infrastructure financing.

UNIT – I	OVERVIEW OF PROJECT AND CAPITAL BUDGETING	12
Project characteristics – project selection – project formulation – project cost estimation – order of magnitude estimate of project cost – time value of money, investment criteria, capital budgeting – non-discounted cash flow techniques – discounted cash flow techniques – project cash flow-cash flow estimations, cost of capital and capital budgeting techniques.		

UNIT – II	FINANCIAL APPRAISAL OF PROJECTS	12
Financial projections - profitability estimate – projected cash flow statement – break-even point estimation – sensitivity analysis of profitability estimate – DCSR: Importance of DCSR – use of DCSR in financial appraisal – inflation: effect on financial appraisal of projects.		

UNIT – III	PROJECT RISK MANAGEMENT	12
Project risks – identification of risks : Operational risk, Exchange risk, Credit Risk, Settlement risk, in a portfolio of investments – capital rationing among multiple projects – CAPM – Risk in international projects: country risk, currency risk, interest rate risk – risk management instruments : forward rate agreement, interest rate swap, interest rate liquidity risk, market risk, legal risk, country risk, sovereign risk – risk response strategies: risk avoidance, risk reduction, risk sharing and transfer – measurement of risk- risk adjusted discount rate – certainty equivalent method of risk assessment – risk reduction.		

UNIT – IV	EXPORT FINANCE	12
EXIM bank on India - Pre-shipment export finance – post-shipment export finance - export finance against collection of bills – deferred export finance – export finance against allowances and subsidies – Export Credit Guarantee Corporation : roles and activities.		



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UNIT – V	INFRASTRUCTURE FINANCING	12
Definition of infrastructure – multiplier effect of infrastructure development on the economy – sources of financing infrastructure projects : infrastructure development through PPP made – types of PPP models – risks associated with infrastructure projects – credit rating of infrastructure projects.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Analyze the projects using various cash flow techniques. (K4)
CO2	Discover the financial projections and assess the financial viability of projects. (K4)
CO3	Categorize the various risk associated with projects. (K4)
CO4	Interpret the financial aspects of export oriented projects. (K5)
CO5	Determine the financing sources of infrastructure projects. (K5)

Text Books	
1.	Prasanna chandra, Project Analysis, Selection, Implementation and Review, 8th edition, Tata McGraw-Hill Education, 2014.

Reference Books	
1.	Yescombe E.R. Principles of project finance, Academic Press, 2 nd edition 2017.
2.	Nagarajan K, Project management, new age international P. Limited, 8 th edition, 2017.
3.	Sarda D P, Handbook of project finance appraisal and follow up, Horizon Press, 1 st edition 2017.


BoS Chairman

MBA	M19MBE325 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To enable students understand the conceptual framework of Investment, Securities Market and Portfolio Management.
2.	To equip the students to gain expertise in valuation of securities.
3.	To facilitate the students to understand the functioning of Securities Market in India.
4.	To familiarize the students to evaluate the performance of Portfolio of Securities.
5.	To acquaint the students with Portfolio analysis and management.

UNIT – I	INVESTMENT SETTING	12
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Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT – II	SECURITIES MARKETS	12
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Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.

UNIT – III	FUNDAMENTAL ANALYSIS	12
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Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT – IV	TECHNICAL ANALYSIS	12
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Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.



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UNIT – V	PORTFOLIO MANAGEMENT	12
Portfolio analysis – Portfolio Selection – Capital Asset Pricing model – Portfolio Revision Portfolio Evaluation – Mutual Funds.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Construct and Develop Investment setting and choose various types of investments. (K3)
CO2	Identify regulatory environment of financial markets of floating new issues, book building and primary market regulations. (K3)
CO3	Examine the effectiveness of various indicators applied in fundamental Analyze. (K4)
CO4	Discover the trends of stocks / market using technical analysis. (K4)
CO5	Evaluate methods for portfolio revision and the strategies for adjusting portfolios in response to market changes. (K5)

Text Books

1.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2.	Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

Reference Books

1.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10 th edition, 2016.
2.	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning, 2012.



BoS Chairman

MBA	M19MBE326 – STRATEGIC INVESTMENT AND FINANCING DECISIONS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of project investment decisions.
2.	To understand the project selection methods. To grasp how they deploy it and manage the associated risks.
3.	To understand the significance of long term sources of finance.
4.	To make a student's familiarize with capital structure and design the dividend policy.
5.	To understand the basic concept of bankruptcy and liquidation.

UNIT – I	INVESTMENT DECISIONS	12
Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.		

UNIT – II	CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES	12
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.		

UNIT – III	STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS	12
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.		

UNIT – IV	FINANCING DECISIONS	12
Capital Structure – Capital structure theories – Capital structure Planning in Practice.		

UNIT – V	FINANCIAL DISTRESS	12
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Identify the financial techniques in light of conflicting rankings with valuation of project. (K3)
CO2	Analyze the project and risks associated with diversified projects. (K3)
CO3	Examine the fund raising mechanism including merger and acquisition. (K4)
CO4	Appraise the value and earnings of the firms through leverages, capital structure and dividend decision. (K5)
CO5	Evaluate the consequences of bankruptcy and liquidation. (K5)

Text Books	
1.	Prasanna Chandra, Financial Management, Tata McGraw Hill, 9 th Edition, 2012.
2.	Prasanna Chandra, Projects : Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.

Reference Books	
1.	Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
2.	Brigham E.F & Houston J.F. Financial Management, Thomson Publications, 9 th edition, 2010.
3.	M. Pandey, Financial Management, Vikas Publishing House, 10 th edition, 2010.
4.	M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
5.	Website of IDBI Related to Project Finance.



BoS Chairman

MBA	M19MBE331 – INDUSTRIAL RELATIONS AND LABOUR WELFARE	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To explain the concept of labour relations.
2.	To have the understanding of industrial conflicts.
3.	Students will understand the importance of labour welfare.
4.	Industrial safety and hygiene needs are made clear to students.
5.	To have an understanding about special category of employees.

UNIT – I	INDUSTRIAL RELATIONS	12
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.		

UNIT – II	INDUSTRIAL CONFLICTS	12
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		

UNIT – III	LABOUR WELFARE	12
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.		

UNIT – IV	INDUSTRIAL SAFETY	12
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.		

UNIT – V	WELFARE OF SPECIAL CATEGORIES OF LABOUR	12
Amendment of labour law (Covid 19 impact) - Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security - Implications – Emerging Trends in Industrial Relations and Labour welfare.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Organize the importance of industrial relations including its problems and relate trade unions with it. (K3)
CO2	Develop the knowledge of industrial disputes and its control measures. (K3)
CO3	List the labour welfare measures, education and the training schemes. (K4)
CO4	Analyzing the causes of accidents by measuring its prevention and safety provisions with the knowledge of industrial health and hygiene. (K4)
CO5	Determining the various schemes for the welfare of special categories of labour. (K5)

Text Books	
1.	Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007
2.	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws., Tata McGraw Hill. 2012, 9 th edition, Tata McGraw Hill, New Delhi, 2010.

Reference Books	
1.	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2.	C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3.	Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4.	P.N. Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5.	P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson, 2004.



BoS Chairman

MBA	M19MBE332 – LEADERSHIP AND TEAM BUILDING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students in basic knowledge about collaborative leadership.
2.	To have the understanding of building trust and decision making.
3.	To explain in developing fundamentals for being a collaborative leader for building collaborative partnerships within and across work teams.
4.	To know about in effectiveness of delegation.
5.	To know the art and science of team problem solving.

UNIT – I	COLLABORATIVE LEADERSHIP	12
Traditional bureaucracy - transformed enterprise - contingency leadership - internal operations of the transformed enterprise - collaboration - core elements for collaborative partnerships - three structural ingredients - three behavioral ingredients - positive consequences and cautions of organizational collaboration - planning and facilitation for organizational collaboration.		

UNIT – II	TRUST BUILDING AND DECISION MAKING	12
Trust building : competence, character, communication - model for building and sustaining mutual trust - super trust destroyers - Decision making - eight basic decision options - four shared options - key trade-off considerations.		

UNIT – III	CONSENSUS BUILDING AND CONFLICT MANAGEMENT	12
Consensus building - process model for consensus decision making - converging on win-win consensus solutions - making progress without consensus - Conflict management - constructive vs. Destructive differences - strategies for managing conflict - model for collaborative conflict management - integration phase.		

UNIT – IV	DELEGATION EFFECTIVENESS	12
Authority, responsibility, accountability : core elements of delegation - four principles for integrating authority, responsibility, and accountability - process model for increasing capacity to act through excellent delegation - degrees of delegation - benefits of excellent delegation - barriers to delegation - gauging ongoing delegation.		



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UNIT – V	TEAM PROBLEM SOLVING FOR BUILDING A COLLABORATIVE PARTNERSHIP	12
Team problem solving - orientation to systematic, collaborative problem solving - six - step collaborative problem solving model - structured methods for creating, displaying, and analyzing problem solving data - Tools for generating, scrubbing, and prioritizing information lists - transition to collaborative leader.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Explain the fundamental principles of a collaborative leadership. (K2)
CO2	Make use of building trust and decision making. (K3)
CO3	Identify the effectiveness team from among the employees and direct them towards effective performance. (K3)
CO4	Analyze the effectiveness of delegation. (K4)
CO5	Determine the designing strategies for team problem solving. (K5)

Text Books	
1.	Thomas Kayser, Building Team Power : Flow to Unleash the Collaborative Genius of teams for Increased Engagement, Productivity, and Results, 1 st edition, McGraw-Hill, 2010.
2.	Archer, David, and Alex Cameron, Collaborative leadership: How to succeed in an interconnected world, 1 st edition, Rout ledge, 2009.
3.	Gibson, Cristina B., and Susan G. Cohen, eds, Virtual teams that work: Creating conditions for virtual team effectiveness, 1 st edition, John Wiley & Sons, 2003.

Reference Books	
1.	Frydman, Bert, Iva Wilson, and JoAnne Wyer (2000). The power of collaborative leadership : lessons for the learning organization, 1 st edition, Routledge, 2000.
2.	Spillane, James P., and John B. Diamond, eds , Distributed leadership in practice, 1 st edition, New York, NY : Teachers College, Columbia University, 2007.


BoS Chairman

MBA	M19MBE333 – ORGANIZATIONAL CHANGE AND DEVELOPMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students with the basic concept of organizational development in managing its process.
2.	To have the understanding of Need and Importance of Organizational Change.
3.	To explain the types and process involved in OD interventions.
4.	To understand the applicability of OD interventions.
5.	To have the understanding of power and politics in practicing OD.

UNIT – I	ORGANIZATIONAL DEVELOPMENT	12
Introduction - History of OD - Values, Assumptions & Beliefs in OD - Managing the OD process - Global Organization Development Intervention - OD intervention Practices in Fortune 500 companies.		
UNIT – II	ORGANIZATIONAL CHANGE	12
Introduction to Organizational change - Need and Importance of Organizational Change - Forces of change - Types of change - Models of Change - Overcoming : resistance to change.		
UNIT – III	DESIGNING OD INTERVENTIONS	12
Designing Organizational Development Interventions : Characteristics of Organizational Development Interventions - Overview and Types of Interventions - Process involved in Designing Interventions - Action Research.		
UNIT – IV	OD INTERVENTIONS	12
Team interventions - Inter group and Third - Party Peace - making Interventions - Comprehensive Interventions - Structural Interventions - Issues in consultant - client Relationships.		
UNIT – V	POWER, POLITICS AND ORGANIZATION DEVELOPMENT	12
Power defined and explored - Theories about the sources of social power - Organizational politics defined and explored - Role of power and politics in the practice of OD - Acquiring and using power skills - Assessing the effects of OD - OD's future - Organizational creativity - Emerging Trends.		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Explain the basic concept of organizational development in managing its process. (K2)
CO2	Summarize the Need and Importance of Organizational Change. (K3)
CO3	Identify the types and process involved in OD interventions. (K3)
CO4	Make use of the applicability in OD interventions. (K3)
CO5	Examine the power and politics in the organization development. (K4)

Text Books	
1.	Cummings T.G, Theory of Organization development and change, South Westen, 9 th edition, 2014.
2.	Donald L. Anderson, Organizational Development : The Process of Leading Organizational Change, SAGE, 2 nd edition,2011.
3.	French W.L & Bell Jr, C.H, Organization Development: Behavioral Science Interventions for Organization Improvement, Prentice Hall, 6 th edition, 2006.

Reference Books	
1.	Hersey, P and Blanchard H.B, Management of Organizational Behavior : Utilizing Human Resources, Prentice Hall, 5 th edition, 2013.
2.	Harvey, D.F. and Brown, D.R, An experimental approach to organization development, Prentice Hall, Engle woods Cliffs N.J, 2 nd edition, 2011.


BoS Chairman

MBA	M19MBE334 – PERFORMANCE MANAGEMENT AND COMPENSATION PRACTICES	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to equip with comprehensive knowledge on Performance Management.
2.	To develop practical skills to improve their ability for Performance Management and Appraisal
3.	To understand the components of the organization.
4.	To explain on designing a package that motivates the stakeholders.
5.	To explain about strategic reward and compensation.

UNIT – I	PERFORMANCE MANAGEMENT	12
Performance Management - Introduction - Role of Performance in Organization - Performance Management Process - Performance Planning - Performance Analysis - Key Performance Areas - Process of Performance Analysis.		
UNIT – II	PERFORMANCE APPRAISAL	12
Appraisal Systems - Introduction, Purpose of Appraisal - Pros and Cons of Appraising - Methods of Appraising - Who Can Appraise - Performance Rating - Performance Appraisal Factors - Methods and Errors - Reducing Raters Bias.		
UNIT – III	OPERATIONALIZING CHANGE	12
Performance Management System - Implementation Process - Factors Affecting Implementation - Pitfalls in Implementation, Legal and Ethical Issues - Managing Team Performance - Performance challenges in outsourcing.		
UNIT – IV	REWARD MANAGEMENT	12
Reward Management : Concepts- Role of Reward in organization-Reward as a motivational tool - 360°, 720° and assessment centre appraisal - Job evaluation schemes - Grade and Pay structures - Designing Incentive Scheme - Rewarding and Reviewing Contribution and Performance.		
UNIT – V	STRATEGIC REWARD AND EXECUTIVE COMPENSATION	12
Strategic Reward and Reward Management - Developing reward strategy - Communicating reward strategy - Implementing reward strategy - Executive Compensation - using financial, and market performance indicators - Emerging Trends.		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Explain key concepts and theories of Performance Management. (K2)
CO2	Apply key concepts to compensation problems arising in firms. (K3)
CO3	Identify how workers behave strategically in response to the changes in the compensation system. (K3)
CO4	Organize a compensation package that motivates the stakeholders. (K3)
CO5	Analyse the various features of executive compensation system.(K4)

Text Books	
1.	Dewakar Goel, Performance Appraisal and Compensation Management : A Modern approach, 2 nd edition, PHI Learning Pvt.Ltd, 2012.
2.	Bhattacharyya, D.K, Performance Management Systems and Strategies, 1 st edition, Person education, 2011.
3.	Robert, B, Performance Management, 1 st edition, McGraw-Hill Education India, 2011.
4.	Herman Aguinis, Performance Management, 3 rd edition, Person education, 2008.

Reference Books	
1.	Rao,T.V, Performance Management and Appraisal Systems, 2 nd edition, Response Book, 2007.
2.	2- Armstrong, M & Stefens, T, A Handbook of employee reward management and practices, 2 nd edition, Kogan Page Publisher, 2005.
3.	Singh, B.D, Compensation and reward management, 3 rd edition, Excel Books, 2007.
4.	Prem Chandha, Performance Management, 3 rd edition, Macmilian, 2008.



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MBA	M19MBE335 – STRATEGIC HUMAN RESOURCE MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To help students understand the transformation in the role of HR functions from being a support function to strategic function.
2.	To understand the importance of E-HRM, HRIS and designing HR portals.
3.	To understand the culture dynamics, expatriate and repatriation in international environments.
4.	To know how to derive career planning, effective career development system and competency mapping models.
5.	Understand employee coaching and counselling in organization.

UNIT – I	HUMAN RESOURCE DEVELOPMENT	12
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Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Bench Marking and HRD Audit.

UNIT – II	E- HRM	12
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e- Employee profile – e- selection and recruitment - Virtual learning and Orientation – e – training and development – e-Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT – III	CROSS CULTURAL HRM	12
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Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.



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UNIT – IV	CAREER & COMPETENCY DEVELOPMENT	12
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models – Career Motivation and Enrichment – Managing Career plateaus - Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.		

UNIT – V	EMPLOYEE COACHING & COUNSELING	12
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.		

Total Instructional hours : 60

Course Outcomes : Students will be able to

CO1	Applying the effective HR functions, practices and recent trends. (K3)
CO2	Develop the online practices of selection, recruitment and e- performance management in organization. (K3)
CO3	Compare various culture dynamics and strategic issues in international assignments. (K4)
CO4	Analyze the career stages, competency development and career motivation techniques. (K4)
CO5	Evaluate the effectiveness of coaching, counseling stress management techniques practices followed in an organization. (K5)

Text Books

1.	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2016.
2.	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.



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Reference Books	
1.	Jeffrey A Mello, Strategic Human Resource Management, Cengage, South western 2017.
2.	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2017.
3.	Monir Tayeb. International Human Resource Management. Oxford. 2015
4.	Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2 nd edition.
5.	McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

**BoS Chairman**

MBA	M19MBE336 – TALENT MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To explain the students to understand the principles and importance of Talent Management.
2.	To understand the attracting and selecting factors in the Talent Management System.
3.	To know about developing and rewarding talents.
4.	The students can able to understand the specific programs and practices for achievement of effective Talent Management.
5.	To know about the manager's role in building a leadership pipeline, developing succession plans and utilizing the Human Resource function to maximize organizational performance.

UNIT – I	TALENT MANAGEMENT	12
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Introduction on Talent Management - Four Steps for Creating Talent Management System - Building Block of Talent Management: Competencies - Performance Management - Evaluating Employee Potential - Recruiting Super keepers - Job Analysis - Job Specifications - Issues in Talent Management System - Strategic Talent Management.

UNIT – II	ATTRACTING AND SELECTING TALENT	12
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The strategy - driven brand - Key branding points - Social media for attracting non-employee talent - selecting talent - Internships, gigs, and simulations - Ability and personality testing - Interviews - Social media - Segmentation.

UNIT – III	DEVELOPING AND REWARDING TALENTS	12
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Developing talent - the talent mix - onboarding and retaining talent - target talent development - career models and agility - retaining talent - human capital reporting - Rewarding Talent - Performance based Rewards- Reward Segmentation and Choice.

UNIT – IV	PERFORMANCE MANAGEMENT AND ORGANISING FOR TALENT MANAGEMENT	12
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Performance management - Executives led process - Technology based performance management - Social media and crowdsourcing - appraisal process - organizing for talent management - Corporate Board - Chief talent officer.



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UNIT – V	REINVENTING TALENT MANAGEMENT	12
Talent management change -Talent managers as change agents - Leverage change capability to create a change - ready culture - Building an engaging culture - Building a leadership development strategy - Building the leadership pipeline - Approaches for broad - based leadership development - Future of talent management.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Identify the principles and importance of Talent Management. (K3)
CO2	Make use of the attracting and selecting factors in the Talent Management System. (K3)
CO3	Make use of developing and rewarding talents. (K3)
CO4	Infer the specific programs and practices for achievement of effective Talent Management. (K4)
CO5	Interpret the manager's role in building a leadership pipeline, developing succession plans and utilizing the Human Resource function to maximize organizational performance. (K5)

Text Books	
1.	Edward E. Lawler III, Reinventing talent management - principles and practices for new world of work, Berrett - Koehier publishers, Inc, 1 st edition, 2017.
2.	Terry Bickham, ATD Talent Management Handbook, Association for Talent development, 1 st edition, 2015.
3.	Lance A. Berger and Dorothy R. Berger, The Talent Management Handbook, 3 rd edition, Tata McGraw Hill, New Delhi, 2011.

Reference Books	
1.	Scullion, Hugh and David Collings, Global Talent Management, 1 st edition, Routledge, 2011.
2.	Storey, John, Human Resource Management: A Critical text, Cengage Learning, 1 st edition, 2007.


BoS Chairman

MBA	M19MBE341 – ADVANCED DATABASE MANAGEMENT SYSTEM	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the various advanced databases used in the organization
2.	To know about the database implementation for business decision.
3.	To explain the strategies for database distribution system.
4.	The students will able to know about the object oriented database management in business.
5.	To be aware of recent trends in database management.

UNIT – I	INTRODUCTION	12
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.		

UNIT – II	DATABASE IMPLEMENTATION	12
Query Processing basics and optimization - Heuristic Optimization - Transactions Models Concurrency Control - Recovery - Security and Authorization - Storage - Indexing and Hashing -ISAM - B-Trees - Kd Trees - X Trees - Dynamic Hashing.		

UNIT – III	DISTRIBUTED DATABASES	12
Distributed Databases - Queries - Optimization Access Strategies - Distributed Transactions Management - Concurrency Control – Reliability.		

UNIT – IV	OBJECT ORIENTED DATABASES	12
Object Oriented Concepts - Data Object Models - Object Oriented Databases - Issues in OODBMS - Object Oriented Relational Databases - Object Definition Languages - Object Query Languages.		

UNIT – V	EMERGING TRENDS	12
Data Mining - Data warehousing - Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Classify the different types of database system. (K2)
CO2	Explain the database implementation process. (K2)
CO3	Identify database distribution strategies and concurrency management. (K3)
CO4	Develop object oriented database management models. (K3)
CO5	Make use of data warehousing and open source database system. (K3)

Text Books	
1.	Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8 th edition, Cengage, 2017
2.	Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 7 th edition, Pearson Education, 2015.

Reference Books	
1.	Jeffrey A Hoffer et al, Modern Database Management, 12 th Edition, Pearson Education, 2016.
2.	Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6 th Edition, McGraw-Hill, 2015.
3.	Thomas M. Connolly and Carolyn E. Begg, Database Systems - A Practical Approach to Design, Implementation and Management, 6 th edition, Pearson Education, 2015.
4.	Jefrey D. Ullman and Jenifer Widom, A First Course in Database Systems, 3 rd edition, Pearson Education Asia, 2013.
5.	Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
6.	Rajesh Narang, Object Oriented Interfaces and Databases, 1 st edition, Prentice Hall of India, 2004.
7.	Mark L.Gillenson & el, Introduction to database management, 2 nd edition, Wiley India Pvt. Ltd, 2012.
8.	Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011.



BoS Chairman

MBA	M19MBE342 – DATA MINING FOR BUSINESS INTELLIGENCE	T	P	TU	C
		4	0	0	4

Course Objectives					
1.	To understand Data Mining and its applications.				
2.	To understand the concept of Data Warehousing and its design.				
3.	To know about Data Mining methods and techniques.				
4.	Students will have a glance on the modern information technology and its business opportunities.				
5.	Students will be familiar with the BI and data mining applications.				
UNIT – I	INTRODUCTION				12
Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process - Private and Public intelligence, Strategic assessment of implementing BI.					
UNIT – II	DATA WAREHOUSING				12
Data ware house - characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract / Transform / Load (ETL) design.					
UNIT – III	DATA MINING TOOLS, METHODS AND TECHNIQUES				12
Regression and correlation; Classification - Decision trees; clustering - Neural networks; Market basket analysis - Association rules - Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization.					
UNIT – IV	MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES				12
Business intelligence software, BI onweb, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.					
UNIT – V	BI AND DATA MINING APPLICATIONS				12
Applications in various sectors - Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.					
Total Instructional hours : 60					



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Course Outcomes : Students will be able to	
CO1	Outline data mining and business intelligence process. (K2)
CO2	Summarize the concept of data warehousing and its applications. (K2)
CO3	Develop knowledge of data mining tools, methods and techniques. (K3)
CO4	Identify the business opportunities in modern information technology. (K3)
CO5	Assume how business intelligence and data mining is applied in various sectors. (K4)

Text Books	
1.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3 rd edition, 2011
2.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3 rd edition, Prentice Hall, 2014.

Reference Books	
1.	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
2.	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
3.	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3 rd Edition, 2011
4.	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3 rd edition 2011
5.	G.K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
6.	Giudici, Applied Data mining - Statistical Methods for Business and Industry, John Wiley. 2009
7.	Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
8.	Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer - Verlag, edition 2016
9.	Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence Concepts, Techniques and Applications Wiley, India, 3 rd edition, 2016


BoS Chairman

MBA	M19MBE343 – DECISION SUPPORT SYSTEM	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To make the students to understand the concept-Decision support system
2.	To inculcate knowledge about the data models in DSS.
3.	To know about the different tools in DSS.
4.	To know an idea of what is Knowledge based DSS.
5.	To know about the advanced intelligent systems in DSS.

UNIT – I	INTRODUCTION	12
Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.		
UNIT – II	DATA AND MODEL MANAGEMENT SYSTEMS	12
Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.		
UNIT – III	GSS, ENTERPRISE DSS, KMS	12
Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.		
UNIT – IV	KNOWLEDGE BASED DSS	12
Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.		
UNIT – V	ADVANCED INTELLIGENT SYSTEMS IN DSS	12
Neural Computing, Quantum computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Summarize concept-Decision support system. (K2)
CO2	Apply the data and model management in DSS. (K3)
CO3	Identify the different tools in DSS. (K3)
CO4	Analyze Knowledge based DSS for artificial intelligence. (K4)
CO5	Examine the advanced intelligent systems in DSS. (K4)

Text Books	
1.	Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall international, 9 th Edition, 2010.

Reference Books	
1.	Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6 th Printing, 2006.
2.	Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
3.	Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003.


BoS Chairman

MBA	M19MBE344 – E - BUSINESS MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the practices and technology to start an online business management.
2.	To know about the technology infrastructure for e-business management.
3.	To understand the concepts of e-business applications.
4.	To know about the electronic payment system and security protocols for e-business.
5.	To understand the legal, ethical and privacy issues in e-business..

UNIT – I	INTRODUCTION TO e-BUSINESS	12
E-business, e-business vs e-commerce, Economic forces - advantages - myths - e-business models, design, develop and manage-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.		

UNIT – II	TECHNOLOGY INFRASTRUCTURE	12
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, Cloud Service Models - SAAS, PAAS, IAAS, Cloud Deployment Models - Public Cloud, Private Cloud, Hybrid Cloud, Auto - Scaling in the Cloud, Internet information publishing technology - basics of web server hardware and software.		

UNIT – III	BUSINESS APPLICATIONS	12
Consumer oriented e-business-e-tailing and models-Marketing on web-advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals-social media marketing.		

UNIT – IV	e-BUSINESS PAYMENTS AND SECURITY	12
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems - internet security - cryptography - security protocols - network security.		

UNIT – V	LEGAL AND PRIVACY ISSUES	12
Legal, Ethics and privacy issues - Protection needs and methodology - consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Outline the elements of e-commerce. (K2)
CO2	Identify the various technology infrastructures. (K3)
CO3	Develop the various consumer oriented e-business applications. (K3)
CO4	Identify the various payment and security network systems in e-commerce. (K3)
CO5	Analyze the legal, ethical and privacy issues related to e-commerce. (K4)

Text Books	
1.	Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
1.	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce- A managerial perspective, Pearson Education Asia, 2010.

Reference Books	
1.	Kelly Goetsch, e- Commerce in the Cloud, O Reilly Media, 2014.
2.	Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, e-business, Oxford University Press, 2012.
3.	Hentry Chan & el, E-Commerce-fundamentals and Applications, Wiley India Pvt Ltd.
4.	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.
5.	Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3 rd Edition, Tata Mc Graw Hill Publications, 2009.
6.	Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, 7 th reprint, Tata McGraw Hill Publications, 2009.
7.	Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004.
8.	Micheal Papaloelon and Peter Robert, (2006), e-business, Wiley India, 2006.
9.	Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009.



BoS Chairman

MBA	M19MBE345 – ENTERPRISE RESOURCE PLANNING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the business process of an enterprise.
2.	To grasp the activities of ERP project management cycle.
3.	To understand the emerging trends in ERP developments.
4.	To know about the post implementation maintenance of ERP in business.
5.	To identify the emerging trends for extended ERP.

UNIT – I	INTRODUCTION	12
Overview of enterprise systems - Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.		
UNIT – II	ERP SOLUTIONS AND FUNCTIONAL MODULES	12
Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.		
UNIT – III	ERP IMPLEMENTATION	12
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work - Training - Data Migration. People Organization in implementation - Consultants, Vendors and Employees.		
UNIT – IV	POST IMPLEMENTATION	12
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
UNIT – V	EMERGING TRENDS ON ERP	12
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems - web enabled, Wireless technologies, cloud computing.		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Outline the Evolution of ERP and cross functional ERP systems. (K2)
CO2	Apply the concept of ERP software solutions and functional modules for business enterprises. (K3)
CO3	Identify the various techniques of ERP implementation methodology and framework. (K3)
CO4	Analyze the post implementation issues of ERP. (K4)
CO5	Discover the knowledge about emerging trends in ERP. (K4)

Text Books	
1.	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2.	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.

Reference Books	
1.	Jagan Nathan Vaman, (2008), ERP in Practice, Tata McGraw-Hill.
2.	Alexis Leon, Enterprise Resource Planning, Third edition, Tata McGraw-Hill, 2014.
3.	Mahadeo Jaiswal and Ganesh Vanapalli, Enterprise Resource Planning, first edition, Macmillan India, 2013.
4.	Vinod Kumar Grag and Venkita krishnan NK, ERP-Concepts and Practice, second edition Prentice Hall of India, 2009.
5.	Summer, Enterprise Resource Planning, Pearson Education, 2016.



BoS Chairman

MBA	M19MBE346 – SOFTWARE PROJECT MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the various project management phases - Initiation, Planning, Tracking and Closure.
2.	To study various project estimation methodologies, process models and risk management.
3.	To know about software project tracking and its risk management.
4.	To understand quality assurance in software development.
5.	To know about agile project management with SCRUM.

UNIT – I	PROJECT MANAGEMENT OVERVIEW	12
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What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organization (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile - SCRUM, Extreme Programming (XP) and Kanban Project Initiation - Project Charter; Statement of Work (SoW)

UNIT – II	PROJECT PLANNING	12
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Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point
Project Scheduling Techniques - Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT – III	PROJECT TRACKING	12
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Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.
Risk Management : Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.



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UNIT – IV	PROJECT CLOSURE	12
Project Closure Analysis, Lesson Learnt Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards - ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.		

UNIT – V	AGILE PROJECT MANAGEMENT WITH SCRUM	12
Agile Manifesto and Agile Principles Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles - Product Owner, Scrum Master & Team, Scrum Events - Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts - Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation - Story Point.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Classify various phases of software project management. (K2)
CO2	Apply the project planning and scheduling techniques. (K3)
CO3	Develop the control and risk assessment management. (K3)
CO4	Analyze the software quality standard. (K4)
CO5	Examine the agile project management with scrum. (K4)

Text Books	
1.	Bob Hughes and Mike Cotterell, Software Project Management, 5 th Edition, Tata McGraw Hill.
2.	Jalote, Software Project Management in Practice, Pearson Education.

Reference Books	
1.	Ramesh, Gopaldaswamy, Managing Global Projects, Tata McGraw Hill.
2.	Ken Schwaber, Agile Project Management with Scrum, Microsoft Press Mike Cohn, Agile Estimating & Planning, Pearson.
3.	Royce, Software Project Management, Pearson Education.


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MBA	M19MBE351 – BUSINESS PROCESS REENGINEERING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand concepts and philosophy of Business Process Reengineering.
2.	To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
3.	To understand and analyze the role of Information Technology and change management in the implementation of BPR.
4.	To expose practically BPR implementation and best practices through research papers and case discussions.
5.	To apply the concept of Business process reengineering to practical business problems.

UNIT – I	INTRODUCTION	12
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Definition, need and importance of business process management - Scope and evolution – core elements of business process management – Business process lifecycle – Business process classification – evolution of process architecture – work flow management.

UNIT – II	PROCESS MODELLING	12
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Concepts and terminologies – six sigma and business process management - business process model abstraction – activity models, process models, process – models, instances and interactions, process orchestrations – control flow patterns – Petri Nets - event process chains – workflow nets – work flow languages – Yet Another – graph based – semantic business process management – business process modeling notation.

UNIT – III	PROCESS CHOREOGRAPHY & QUALITY MANAGEMENT	12
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Terminologies – development phases – design – implémentation – choreography modeling in BPMN – properties of business process – data dependencies – object life cycle conformance – soundness – structural – relaxed – weak – lazy – soundness criteria – business process quality management.



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UNIT – IV	ARCHITECTURES AND METHODOLOGIES	12
Workflow management – flexible workflow – resource driven workflow – service enabled process management – service oriented architecture – BPM and semantic interoperability – dependencies between processes – methodology – phases.		

UNIT – V	BPM AND GOVERNANCE	12
Business process governance – BPM governance – process of BPM – business process standardization – expertise in BPM – BPM curriculum - dealing human driven process – knowledge engineering in BPM - cultural change in process management.		

Total Instructional hours : 60

Course Outcomes : Students will be able to

CO1	Apply the concepts of BPM in business situations. (K3)
CO2	Identify the roles of Process Modelling in Business analysis. (K3)
CO3	Analyse the different issues in Process quality issues in Business. (K4)
CO4	Assess the various control tools in business process. (K5)
CO5	Determine the kind of Organizational governance required for effective business reengineering. (K5)

Text Books

1.	Mathias Weske, Business Process Management Concepts, Languages and Architecture, Springer, 2 nd edition, 2012.
2.	Brocke and Rosemann, Handbook on Business Process management Introduction, Methods and Information Systems, Springer, 2012.

Reference Books

1.	Brocke and Rosemann, Handbook on Business Process management Strategic Alignment, Governance, People and Culture, Springer, 2012.
2.	Naresh varma, Business process Management Profiting from Process, Global India Publications, 2009.



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MBA	M19MBE352 – LEAN SIX SIGMA	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To introduce the basic concepts of six sigma and quality management.
2.	To understand the significance of tools and techniques to implement six sigma.
3.	To study the various six sigma methodologies.
4.	To design and develop solutions for six sigma problems.
5.	To effectively control cost using six sigma tools.

UNIT – I	LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS	12
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Historical Overview – Definition of quality – What is six sigma - TQM and Six sigma - lean manufacturing and six sigma - six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions.

UNIT – II	THE SCOPE OF TOOLS AND TECHNIQUES	12
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Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Tools for analysis – Tools for improvement.

UNIT – III	SIX SIGMA METHODOLOGIES	12
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Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN) - Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP) - Developing communication plan – Stakeholder.

UNIT – IV	SIX SIGMA IMPLEMENTATION AND CHALLENGES	12
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Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics.



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UNIT – V	EVALUATION AND CONTINUOUS IMPROVEMENT METHODS	12
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the concepts of six sigma. (K3)
CO2	Identify the tools and techniques for application of Six sigma. (K3)
CO3	Analyse the different six sigma methodologies. (K4)
CO4	Assess the various six sigma implementation challenges. (K5)
CO5	Determine the various process improvements for organizations using six sigma. (K5)

Text Books	
1.	Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw Hill 2003.
2.	Thomas Pyzdek, The Six Sigma Handbook, McGraw Hill, 2000.

Reference Books	
1.	Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, Author House, 2004
2.	Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000.
3.	James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003.


BoS Chairman

MBA	M19MBE353 – LOGISTICS AND SUPPLY CHAIN MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To introduce the basic concepts of Logistics and supply chain management.
2.	To understand the significance of logistics in an organization strategy.
3.	To study the various issues in supply chain and control tools for supply chain.
4.	To design and develop logistics and supply chain strategies.
5.	To effectively control cost using the supply chain strategies studied.

UNIT – I	INTRODUCTION	12
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Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

UNIT – II	MANAGING FLOWS	12
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Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

UNIT – III	INVENTORY AND WAREHOUSING	12
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Inventory – objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

UNIT – IV	TRANSPORTATION AND PACKAGING	12
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Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging - Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging.



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UNIT – V	ORGANISATION AND CONTROL	12
Organization Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the concepts of Logistics & Supply Chain. (K3)
CO2	Identify the roles of supply chain operation in the Strategies of a firm. (K3)
CO3	Analyse the different issues in Warehouse and Inventory. (K4)
CO4	Assess the various functions of transportation in supply chain. (K5)
CO5	Determine the kind of Organizational control required for an effective strategy. (K5)

Text Books	
1.	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition.
2.	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

Reference Books	
1.	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010.
2.	Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3.	Coyle et al., The Management of Business Logistics, Thomson Learning, 7 th Edition, 2004.
4.	Mohanty R.P and Desh mukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5.	Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.


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MBA	M19MBE354 – PRODUCT DESIGN AND DEVELOPMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	Appreciate the strategic role of product design in creating and enhancing a firm's competitive advantages
2.	Understand key concepts of Product planning and product life cycle
3.	Analyze the concept of scoring modularity and product architecture to product design
4.	Identify the design tools for effective product design
5.	Apply their knowledge of product design and developments to study patents and patentability

UNIT – I	INTRODUCTION	12
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Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process : Generic Process - Adapting to product types. Stage - gate model - New Service Development Process.

UNIT – II	PRODUCT PLANNING	12
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Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies - Product Specification - Concept Generation – Activity - Steps - Brain Storming.

UNIT – III	PRODUCT CONCEPT	12
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Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT – IV	INDUSTRIAL DESIGN AND DESIGN TOOLS	12
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Industrial Design, Design for Manufacturing - Value Engineering - Ergonomics - Prototyping - Robust Design - Collaborative Product development - Product development economics.



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UNIT – V	PATENTS	12
Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the concepts of product design and development to strategic advantage. (K3)
CO2	Identify the roles of various product planning and development tools. (K3)
CO3	Analyse the different product design concepts. (K4)
CO4	Assess the various design tools for effective product development. (K5)
CO5	Determine the patent potential of a newly designed product. (K5)

Text Books	
1.	Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

Reference Books	
1.	Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
2.	Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3.	Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.


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MBA	M19MBE355 – PROJECT MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To make them understand the concepts of Project Management for planning to execution of projects.
2.	To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
3.	To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.
4.	Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.
5.	To effectively control cost using the supply chain strategies studied.

UNIT – I	INTRODUCTION TO PROJECT MANAGEMENT	12
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Project Management - Définition – Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager Roles Responsibilities and Selection – Project Teams.

UNIT – II	PLANNING AND BUDGETING	12
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The Planning Process - Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT – III	SCHEDULING & RESOURCE ALLOCATION	12
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PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT – IV	CONTROL AND COMPLETION	12
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The Plan - Monitor - Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.



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UNIT – V	PROJECT ORGANISATION & CONFLICT MANAGEMENT	12
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.		
Total Instructional hours : 60		
Course Outcomes : Students will be able to		
CO1	Apply the concepts of Project Management. (K3)	
CO2	Identify the roles of planning and budgeting in Projects. (K3)	
CO3	Analyse the different issues in Scheduling and resource allocation. (K4)	
CO4	Assess the various control tools. (K5)	
CO5	Determine the kind of Organizational control required for an effective Project strategy. (K5)	
Text Books		
1.	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.	
2.	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.	
Reference Books		
1.	Gido and Clements, Successful Project Management, Second Edition, Thomson Learning.	
2.	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.	


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MBA	M19MBE356 – SERVICES OPERATIONS MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	Appreciate the strategic role of OM in creating and enhancing a firm's advantage.
2.	Understand key concepts of OM in both manufacturing and service organizations.
3.	Analyze business processes in services / manufacturing for improvement.
4.	Identify the operational issues in the value addition processes of a firm.
5.	Apply analytical skills and problem-solving tools to resolve the operational issues.

UNIT – I	INTRODUCTION	12
<p>Services – Importance, role in economy, service sector – growth; Nature of services - Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.</p>		

UNIT – II	SERVICE DESIGN	12
<p>New Service Development – Design elements – Service Blue - printing - process structure – generic approaches – Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle Routing and Scheduling.</p>		

UNIT – III	SERVICE QUALITY	12
<p>Service Quality - Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL - Walk - through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service Profit chain; Front-office Back-office Interface – service decoupling.</p>		

UNIT – IV	SERVICE FACILITY	12
<p>Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.</p>		



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UNIT – V	MANAGING CAPACITY AND DEMAND	12
<p>Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth - expansion strategies, franchising, globalization.</p>		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the concepts operations management to supply of services. (K3)
CO2	Identify the roles of service design in management of resources. (K3)
CO3	Analyse the different issues in services facility management. (K4)
CO4	Assess the various functions involved in service facility management. (K5)
CO5	Determine the kind of tools required to manage demand effectively. (K5)

Text Books	
1.	James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5 th Edition 2006.
2.	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2 nd Edition.

Reference Books	
1.	Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2.	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2 nd Edition, 2005.
3.	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.
4.	J. Nevan Wright and Peter Race, The management of service operations, Thomson, 2 nd Edition, 2004.


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MBA	M19MBE361 – AGRIBUSINESS MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To make the students understand the nuances of agribusiness.
2.	To introduce the students to the agribusiness environment and policies
3.	To understand the features of agricultural marketing
4.	To make the students understand the scope for and recent trends in agribusiness and agro based industries.
5.	To acquaint the students with agro based industries.

UNIT – I	INTRODUCTION TO AGRI BUSINESS	12
<p>Agribusiness – Definition and nature – Components of agribusiness management, changing dimensions of agricultural business. Structure of Agriculture – Linkages among sub-sectors of the Agribusiness sectors economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness sector - Modern farming practices.</p>		

UNIT – II	AGRIBUSINESS ENVIRONMENT AND POLICY	12
<p>Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries. Agribusiness policies – concept and formulation; and new dimensions in Agribusiness environment and policy, public distribution system and other policies.</p>		

UNIT – III	AGRICULTURAL MARKETING	12
<p>Agricultural Marketing in a developing economy – Indian marketing environment, structure, conduct and performance analysis – marketable and marketed surplus – marketing functions, channels in agricultural marketing. Agricultural price and marketing policies – AGMARK – Public agencies involved in agricultural marketing: FCI, NAFED and STC – Agricultural Processed Products and Export Development Authority (APEDA) – Warehousing: Central and State warehousing corporation – objectives, functions, advantages, speculation, future trading and hedging – Co-operative marketing and processing institutions – The Directorate of Marketing and Inspection (DMI) – National Dairy Development Board (NDDB).</p>		



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UNIT – IV	RECENT TRENDS AND SCOPE FOR AGRIBUSINESS	12
Agricultural marketing system, government interventions including regulated markets, procurement, buffer stock operations, co-operative marketing, price stabilization measures and policies etc. – Forward trading and futures market – Marketing of agricultural inputs – Rural marketing- Cold Storage chains.		
UNIT – V	AGRO BASED INDUSTRIES	12
Agro based industries – meaning – Types of agro based industries: Agro-produce processing units, Agro-produce manufacturing units, Agro-inputs manufacturing units, Agro service centers – Factors influencing growth of agro based industries – Location factors for Agro based industries – Role of agro based industries in Indian economy – Contribution to GDP – Institutional arrangements for the promotion of agro based industries in India: Ministry of Agriculture, Khadi and Village Industries Commission, Director General of Trade and development, Small Industry Development Organization.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Infer agribusiness activities effectively. (K2)
CO2	Identify the agribusiness environment and policies and make use of them in real life business. (K3)
CO3	Analyze marketing activities of agricultural products successfully. (K4)
CO4	Classify agro based industries successfully in close coordination with the concerned public agencies. (K4)
CO5	Assess the various avenues on Institutional arrangements for the promotion of agro based industries in India. (K5)

Text Books	
1.	Dr. Smita Diwase, Agri business Management 3 rd edition, Everest Publishing House, 2017.
2.	Freddie L.Barnard, Agri business Management 3 rd edition, Routledge Publishing, 2012

Reference Books	
1.	Johl, S.S and T.R. Kapur, Fundamentals of Farm Business Management 3 rd edition, Kalyani Publishers, 2015.
2.	SanketS.Kadam, A Textbook of Agri-Business Management 2 nd edition Universal Prakashan Publications, 2016.
3.	Jay T Akridge, Agribusiness Management, 5 th edition, Routledge, 2012.



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MBA	M19MBE362 – BUSINESS PLAN DEVELOPMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	Develop the technique to estimate the market potential for new product and learn how to build successful companies.
2.	This course will equip the students to familiarize with the challenges in starting a new business.
3.	Emphasize collection and organization of the fundamental information necessary to prove the viability of your business idea
4.	Articulate the factors to be considered to create a DPR
5.	To acquaint the students with feasibility study

UNIT – I	FORMS OF ORGANISATION	12
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Forms of business organization: Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company.

UNIT – II	PROCEDURE FOR STARTING AN ENTERPRISE	12
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Procedure for starting a business enterprise - Procedures for startups - Open a Current Account - Permanent Account Number (PAN) - Apply for TAN - Service Tax - Customs Duty - Employee's Provident Fund - Excise Duty - Sales Tax - Employees State Insurance (ESI) Scheme - Shop and Establishment Act - Value Added Tax (VAT) & Sales Tax - Profession Tax – IPR.

UNIT – III	BUSINESS PLAN	12
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Executive Summary - Background Information: Current Status of Company, History of company, Profile of the management team - Marketing Plan: Product, Pricing, Distribution/Positioning, Demand Management, Promotion and Brand Development, User Experience - Operational Plan: Manufacturing Plan, Information and Communications Technology Plan, Team Building, Intellectual Property Plan- cost allocation model. Financial Plan: Current Financing- Funding Plan - Financial Forecasts- balance sheets, income statements, cash flow statements - Risk Analysis-Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks-Risk Management Plan.



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UNIT – IV	PRELIMINARIES FOR DPR PREPARATION	12
<p>Introduction to project: Promoters background/experience, Product with capacity to be built up and processes involved, Project location, Cost of the Project and Means of financing, Availability of utilities, Technical arrangements, Market Prospects and Selling arrangements, Environmental aspects, Profitability projections and Cash flows for the entire repayment period of financial assistance - Management Evaluation : Memorandum and Articles of Association , Company as the Promoter, New Promoters, Management and Organisation set up.</p>		

UNIT – V	REPORTING FEASIBILITY STUDY	12
<p>Technical Feasibility : Technology and manufacturing process, Location of the Project, Plant and Machinery, Raw material, Utilities and Manpower, Contracts, Project monitoring and implementation - Environmental Aspects - Commercial Viability - Financial Appraisal : Cost of the Project, Means of Financing , Profitability Projections - Economic Viability – Preparing the final DPR.</p>		
<p>Total Instructional hours : 60</p>		

Course Outcomes : Students will be able to	
CO1	Identify the different forms of business organization. (K3)
CO2	Analyze the procedure for starting an enterprise. (K4)
CO3	Develop a comprehensive business plan, including marketing, operational, and financial strategies and creating a risk management plan. (K4)
CO4	List a detailed project report for a new venture. (K4)
CO5	Assess the various feasibilities associated to a project. (K5)

Text Books	
1.	Radjou, Navi, JaideepPrabhu, and Simone Ahuja. Jugaad, Innovation: Think frugal, be flexible, and generate breakthrough growth, 1 st edition, John Wiley & Sons, 2012.
2.	Hal Shelton, The Secrets to Writing a Successful Business Plan: A Pro Shares a step- By-Step Guide to Creating a Plan That Gets Results Paperback, 2 nd edition, Summit Valley Press, 2017.



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Reference Books	
1.	Crawford, Charles Merle, and C. Anthony Di Benedetto, New products management, 11 th edition, Tata McGraw-Hill Education, 2015.
2.	Scarborough, Norman M, Essentials of entrepreneurship and small business management, 9 th edition, Upper Saddle River, 2018.
3.	Kumar, S. Anil, Entrepreneurship development, 17 th edition, New Age International, 2017.
4.	Gupta C.B, Srinivasan. N.P, Entrepreneurial Development (13 th ed), Sultan Chand and Sons, 2015.
5.	Brian Finch, How to write a business plan?, 3 rd edition, Kogan, 2010.

**BoS Chairman**

MBA	M19MBE363 – EVENT MANAGEMENT	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To develop and strengthen entrepreneurial quality and motivation in students.
2.	To equip the students to familiarize with the challenges in starting a new business.
3.	To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
4.	To enrich the students to assess the cost of event management.
5.	To provide the students with inputs for team presentation.

UNIT – I	INTRODUCTION TO EVENT MANAGEMENT	12
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Understanding Event management – Resources – Activities – Risk management – Delegation – Project selection – Role of the Event Manager.

UNIT – II	PREPARATION OF PROPOSAL	12
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Aim of Event – Developing a mission – Establishing objectives – Preparation of Event proposal - Conducting market research – Establishing viability – Capacities – Costs and facilities – Plans – Timescales – Contracts. Clarity – SWOT analysis – Estimating attendance – Media coverage – Advertising – Budget – Special considerations – Evaluating success.

UNIT – III	CRISIS MANAGEMENT AND SPONSORSHIP PLAN	12
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Crisis planning – Prevention – Preparation – Provision – Security and occupational safety, Crowd management – Emergency Planning - Action phase – Handling negative publicity – Structuring the plan. Different types of sponsorship – Target market – budget – strategic development – Implementation – evaluation.

UNIT – IV	EVENT COSTING	12
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Budget – Components of event costs – Breakeven point – profit and Loss statement – Cash flow analysis – Financial control system – Return on investment – Panic payments.



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UNIT – V	EVENT MARKETING & ADVERTISING	12
Types of advertising – Merchandising – Give aways – Website and text messaging – Media mix and Promotional mix : Media invitations – Photo-calls – Press releases – TV & Radio interviews – Flyers – Posters –Newsletters – Ezone – Blogs – Tweets – Media coverage – Attendance – Feedback.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the role of event management in the current business environment. (K2)
CO2	Construct event management proposals. (K3)
CO3	Discover the crisis management steps in execution of event management. (K4)
CO4	Examine the costing principles in estimating the cost for an event. (K4)
CO5	Interpret the methods available in marketing of an event management company. (K5)

Text Books	
1.	Anton Shone & Brya Parry, Successful Event Management: A Practical Handbook, 2nd edition, Cengage Learning, 2013.
2.	Lynn Van der Wagen and Lauren White, Events management: for tourism, cultural, business and sporting events, 2 nd edition, Pearson Education, 2018.

Reference Books	
1.	Swarup K Goyal, Event Management, 2 nd edition, Adhyayan Publishers, 2013.
2.	Savith Mohan, Event Management and Public Relations, 2 nd edition, Enkay Publishing House, 2012.
3.	Lynn Van Der Wagen & Brenda R Carlos, Event Management, 4 th edition, Pearson, 2010.
4.	Anton Shone & Bryn Parry, Successful Event Management, e-book, 2004


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MBA	M19MBE364 – EXPORT MANAGEMENT AND DOCUMENTATION	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To acquaint the student with the Export and Import policies and procedures.
2.	To highlight about various authorities of the government, export organization, commodity, Boards and services institutions operating in the field of foreign trade.
3.	To understand the various incentives and facilities offered to exporters.
4.	To familiarize with the licensing formalities in export trade.
5.	To help students understand various promotional schemes for imports and exports.

UNIT – I	PRELIMINARIES FOR EXPORTS AND IMPORTS	12
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Definition of Export – Classification – Strategy and Preparation for Export Marketing -An Overview: Nature, importance and scope; Environmental analysis – economic, geographic, socio-cultural, commercial, legal and political environments.– Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, Central Excise - Categories of Export- Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit - Foreign Trade Policy – Highlights – Special Focus Initiatives - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers.

UNIT – II	EXPORT IMPORT DOCUMENTATION	12
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Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

UNIT – III	EXPORT PROCEDURE	12
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Steps in Export Procedure -Shipment & Transport – Sea, Air, Rail, Road, Pipeline – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds- Excise clearance Benefit / Rebate - Income Tax Benefit



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UNIT – IV	IMPORT PROCEDURE	12
Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.		
UNIT – V	INSTITUTIONAL FRAMEWORK FOR EXPORTS AND IMPORTS	12
Overview of various export promotion schemes - Duty Drawback - Advance License - Remission Scheme - DEPB Scheme - Export Promotion Capital Goods Scheme - Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion scheme - Export of Principal Commodities in India - SEZ, EHTP, STP & EOU's, Types of Export Houses – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT — ITPO – ECGC – EXIM Bank.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Build Registration formalities for obtaining IEC, RCM, EPC etc. (K3)
CO2	Apply the documentation and certification processes required in international trade. (K3)
CO3	Discover Export, customs documents for ensuring compliance with regulatory frameworks and optimizing export processes. (K4)
CO4	Examine the steps and legal dimensions of the import procedure, including customs formalities, warehousing of imported goods. (K5)
CO5	Interpret the various institutions facilitating the International Trade. (K5)

Text Books	
1.	Handbook of Import - Export Procedures – Ministry of Commerce, Government of India.
2.	Francis Cherunilam, International Business : Text and Cases (English), 5 th edition, PHI Learning Pvt Ltd, 2010.

Reference Books	
1.	Hill and Jain, International Business - SIE (English), 12th edition, Tata Mcgraw Hill Education Private Limited, 2018.
2.	Nabhi, New Import Export Policy & Procedures Vol 2 & 3, 2012.
3.	EXIM Policy & Handbook of EXIM Procedure – Vol I & II Mahajan M.I., Imports – Do it Yourself, Snow White Publications, 2016.


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MBA	M19MBE365 – INNOVATION, INCUBATION, CLUSTERS AND TECHNOLOGY ENTREPRENEURSHIP	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the importance of innovation and commonalities among the business incubators and draft a strategy for the effectiveness of the incubator based on the local conditions and environment.
2.	To enrich knowledge and skill regarding Cluster Development programs and developing common facility centers.
3.	To devise tools and techniques in enhancing Technology entrepreneurship.
4.	To provide the students with inputs for team presentation.
5.	To acquaint the students with gathering resources for technology ventures

UNIT – I	DEMAND DRIVEN INNOVATION	12
Nurturing Innovations – Types of Innovation: Incremental, total and disruptive Innovation - Product Innovation - Service Innovation- Process Innovations – Technological Innovation & Entrepreneurship - Demand opportunity analysis - Creativity and innovation for deciphering customer needs - Product solution and market needs understanding competition and role of teams - Commercializing Innovation.		

UNIT – II	INCUBATION	12
Incubating Innovations – Technology Business Incubation - Establish relationships and alliances that strengthen the business incubator and Services rendered to businesses – Train innovative, entrepreneurial and committed teams to conduct the business Incubation Process - Adjust business incubation models to the Economic – Cultural - Social and Political realities of each region or country - Government support schemes for innovation and incubation.		

UNIT – III	CLUSTER DEVELOPMENT	12
Clusters and their Internal Dynamics – Cluster Interventions in Developed and Developing Countries – Business Profiling Instrument and Value Chain Analysis - Cluster Diagnostic and Developing a Long Term Vision for the Cluster – Action Plan Preparation- Case studies on industrial clusters in Tamilnadu.		



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UNIT – IV	CLUSTER MANAGEMENT	12
Implementation of Cluster Development Programs – Developing Business Development Service Market and Capacity Building of Business Management Organizations (BMOs) - Establishing Common Facility Centre (CFC) under Private - Public - Partnership (PPP) approach – Monitoring and Evaluation – Study Visit.		

UNIT – V	GATHERING RESOURCES FOR TECHNOLOGY VENTURES	12
Prototyping to product development - Effective business models that deliver customer value - Protecting Intellectual Property Rights – Patenting and licensing - Importance of human capital - Cost effective marketing in technology ventures - Raising money for technology based ventures - Communicating your idea – Writing fundable business plans - Designing and delivering a techno - venture – Emerging Trends.		

Total Instructional hours : 60

Course Outcomes : Students will be able to

CO1	Identify and analyze the various types of innovation and devise appropriate strategies. (K3)
CO2	Apply business incubation activities for developing a business. (K3)
CO3	Analyse the various cluster interventions prevailing across countries. (K4)
CO4	List a long term vision for cluster development after diagnosing. (K4)
CO5	Prioritize the environment for extending timely assistance and support required for establishment of technology based business ventures. (K5)

Text Books

1.	Robert D.Hisrich, Mathew J.Manimala, et.al, Entrepreneurship, 9 th edition, McGraw Hill Education (India), New Delhi, 2014.
2.	Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3 rd edition, Pearson - New Delhi, 2018.



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Reference Books	
1.	Robi A. Burgelman, Modesto A. Maidique, Steven C. Wheelwright, Strategic management of technology and innovation, 3 rd edition, McGraw Hill Book, 2016.
2.	Donald F Kuratko, T.V Rao, Entrepreneurship : A South Asian perspective, 3 rd edition, Cengage Learning, 2012.
3.	Hisrich, Entrepreneurship, 11 th edition, Tata McGraw Hill, New Delhi, 2014.
4.	Elaine Dundon. The Seeds of innovation : Cultivating the synergy that fosters new ideas, 1 st edition, Prentice Hall of India Pvt. Ltd, 2007.

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MBA	M19MBE366 – STARTUPS AND VENTURE FUNDING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To help the students understand how start-up ventures are started
2.	To expose the students to the various avenues for getting funds for start-ups
3.	To make the students aware of the legal framework under which the funding agencies/individuals operate
4.	To create interest in students to aspire for starting their own ventures using their innovative business ideas
5.	To help the students understand stages in venture capital financing.

UNIT – I	STARTUP VENTURES – AN OVERVIEW	12
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Entrepreneur vs. Startup founder – Startups – Definition – Evolution – Startup culture – Startup Business partnering – Co-founders – Startup investing – Crowd funding – seed invest, Circleup – Internal Startups – Restarters – Famous Indian start-ups: Snapdeal – Ola – Flipcart – Bigbasket – Patym – Quikr – Nearbuy – Smart Air Trip – Loginext.

UNIT – II	FUNDING OF STARTUP VENTURES	12
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Financing opportunities for startups - Private Equity – Meaning – Private Equity Investment Process - Private Equity firms in India - Angel Investors –How to approach Angel investor - Angel Investment Funding process - Top Angel investors on India : Sunil Karla – Sharad Sharma – RajanAnandan – Krishnan Ganesh – Anupa Mittal -Online Crowd funding platforms in India – Ketto – Start51 – Wishberry – BitGiving – The HotStart – Fund Dreamsindia, peer to peer lending.

UNIT – III	LEGAL ASPECTS OF STARTUPS FUNDING	12
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Private Equity Investment in India – Legal framework – types of company and its differences - Incorporation – commencement of business- registration of a company- Articles of Association – Memorandum of Association - SEBI (AIF) Regulation 2012 – FDI policy of FIPB - Constitution of PE firms : Trust , LLP, Company Exit route for PE firms – SEBI Guidelines for Angel investments in India.



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UNIT – IV	VENTURE CAPITAL – AN OVERVIEW	12
Venture Capital – Meaning – Features – Origin and Growth of Venture Capital in India Institutional set up in India for Venture Capital funding: Technology Development and Information Company of India Ltd. (TDICI) – Risk Corporation Ltd. (RCTC) – APIDC Venture Capital Ltd., Credit Capital Venture Fund(India) Ltd., Venture funding arms of Commercial banks.		

UNIT – V	VENTURE CAPITAL FUNDING	12
Stages of Venture Capital Financing : Seed Capital – Start-up Financing – Early stage Financing – Follow - on Financing – Expansion Financing – Replacement financing – Turnaround Financing – Management Buy-outs – Management Buy-ins – Analysing V.C. Proposals – Factors to be considered - Exit strategy for Venture Capital funds.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Choose the way startups are promoted. (K3)
CO2	Analyze the different ways of mobilizing funds required for promotion of start-ups. (K4)
CO3	Inference the legal framework in which Angel funds, Private Equity firms and Venture Capital firms operate. (K4)
CO4	List the financing options at different stages of business. (K4)
CO5	Assess the Venture Capital proposals. (K5)

Text Books	
1.	Sharma J.C, Venture Capital Financing in India, 3 rd edition, Sage Publications, 2013.
2.	Anjum Zafar, Startup Capitals, 3 rd edition, Random House India, 2014.

Reference Books	
1.	Peter Ryan, How Venture capital works? 5 th edition, Rosen Publishing Group, 2012.
2.	Pandeyl.M, Venture Capital – The Indian Experience, 3 rd edition, Prentice Hall of India.
3.	Venture Capital for Dummies, Kindle Edition, 2013.


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MBA	M19MBE371 – DATA SCIENCE USING R	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the basic principles and concepts of Data Science.
2.	To develop fundamental knowledge of concepts underlying data science with R.
3.	To understand the manipulation of data.
4.	To give a hands on experience with real time data analysis.
5.	To understand and develop predictive modelling techniques.

UNIT – I	INTRODUCTION	12
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Key principles to data science – Process in data science – Machine Learning Problem Types – Machine Learning Tasks to Models to Algorithm – Introduction to R – Install R / R Studio – Data Structure – R Studio – GUI – Syntax and Structure – Basic functions – Exploration – Plotting, Visualizing, Cleaning data.

UNIT – II	R PACKAGES AND FUNCTIONS	12
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Data import and export – Type conversions – Packages – Installations and libraries – Package structure – Check available R Packages – Get the list of all the packages installed – Install directly from CRAN – Install package manually – Load package to library Conditionals – Looping – Apply family of functions.

UNIT – III	DATA MANIPULATION	12
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Introduction to dplyr – Data manipulation in R with dplyr – selecting, mutating, filtering, arranging and summarizing – Pipe operator – Data blending and joining – Merging Data Frames – Melting and Casting – Melt the Data – Cast the Molten Data – Outliers and Missing values treatment.

UNIT – IV	EXPLORATORY DATA ANALYSIS	12
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Data Visualization Grammar of Graphics, Exploring ggplot – Tidying data – Variables to visuals, Aesthetics – Attributes and visual aesthetics – Geometrics – Histogram, Scatter plots, Line graphs, Bar graphs, stacked Bar charts – Pie Charts – Box plots.



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UNIT – V	PREDICTIVE MODELLING	12
Regression – Simple, Multiple and Logistic – Model building – Normal Distribution – Binomial Distribution – Poisson Regression – Time Series Analysis – Chi Square Test – Survival Analysis – Turning and prediction – Intuitions of Machine Learning Algorithms – Decision trees – Random Forest – Support Vendor Machine – Clustering.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the concept of data science. (K2)
CO2	Classify the standard methods of data analysis and information retrieval. (K2)
CO3	Develop complex analytical reasoning using R. (K3)
CO4	Discover about the implementation and formulation of processes. (K4)
CO5	Evaluate the predictive data models for business problems using R. (K5)

Reference Books	
1.	John Mount (2018), Practical data science with R(2 nd Ed), Manning Publishers.
2.	Paul Teetor (2011), Proven recipes for Data Analysis, Statistics and Graphics (1 st Ed), O-Reilly.
3.	Kjell Johnson, Max Kuhn (2013), Applied Predictive Modeling (1 st Ed), Springer
4.	Jeeva Jose 2018, Beginners Guide for Data Analysis using R programming (1 st Ed), Khanna Publishers.
5.	Roger D. Peng (2016), R Programming for Data Science (2 nd Ed), Leanpub.
6.	Garrett Golemund (2017), R for Data Science (1 st Ed), O' Reilly.


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MBA	M19MBE372 – DATA WAREHOUSING AND DATA MINING	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the basic principles, concepts and applications of Data Warehousing and Data Mining.
2.	To design a Data Warehouse or Data Mart to present information needed by the management in a usable form.
3.	To introduce a task of Data Mining as an important phase of knowledge recovery process.
4.	To introduce the concept of Data Mining with in detail coverage of basic tasks, metrics, issues, and implications.
5.	To understand the recent trends in data mining

UNIT – I	DATA PREPROCESSING AND DATA PROCESSING	12
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Data preprocessing : Missing values – Noisy data – Data cleaning, Data integration: Entity identification – Redundancy and Correlation Analysis – Tuple Duplication – Data value conflict detection and resolution, Data Reduction : Data reduction strategies – Wavelet transforms – Principal component Analysis - Attribute subset selection – Histograms – Clustering – Data Cube Aggregation, Data Transformation and Discretization : Data transformation by Normalization – Discretization by Binning - Discretization by Histogram Analysis - Discretization by Cluster, Decision-Tree, Correlation Analysis.

UNIT – II	DATAWAREHOUSING - FUNDAMENTALS	12
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Introduction – Operational Database systems vs. Data Warehouse – Data Warehouse Models : Enterprise Warehouse – Data Mart – Virtual Warehouse – Metadata Repository, Data Cube – Efficient Data Cube computation, OLAP – Typical OLAP operations – Indexing OLAP Data – Bitmap Index and Join Index – Efficient processing of OLAP.

UNIT – III	DATA MINING - FUNDAMENTALS	12
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From Warehousing to Data Mining – Fundamentals of Data Mining – Data Mining Functionalities – Classification of Data Mining systems – Data Mining Task Primitives – Integration of a Data Mining system – Major issues in Data Mining.



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UNIT – IV	DATA MINING – CONCEPTS AND METHODS	12
Frequent item sets – Closed item sets – Association Rules – Market Basket Analysis – Apriori Algorithm – Generating association rules from frequent item sets, Pattern – Growth approach for mining frequent item sets, Mining closed and Max patterns, Association analysis to Correlation analysis.		
UNIT – V	RECENT TRENDS	12
Multidimensional Analysis and Descriptive Mining of Complex Data Objects – Spatial Databases – Multimedia Databases – Time Series and Sequence Data – Text Databases – World Wide Web – Application and trends in Data Mining.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Build a Data Mart or Data Warehouse for any organization. (K3)
CO2	Apply the knowledge using data mining techniques. (K3)
CO3	Analyze recent trends in Data Mining such as Web-Mining, Spatial-Temporal Mining.(K4)
CO4	Evaluate new Data Mining techniques suited to given situation. (K5)
CO5	Asses the recent trends in data warehousing and data mining. (K5)

Reference Books

1.	Bharat Bhusan Agarwal (2009), Data Mining and Data Warehousing (8 th ed), Lakshmi Publications.
2.	J. Han, M. Kamber (2006), Data Mining : Concepts and Techniques (2 nd ed), Harcourt India / Morgan Kauffman.
3.	Margaret H. Dunham, S. Sridhar (2008), Data Mining : Introductory and Advanced Topics (2 nd ed) Pearson Education.
4.	Jiawei Han (2012), Data Mining : Concepts and Techniques (3 rd ed), The Morgan Kaunmann Publishers.
5.	Alex Bezon, Stephen J. Smith (2004), Data Warehousing, Data Mining & OLAP (4 th ed), McGraw Hill.
6.	Arun K Pujari (2013), Data Mining Techniques (4 th ed) University Press.
7.	Sam Aanhory & Dennis Murray (2015), Data Warehousing in the Real World (1 st ed) Pearson Education.



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MBA	M19MBE373 – HUMAN RESOURCES ANALYTICS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To offer the students a unique experience to understand the importance of measuring human resource performance and their contribution for strategic decision making procedures.
2.	To familiarize students on various HR metrics to measure the contribution of various HR initiatives to the firm's growth.
3.	To develop a structured approach to apply judgement, and generate insight from data for enhanced decision making.
4.	To build analytical and presentation skills that support the business to guide decisions and providing actionable support for key stakeholders.

UNIT – I	HR ANALYTICS – AN OVERVIEW	12
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Changing role of HR – HR as a strategic partner – The need of measuring HR – Evolution of HR Analytics, Importance of HR Analytics, HR metrics and HR Analytics – LAMP, HCM : 21 Frameworks.

UNIT – II	CREATING BUSINESS UNDERSTANDING FOR HR INITIATIVES	12
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Descriptive, Predictive and Prescriptive Analysis – Using HR metrics and Workforce Analytics – choosing the right measures – Fundamental analytical concepts from Statistics Research Design - Economic and Finance – Identifying the metrics – Leading and lagging indicators – Selection of appropriate metrics – Types of design: post only, both pre and post measures – Time series measures with a comparison group.

UNIT – III	COST AND INVESTMENTS IN HUMAN RESOURCE	12
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Cost of Employee Separation – Absenteeism – Turnover rates – ROI on Employee Health, Wellness and Welfare – Cause and Effect Analysis – Cost – Benefit and Return on Business Analysis.

UNIT – IV	PREDICTIVE MODELLING IN HUMAN RESOURCES	12
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Employee Attitudes and Engagement – Connecting Attitudes and Behavior and financial outcomes – The Behaviour Costing Approach – Financial effects of Work Life programme – Remixing Rewards – Analytics and measures: Connecting Work Life.



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UNIT – V	COMMUNICATING WITH DATA AND VISUALS	12
Data requirements; identifying data needs and gathering data, using Historical data; Data exploration; Data visualization tools; Association between variables; Insights from reports; Root cause analysis of HR issues – Pivot tables, Slicers, Dashboards and Infographics.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Apply the theoretical knowledge gained for enhanced Human Capital Management. (K3)
CO2	Analyse HR data from practical perspective and determine what analytical techniques to apply based on the business context. (K4)
CO3	Examine how to connect HR results to business results. (K4)
CO4	Appraise the fundamental strategic priorities of the business and to create meaningful HR reports. (K5)
CO5	Evaluate how to communicating with data and visuals. (K5)

Reference Books	
1.	Wayne F Cascio and John Boudreau (2010), Investing in people : Financial impact of human resource initiatives (3 rd ed), Ft Press.
2.	Gene Pease, Boyce Byerly and Jac Fitz – en (2012). Human Capital Analytics : How to Harness the potential for your organisation's greatest assets (4 th ed), John Wiley & Sons.
3.	Phillips, Jack and Patricia Pulliam Phillip (2015) Making Human Capital Analytics Work : Measuring the ROI of Human Capital Processes and Outcomes (3 rd ed) McGraw Hill Professional.
4.	Dave Ulrich (2014), Human Resource Champions, Harvard Business School Press (3 rd ed), Boston, USA.
5.	Dave Ulrich and Wayne Brock Bank (2014), The HR Value Proposition (4 th ed), Harvard Business School Press, Boston, USA
6.	Cole Nussbaumer Knaflic (2015), Storytelling with data : A Data Visualization Guide for Business Professionals (4 th ed), Wiley.


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MBA	M19MBE374 – MARKETING ANALYTICS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To understand the importance and need for marketing analytics.
2.	To understand the various marketing metrics.
3.	To know market segmentation and targeting techniques.
4.	To be familiar with price, promotion and sales analytics.

UNIT – I	BASICS OF MARKETING ANALYTICS	12
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Introduction – Scope of Analytics – Data of Marketing Analytics – Decisions Models – Descriptive, Predictive and Prescriptive Models – Model styles: Verbal, Pictorial, Mathematical – Descriptive and Predictive Models – Introduction to Metrics – Market Segmentation techniques: Cross Tabulation segmentation – Regression-based segmentation – Positioning using Perceptual map.

UNIT – II	MARKETING METRICS	12
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Metrics: Contribution Margin – Return on marketing investment – Year-on-Year growth – CAGR – Brand Equity Index – Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card approach to measure customer's satisfaction customer life time value - Customer Profit – Product/Service development metrics.

UNIT – III	SEGMENTATION AND TARGETING	12
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The Segmentation process and defining the market with models – Segmentation research – Methods using Factor analysis and Cluster analysis – Behaviour based segmentation – Cross classification – Regression and choice based segmentation, Customer heterogeneity – Issues and challenges.

UNIT – IV	PRICE AND PROMOTION ANALYTICS	12
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An overview of Pricing Techniques – Pricing Assessment: Break-Even Analysis, NPV Capital Budgeting Model – IRR Capital Budgeting Model – Project Budget estimation methods – Promotion Budget allocation – Promotion Metrics: Reach, Frequency, Gross Rating Points, Target rating points, Cost per Thousand, Cost per Point.



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UNIT – V	SALES ANALYTICS	12
Sales metrics : Sales at Market Level – Sales at Geography Level - Sales at Segment Level - Sales at Channel Level - Sales at Brand Level - Sales at Product/Service Level - Sales at Customer Level; Profitability Metrics : Profitability at Company Level - Profitability at Channel Level - Profitability at Product/ Service Level - Profitability at Customer Level.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Develop descriptive, predictive and prescriptive decision models. (K3)
CO2	Build appropriate marketing metrics for the given situation. (K3)
CO3	Analyze the Segment and target the market on the basis of data. (K4)
CO4	Discover appropriate price, promotion and sales metrics to the benefit of the organization. (K4)
CO5	Appraise the market level of sales analytics. (K5)

Reference Books	
1.	Rao PurbaHalady (2011), Predictive Modelling for Strategic Marketing, (2 nd ed), Prentice Hall India.
2.	Stephan Sorger(2016), Marketing Analytics – Strategic Models and Metrics (4 th ed) Admiral Press.
3.	Lilien, Gary L. and ArvindRangaswamy (2004), Marketing Engineering: Computer-Assisted Marketing Analytics and Planning (2 nd ed), Trafford Publishing.
4.	Christopher. J. Zappe, Wayne L.Winston, S. Christian Albright (2010), Data Analysis and Decision making using Microsoft Excel (3 rd ed), Cengage Learning.
5.	Evans, J.R (2016), Business Analytics Methods, Models and Decisions (3 rd ed) Pearson.


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MBA	M19MBE375 – SUPPLY CHAIN ANALYTICS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To make them understand the importance of Context of today's supply chains (SC) analytics.
2.	To facilitate the students for role and applications of Descriptive Analytics in a Supply Chain.
3.	To equip them to Foundation of Business Analytics (BA).
4.	To provide insight on Network Planning in a Supply Chain and Foundation of Modelling Coordination Decisions & Role of ICT in Supply Chains.

UNIT – I	INTRODUCTION	12
Context of today's supply chain (SC) analytics – Understanding and defining the supply chain analytics (SCA) – Revisions of Basic Lessons of Supply Chain Management – Analytics important in a supply chain – Relating Operations Management with supply chain concepts with SC Analytics – The importance of supply chain analytics – A case study of Supply Chain Analytics.		

UNIT – II	SUPPLY CHAIN ANALYTICS	12
Key issues in supply chain analytics – Contents in supply chain analytics – Concept of Descriptive Analytics in a Supply Chain – Discussions on a Few Supply Chain Analytics applications in India – Decision Domains in supply chain analytics – A Case Study of Supply Chain Analytics.		

UNIT – III	FOUNDATION OF BUSINESS ANALYTICS	12
Introduction to Modeling, Approaches for Optimization and Simulation – Supply Chain (SC) Decisions that requires mathematical or interpretative – Modelling Understanding of data and its role of Analytics – Analytics of a Transportation problem in a Supply Chain – Managerial Implication of results of analytics – Case Studies.		

UNIT – IV	FOUNDATION OF PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN	12
Foundation of Prescriptive Analytics in Network Planning – Supply Chain Network Planning in Supply Chain – Importance of Network Planning – Design of Logistics Network using Heuristics / Optimization – Concept of 3PL/4PL in a Supply Chain – Case Studies.		



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UNIT – V	FOUNDATION OF MODELING COORDINATION DECISIONS & ROLE OF ICT IN SUPPLY CHAINS	12
Foundation of Modeling Coordination Decisions in Supply Chain Management Foundation of Performance Management in Supply Chain Management It enablement of Supply Chains Role of ICT in Supply Chains – Case Studies.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Identify the importance of Supply Chain Analytics. (K3)
CO2	Build optimal solutions to supply chain problems. (K3)
CO3	Apply Descriptive and Predictive analytics in a supply chain. (K3)
CO4	Analyze the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy. (K4)
CO5	Asses the foundation modeling coordination decisions & role of ICT in supply chains. (K5)

Reference Books	
1.	Sunil Chopra and Peter Meindl (2013), Supply Chain Management (10 th ed), Pearson.
2.	Jeremy F. Shapiro (2006), Modeling the Supply Chain (4 th ed), Duxbury Thomson Learning.
3.	D. Simchi – Levi, P. Kaminsky, E. Simchi-Levi and Ravi Shankar (2008). Designing and Managing the Supply Chain concepts, Strategies and Case studies (5 th ed) Tata McGraw Hill.
4.	Rahul Saxena, Anand Srinivasan (2013), Business Analytics (3 rd ed) Tata McGraw Hill.


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MBA	M19MBE376 – WEB AND SOCIAL MEDIA ANALYTICS	T	P	TU	C
		4	0	0	4

Course Objectives

1.	To give an exposure to significance of analyzing the humongous amount of web data for businesses.
2.	To understand the analytics implementation in multiple social media platform and evaluating its performance.
3.	To understand the methods involved in the web analytics procedures.
4.	To learn the business practices and influence of web analytics as an indicator of business growth.

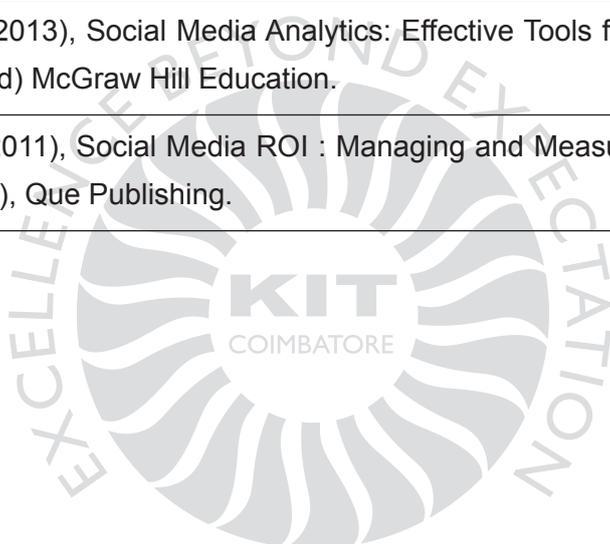
UNIT – I	INTRODUCTION & GOOGLE ANALYTICS	12
<p>What & Why Web & Social Media Analytics – Impacts of analytics upon small, medium and large scale businesses – Analysis vs intuition – Getting started with Google Analytics & Understanding how google analytics works accounts, profiles and users navigation - Google Analytics basic metrics - Google Analytics reports on Traffic sources, Direct, Referring, Search traffic, Campaigns, Adwords, Adsense.</p>		
UNIT – II	CONTENT PERFORMANCE & VISITOR ANALYSIS	12
<p>Pages and Landing pages – Event Tracking and AdSense – Site Search – Unique visitors, Geographic and language information – Technical Reports – Benchmarking.</p>		
UNIT – III	SOCIAL MEDIA ANALYTICS & E-COMMERCE TRACKING	12
<p>Tracking Facebook insights – Twitter Analytics – Youtube Analytics – Social Ad Analytics / ROI measurement - Setting up goals – Goal reports - Ecommerce tracking.</p>		
UNIT – IV	ACTIONABLE INSIGHTS AND THE BIG PICTURE	12
<p>Recap of Google Analytics reports and tools – Finding actionable insights – Getting the Organization involved – Creatinf a data – driven culture & resources – Common mistakes analysts make – Additional Web analytics tools.</p>		
UNIT – V	SOCIAL CRM & ANALYSIS	12
<p>Radian – Sentiment Analysis – Workflow Management – Text Analytics.</p>		
Total Instructional hours : 60		



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Course Outcomes : Students will be able to	
CO1	Identify the use of Google Analytics for business analysis. (K3)
CO2	Develop the Content performance & Visitor analysis. (K3)
CO3	Analyze the marketing research through social media data. (K4)
CO4	Examine and solve Business research problems using Google Analysis. (K4)
CO5	Evaluate the social CRM and Analysis. (K5)

Reference Books	
1.	Brian Clifton (2012), Advanced Web Metrics with Google Analytics (3 rd ed), Wiley.
2.	Waisberg Daniel (2015), Google Analytics Integrations (Kindle Edition), Wiley.
3.	Marshall Sponder (2013), Social Media Analytics: Effective Tools for Building, Interpreting and using metrics, (1 st ed) McGraw Hill Education.
4.	Olivier Blanchard (2011), Social Media ROI : Managing and Measuring Social Media Efforts in Organization (1 st ed), Que Publishing.

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MBA	M19MBP301 – INTERNSHIP TRAINING	T	P	TU	C
		0	0	0	2

Course Objectives

1.	To enable the students to understand about organization behaviour.
2.	To analyse the various functional department activities.
3.	To know the strength and weakness of the organization.

Course Description

Internship Training (4 WEEKS)

The Internship Training (Organization Study) report along with the company certificate should be submitted within the two weeks of after the reopening date of 3rd semester. The Internship training report should be around 40 pages containing the details of training undergone, the departments wherein he / she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The organization study report should be submitted before the last working day of the 3rd Semester.

Course Outcomes : Students will be able to

CO1	Make use of management theories that are practiced in organization. (K3)
CO2	Build a record of work experience. (K3)
CO3	Analyze the work culture of various departments. (K4)
CO4	Select career alternatives and determine their area of interest. (K5)
CO5	Develop employability and problem solving skill. (K6)



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Semester - IV

MBA	M19MBP401 - PROJECT WORK	T	P	TU	C
		0	24	0	12

Course Objectives

1.	To enable the students to do an individual project work based on their specialization.
2.	To analyse a problem both theoretically and practically.
3.	To motivate the students to involve in research activities leading to analyze the current issues of industry and society which is help to economic development.

Course Description

Project work shall be carried out by each and every individual student under the supervision of a faculty of the department. A student may however, in certain cases, be permitted to work for the project in association with Industry / Research Organization, on the recommendation of the Head of the Department. In such cases, the project work shall be jointly supervised by a faculty of the Department and organization. The student shall meet the supervisor periodically and attend the periodic reviews for evaluating the progress.

Project work shall be pursued for 24 periods per week. There will be three reviews for continuous internal assessment and one final review and viva voce at the end of the semesters. The Project Report prepared according to approved guidelines and duly signed by the supervisor(s) and the Head of the Department shall be submitted to the concerned department.

Course Outcomes : Students will be able to

CO1	Analyze the research problem and classify the research objectives. (K4)
CO2	Determine the data collection method, research methodology and decide the appropriate research tool for analysis. (K5)
CO3	Compile the results from various research tools and suggest their recommendations. (K6)



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