



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 and MBA)
An ISO 9001 : 2015 Certified Institution
Coimbatore – 641 402.

REGULATIONS - 2023

CHOICE BASED CREDIT SYSTEM (CBCS)

Common to M.E. / M.Tech. / M.B.A. / M.C.A. Full - Time Programmes

I to IV Semester

**Degree of Master of Engineering / Master of
Technology / Master of Business Administration /
Master of Computer Applications**

(For Students admitted from the Academic Year 2023 – 24 and onwards)

Department of Management Studies

PG Regulations

1. SHORT TITLE AND COMMENCEMENT

- ① These Regulations shall be called the “KIT Kalaigarkaraunanidhi Institute of Technology, Coimbatore, Regulations for the Award of M.E. / M.Tech. / M.B.A / M.C.A., Degree”.
- ① 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 TWO years in synchronization with the curriculum structure revision and minor changes as and when applicable).
- ① The latest / first version shall be applicable for the students enrolling for M.E. / M.Tech. / M.B.A/ M.C.A., degree programs at this Institute from Academic year 2023 - 2024 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.Tech. / 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.Tech. / 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.Tech. / 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 M.E. / M.Tech. / M.B.A / M.C.A., Degree Programme.
2.	Discipline	Refers to branch or specialization of M.E. / M.Tech./ M.B.A / M.C.A., 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 Computer Applications and Design, Machine learning Techniques, Marketing management, etc.,

4.	Principal / Head of the Institution	Refers to the authority of the institution who is responsible for all academic activities, for the implementation of relevant rules and regulations.
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.	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.	L - T - P - C	Refers to Lecture, Tutorial, Practical and Credits respectively.
11.	Programme Coordinator	Refers to the coordinator of the programme concerned. He/she acts as interface between programme and key stakeholders, students, faculty and employer. He/She is responsible for planning the academic activities of the programme along with the course coordinator(s) and the HoD. He/She also prepares, evaluates and analyses the attainment of the programme outcomes along with Programme Advisory Committee.
12.	Faculty Advisor	The Faculty Advisor is responsible for providing general advice on the Academic matters, monitor the attendance and academic performance of the students and counsel them periodically. If necessary, the Faculty Advisor may also inform the parents about the progress / performance of the students concerned through HoD.

13.	Course Coordinator	Course Coordinator is responsible for teaching the course, evaluating and analysing the performance of the students. The students is also responsible for the assessment of the Course Outcomes / Program Outcomes / Program Specific Outcomes. They can also recommend to organize workshops / seminars / guest lectures / industrial visits to meet the Course Outcomes and Program Outcomes.
14.	Class committee	Class committee for each semester of a programme comprises of HoD, Programme Coordinator, Faculty Advisor, Course Coordinators (as applicable) and Student Representatives.
15.	Academic Evaluation Committee (AEC)	The committee includes Principal, CoE, HoD concerned (For details refer Appendix V)
16.	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)
17.	CIA	Refers to Continuous Internal Assessment.
18.	ESE	Refers to End Semester Examination.
19.	CBCS	Choice Based Credit System (CBCS) is a versatile and flexible option for each student to achieve their target number of credits by using their choice both in terms of pace and sequence of courses. The students are given the privilege to choose any course as an elective which they have not studied before.
20.	GPA	Refers to Grade Point Average
21.	CGPA	Refers to Cumulative Grade Point Average
22.	CEC	Refers to Career Enhancement Courses
23.	PCC	Refers to Professional Certificate Courses
24.	VAC	Refers to Value Added Courses

4. ADMISSION

4.1 Candidates seeking admission to M.E. / M.Tech. / 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. This is applicable for students admitted both under Single Window Counselling process and through the Management Quota.

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.

However, the University may decide to restrict admission in any particular year to candidates having a subset of qualifications prescribed at the time of admission.

Notwithstanding the qualifying examination the candidate might have passed, he/she shall have a minimum level of proficiency in the appropriate programme / courses as prescribed by the University from time to time.

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.Tech. / M.B.A / M.C.A., Degree programme affiliated to Anna University, under Choice Based Credit System (CBCS) for students admitted from 2023 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 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.
- vi. **Open Elective Courses (OEC)** include the courses credited from other post graduate Programmes of M.E. / M.Tech. / M.B.A / M.C.A and online 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 L-T-P-C structure, depending on the number of Lecture (L), number of periods for Tutorial periods (T), number of periods for practical (P), C- credits required 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 L-T-P-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 2 : Credit Assigned

Contact period per week	Credits
1 Lecture (L)	1
1 Tutorial (T)	1
1 Practical Period (P) (Laboratory / Seminar /Project work etc.)	1 / 2

6.5 Project Work

- 6.5.1** The project work for M.E. / M.B.A / M.C.A. Programmes consist of Project Work - I and Project Work - II. The Project Work - I is to be undertaken during Semester III and Project Work - II, which is a continuation of Project Work - I, (except when project work II is carried out in the industry) is to be undertaken during Semester IV.
- 6.5.2** In case of students of M.E. Programmes not completing Project Work - I of project work successfully, the students can undertake Project Work - I again in the subsequent semester. In such cases the students can enroll for Project Work - II, only after successful completion of Project Work - I..
- 6.5.3** Project work shall be carried out under the supervision of a “qualified teacher” in the Department concerned. In this context “qualified teacher” means the faculty member possessing (i) PG degree with a minimum of 3 years experience in teaching or (ii) Ph.D. degree
- 6.5.4** A student may, however, undergo Project Work - II (M.E. / M.Tech. Programme) in industry / academic institution of repute offering PG programmes in Engineering/ Technology (other than affiliated colleges of Anna University) / research institutions for a minimum of 16 weeks during the final semester. In such cases, the students shall undergo the Project Work - II with the approval obtained from the Head of the institution and Centre for Academic Courses preferably one month before the start of the industrial project.
- 6.5.5** The Project Work - II carried out in industry / academic institution of repute / research institutions need not be a continuation of Project Work - I. 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 review meetings, if necessary, may also be arranged in online mode with prior approval from the Head of the Institution and suitable record of the meetings shall be maintained.
- 6.5.6** The Project Work (Project Work - II in the case of M.E. / M.Tech.) shall be pursued for a minimum of 16 weeks during the final semester.
- 6.5.7** The deadline for submission of final Project Report (Project Work - II for M.E. / M.Tech. programmes) is 60 calendar days from the last working day of the semester in which project work / thesis / dissertation is done. However, the Project Work - I in the case of M.E. / M.Tech. / M.B.A / M.C.A Programmes shall be submitted within the last working day of the semester as per the academic calendar.

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 M.B.A. / M.E. / M.Tech / M.C.A. 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 Career Enhancement Courses

6.6.1 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.

- 6.6.2** If Industrial Training/ Internship is not prescribed in the curriculum, the student may undergo Industrial Training/ Internship during Summer/Winter vacation optionally and the credits earned will be indicated in the Grade Sheet. If the student earns three credits in Industrial Training/ Internship, the student may drop one Professional Elective (only one professional elective can be dropped). In such cases, Industrial Training / Internship need to be undergone continuously from one organization or with a combination one two week and one four week programme, from one/two organizations. However, if the number of credits earned is 1, these credits shall not be considered for classification of the degree. Students shall get permission from the Head of the Institution for taking industrial training/internship and the Certificate of completion of Industrial Training / Internship shall be forwarded to COE.

DURATION OF TRAINING / INTERNSHIP	CREDITS
3 Weeks*	1

6.6.3 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 re-register for the same course in the ensuing semesters and successfully complete it as and when it is offered subsequently.

6.6.4 Online Courses offered through SWAYAM / NPTEL

Students may be permitted to register maximum of two online courses, subject to a maximum of three credits, registered through SWAYAM/NPTEL instead of Professional/ Open Elective Courses are permitted for credit transfer) of regular M.E./M.Tech./ M.B.A/ M.C.A Programme with the approval of BOS through DEC. The online course of minimum 3 credits can be considered instead of one Professional / Open elective course.

DEC finalizes the courses to be permitted for credit transfer through SWAYAM/ NPTEL prior to the commencement of the semester. The courses selected through the SWAYAM/NPTEL may not be necessarily the courses which are offered in the list of Professional/Open Elective courses, as part of the curriculum.

The Committee also intimates the students about the selected courses prior to the commencement of the semester, identify and designate a Course Coordinator for the online course(s) offered. The Course Coordinator guides the students throughout the course, submits the certificates and marks earned by the students to the office of the CoE during credit transfer request by the student.

The student has to register for the credit transfer of the online course during the course registration. The online course(s) which is/are successfully completed by the student in a particular semester during the course of study is eligible for credit transfer in the immediate next semester by registering it (i.e. an online course is eligible for credit transfer in the immediate next semester only)

6.6.5 Soft Skills (only for M.B.A. & M.C.A.)

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. Two credit will be awarded for each soft skill courses and it will be included for GPA/CGPA calculations.

6.7 Course Numbering Scheme

Each course is denoted by a unique code consisting of 9 alphanumeric characters. The details of the numbering scheme are in APPENDIX A

6.8 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.	69-79
M.B.A.	102
M.C.A.	84

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. (Full-Time)	4	8
M.B.A. (Full Time)	4	8
M.C.A. (Full Time)	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)

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 study in order to be eligible to obtain the degree. However, if the student wishes, the student is permitted to earn more than the total number of credits prescribed in the curriculum of the student's programme.

From the Second to final semesters, the student has the option of registering for additional courses or dropping existing courses. Total number of credits of such course cannot exceed 6.

However the maximum number of credits the student can register in a particular semester cannot exceed 30 credits (excluding courses for which the student has done reappearance registration (vide clause 8.4).

The student shall register for the project work phase I in the third semester and project work phase II in the fourth semester. However, if a student has not earned the minimum number of credits as specified in table 1, the student may be permitted to register for the project work Phase I and Phase II as and when the student earns the minimum number of credits.

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 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 ESE

9.1 A student who has fulfilled the following conditions (vide clause 9.1 and 9.2) shall be deemed to have satisfied the attendance requirements for appearing for end semester examination of a particular course.

9.2 Ideally every student is expected to attend all periods and earn 100% attendance. However, the student shall secure not less than 80% attendance course wise taking into account the number of periods required for that course as specified in the curriculum.

- i. If a student secures not more than 80% attendance in any Course in the Current Semester due to medical reasons (hospitalization / accident / specific illness) or due to participation in the College / University / State / National / International Level Sports events with prior permission from the Head of the Department concerned, the student shall apply for condonation with a prescribed condonation fee payable per course. The condonation should be decided by a condonation recommendation committee consisting of Head of the Department of the student, Programme coordinator of the student, Student Counsellor, Faculty incharge of the course and Controller of Examinations. The committee scrutinizes the genuinity of the "Condonation application Form" and conduct of the student and recommend it to the Principal and Chairman to grant of condonation after satisfying the requirements specified in clause 9.2 (ii). In such cases, his / her conduct has been certified to be satisfactory by the Faculty Advisor / Student Counsellor concerned and the Head of the Department.
 - ii. The student applied for condonation, has to compensate the shortfall periods to 80% by attending the contact classes scheduled by the Course Incharge (One week before the commencement of subsequent semester). The results of the End Semester Examination of such courses will be published only after the shortfall period is condoned by the PRINCIPAL.
- 9.3** A student shall normally be permitted to appear for end semester examination of the course if the student has satisfied the attendance requirements (vide Clause 9.1 – 9.2) and has registered for examination in those courses of that semester by paying the prescribed fee.
- 9.4** Students who do not satisfy clause 9.1 and 9.2 and who secure less than 70% attendance in a course will not be permitted to write the End-Semester Examination of that course. The student has to register and repeat this course in a subsequent semester when it is offered next (vide clause 8.4).
- 9.5** In the case of reappearance registration for a course (vide Clause 8.4), the attendance requirement as mentioned in Clauses 9.1 - 9.3 is not applicable. However, the student has to register for examination in that course by paying the prescribed fee.
- 9.6** A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of grades.

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 20) 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.

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.

12. ASSESSMENT PROCEDURES FOR AWARDING MARKS

All PG Programmes consists of different categories of courses as mentioned in table 4. Appearance in End Semester Examination is mandatory for all courses excluding the courses for which only continuous assessment is recommended as mentioned in table 4. Performance in each course of study shall be evaluated based on (i) Continuous assessments throughout the semester and (ii) End Semester Examination at the end of the semester. (i.e.) Each course shall be evaluated for a maximum of 100 marks as shown below :

Table 3 – Categories of Courses

S. No.	Category of Course	Continuous Assessment Marks	End - Semester Examination Marks
1.	Theory	40	60
2.	Theory cum Practical	50	50
3.	Practical	60	40
4.	Project Work	40	60
5.	Online SWAYAM / NPTEL Courses (Optional)	Marks offered by SWAYAM / NPTEL shall be directly considered	
6.	All EEC Courses (Except Practical Courses and Project Work)	100	-
7.	Mandatory Courses (Except Induction Program#)	100	-

* Value Added Courses (comes under EEC) No assessment for Induction program.

Every course coordinator is required to maintain an ATTENDANCE AND ASSESSMENT RECORD' for every semester which consists of attendance marked in each Theory / practical / EEC class etc, the assessment marks and the record of class work (topics covered), separately for each course handled by the course coordinator. This should be submitted to the HOD periodically (at least two times in a semester) for checking the syllabus coverage and the records of assessment marks and attendance. The HOD will affix his/her signature and date after due verification. At the end of the semester, the record should be verified by the HOD who shall keep this document after the approval from the Principal for five years. The records of attendance and assessment of both current and previous semesters should be available for inspection whenever required

12.1 Assessment for Theory Courses Including Mandatory Courses

Theory Courses including mandatory courses are to be assessed out of 100 marks, the maximum marks for CIA is fixed as 40 and the ESE carries 60 marks.

The ESE for theory courses including mandatory courses will be of 3 hours duration and shall normally be conducted for a maximum of 100 marks during the Odd and Even Semesters. Every student should appear for the ESE for all the courses excluding the courses for which only continuous assessment is recommended.

A minimum of two tests would be conducted in a day (in the case of tests and they would be of two hours duration each) students will have two hours of coaching session followed by the CIA. In case a student misses the assessment due to medical reasons (hospitalization / accident / specific illness) or due to participation in the College / University / State / National / International level Sports events with prior permission from the HOD, a Reassessment may be given at the end of the semester after getting approval from the HOD through the Course Coordinator concerned.

To arrive the Continuous Assessment Marks, the following guidelines should be followed

Table : 4 Theory Courses : Continuous Assessment Marks

Assessment I (100 Marks)		Assessment II (100 Marks)		Assessment III (100 Marks)		Total
Individual Assignment / Case Study / Seminar / Mini project	Written Test	Individual Assignment / Case Study / Seminar / Mini project	Written Test	Individual Assignment / Case Study / Seminar / Mini project	Written Test	Total Continuous Assessment Marks
40	60	40	60	40	60	300*

*The weighted average shall be converted into 40 marks for Continuous Assessment

A minimum of three Continuous assessments will be conducted as a part of continuous assessment during the semester by the respective department. Each Continuous assessment is to be conducted for 100 marks and will have to be distributed in two parts viz., Individual Assignment / Case study / Seminar / Mini project and Test with each having a weightage of 40% and 60% respectively. The tests shall be in written mode. The total Continuous assessment marks of 200 shall be converted into a maximum of 40 marks and rounded to the nearest integer.

12.2 Assessment for Practical Courses

For practical including virtual practical Courses, out of 100 marks, the maximum marks for Continuous Assessment is fixed as 60 and the End Semester Examination carries 40 marks.

Every practical exercise / experiment shall be evaluated (as per the rubrics approved by the class committee) based on conduct of experiment / exercise and records. There shall be at least one model test. The criteria for arriving at the Continuous Assessment marks of 60 is as follows :

Table : 5 Practical Courses : Continuous Assessment Marks

Continuous Assessment (100 Marks)*	
Evaluation of Laboratory Observation, Record	Test
75	25

*Continuous Assessment marks shall be converted into 60 marks

The End Semester examinations for practical courses shall be of 3 hours duration and normally be conducted for a maximum of 100 marks during the odd and Even Semesters.

12.3 Assessment for Theory cum Practical Courses

Weightage of Continuous Assessment and end semester examination marks will be 50% each. The distribution of marks for the theory and laboratory components in the Continuous Assessment and end semester examination for different types of courses are provided in the table 7.

Table : 6 Theory Courses with Practical Component : Continuous Assessment Marks

L	T	P	C	Continuous Internal Assessment			ESE
				I	II	III	
1	0	4	3	Laboratory (15%)	Laboratory (15%)	Theory (20%)	Laboratory only (50%)
1	0	2	2	Laboratory (15%)	Laboratory (15%)	Theory (20%)	Laboratory only (50%)
2	0	2	3	Theory (15%)	Theory (15%)	Laboratory (20%)	Theory (25%) Laboratory (25%)
3	0	2	4	Theory (15%)	Theory (15%)	Laboratory (20%)	Theory (35%) Laboratory (15%)
2	0	4	4	Theory (15%)	Theory (15%)	Laboratory (20%)	Theory (15%) Laboratory (35%)

The procedure for the conduct of Continuous Internal Assessment for theory and laboratory components shall be as per the clause 13.1 and 13.2 respectively. The weighted average shall be converted into 50 marks for Continuous Assessment.

12.4 Assessment for Project Work

The Project work such as mini project and final year project shall be carried out under the supervision of a faculty in the department concerned.

The students who completed their final semester courses (except project work) in advance, shall be permitted to carry out their final semester Project Work for six months in an industry/research organization on the recommendations of the HoD. In such cases the approval should be obtained from the industry concerned, the project work shall be jointly guided by a supervisor of the department and an expert as joint supervisor from the respective organization. The student shall be instructed to meet the supervisor periodically and to attend the review committee meetings and shall submit attendance particulars from the joint supervisor for evaluating the progress

For Project Work, out of 100 marks, the maximum marks for CIA is fixed as 40 and the ESE (Project Report evaluation and Viva-Voce examination) carries 60 marks. Project work may be carried out by a single student.

There shall be three reviews during the semester. The student shall make presentation on the progress made by him / her before the "Project Review Committee". The total marks obtained in the three reviews shall be reduced for 40 marks and rounded to the next integer. The HoD shall constitute a "Project Review Committee" for each Programme. There shall be a minimum of three members in the Review Committee. The Project Guide will be one of the members of the Review Committee.

The student is expected to submit the Project Report on or before the notified date. The ESE for Project Work shall consist of evaluation of the final Project Report submitted by the student of the Project and viva-voce examination by an external examiner and internal examiner.

The project report shall carry a maximum of 20 marks. The project report shall be submitted as per the approved guidelines as given by the CoE. Same marks shall be awarded to every student within the project group for the project report. The viva-voce examination shall carry 40 marks. Marks are awarded to each student of the project group is based on the individual performance in the viva- voce examination.

The CIA and ESE marks for Project Work and the Viva-Voce Examination will be distributed as indicated below.

Table 7 : Project Work : CIA and ESE

Continuous Internal Assessment Marks (40)			End Semester Examinations Marks (60)			
Review I	Review II	Review III	Project Report		Viva-Voce Examination	
10	15	15	Internal	External	Internal	External
			10	10	20	20

The last date for submission of the project report is on the last working day of the semester. If a student fails to submit the project report on or before the specified deadline or the student has submitted the project report but did not appear for the viva-voce examination, it will be considered as fail in the Project Work and the student shall re-register for the same in the subsequent semester.

The Project Report prepared according to approved guidelines as given by the Institution and duly signed by the supervisor, Programme Co-ordinator and the Head of the Department. The evaluation of the Project work Phase - I and Phase - II will be based on the project report submitted in each of the Phase – I and Phase - II semesters respectively and a Viva-Voce Examination by a team consisting of the supervisor and External Examiner. The external examiner shall be appointed by the Office of the Controller of Examinations from the panel of examiners recommended by the HOD for Phase - I and Phase - II project evaluation.

If the student fails to obtain 50% of the continuous assessment marks in the phase - I and Phase - II project work, he / she will not be permitted to submit the report for that particular semester and has to re-enroll for the same in the subsequent semester.

The Project Report / Thesis / Dissertation report / Drawings prepared according to approved guidelines and duly signed by the supervisor(s), the Programme Coordinator and the Head of the Department shall be submitted at the end of the IIIrd and IVth semester. If a candidate submits the project report/thesis report/dissertation after the specified deadline, he/she is deemed to have failed in the Project Work/Thesis/Dissertation and shall re-enroll for the same in a subsequent semester.

If a student fails to submit the project report on or before the specified deadline, student is deemed to have failed in the project work and shall re-enroll for the same in a subsequent (next) semester. This applies to both phase - I and phase - II project work. In case of students not completing phase - I of the project work successfully, the students can undertake phase - I again in the subsequent (next) semester. In such cases, the students can enroll for Phase - II, only after successful completion of Phase I.

12.5 Assessment for Industrial Training / Practical Training / Internship

The Industrial training / Practical Training /Internship shall carry 100 marks and shall be evaluated through Continuous Assessment only. At the end of Industrial training / Practical Training/Internship, the student shall submit a detailed report including attendance on the training undergone and a certificate from the organization concerned. The evaluation will be made based on this report and a Viva-Voce Examination, conducted internally by a three-member Departmental Consultative Committee constituted by the HOD consisting of Programme Coordinator, Faculty Advisor concerned and Senior Faculty. The evaluation report duly signed by the departmental consultative committee and HOD shall be submitted to the office of the COE.

12.6 Assessment for other Career Enhancement Courses

The Seminar / Case Study shall carry 100 marks and shall be evaluated through Continuous Assessment only. Every student is expected to present a minimum of 2 seminars per semester before the evaluation committee and for each seminar, marks can be equally apportioned. A three member committee appointed by the Head of the Department, consisting of the course coordinator and two experts from the Department, will evaluate the seminar and at the end of the semester, the marks shall be consolidated and taken as the final mark. The evaluation shall be based on the seminar paper (40%), presentation (40%) and response to the questions asked during presentation (20%).

12.7 Assessment for SWAYAM/NPTEL Courses

The students may be permitted to credit online courses which are offered through SWAYAM / NPTEL platform with the approval of Board of Studies concerned (vide Clause 6.5.4). The course shall carry 100 marks and the marks awarded by the SWAYAM / NPTEL shall be directly considered for grading of the course. No grades shall be awarded for the attendance in the grade sheet for the online course. The attendance requirement as mentioned in Clauses 7 of Regulations 2023 is not applicable for the SWAYAM / NPTEL course.

12.8 Research Publication

The student can register for the Research Publication as a value added course of respective credits with the approval of BoS concerned. Maximum of two students can form a team under the guidance of a faculty member and complete the publication in SCI / SCI expanded / SCOPUS indexed / UGC Care list. Credits for the publication will be awarded as mentioned in Table 09. The students are not allowed for credit transfer for the research publication. The research publication completed in a semester during the course of study is eligible for including in the grade sheet in the immediate next EVEN/ODD by registering it.

Table : 8 Research Publication : Award of Letter Grade

Sl. No.	Category of Journal	Credits
1.	One Research Publication in SCI / SCI - Expanded Journal	3
2.	One Research Publication in SCOPUS indexed Journal	2
3.	One Research Publication in UGC Care list Journal	1

13. MARKS DISTRIBUTION**13.1 Question paper pattern****Table : 9 End Semester Examinations**

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

14. PASSING REQUIREMENTS

- 14.1** A student who secures not less than 50% of total marks prescribed for the course [Continuous Assessment + End semester Examinations] with a minimum of 50% of the marks prescribed for the end-semester Examination, shall be declared to have passed the course and acquired the relevant number of credits. This is applicable for theory, theory with practical component and practical courses (including project work).
- 14.2** If a student fails to secure a pass in a theory course / theory with practical component / practical course (except electives), the student shall register and appear only for the end semester examination in the subsequent semester. In such case, the Continuous assessment marks obtained by the student in the first appearance shall be retained and considered valid for all subsequent attempts till the student secures a pass. However, from the third attempt onwards if a student fails to obtain pass marks (Continuous Assessment + End Semester Examination), then the student shall be declared to have passed the examination if he/she secures a minimum of 50% marks prescribed for the end semester examinations alone.
- 14.3** If the course, in which the student has failed, is a Professional Elective or Open Elective course, the student may be permitted to register for the same or any other elective course in the subsequent semesters.

If any other Professional Elective or Open Elective course is opted by the student, the previous registration is cancelled and henceforth it is to be considered as a new Professional Elective or Open Elective course. The student has to register and attend the classes, earn the continuous assessment marks, fulfil the attendance requirements as per clause 9 and appear for the end semester examination.

14.4 If a student fails to secure a pass in project work, the student shall register for the course in the subsequent semester/when offered next and repeat the course.

14.5 The passing requirement for the courses which are assessed only through purely internal assessments (EEC courses except Project Work and laboratory), is 50% of the internal assessment (continuous assessment) marks only

14.6 Valued Answer Script review by the students

All the students are allowed to review their valued answer scripts with the faculty in-charge of the course on the specified date (usually the reopening day). Any discrepancies in the valuation can immediately be brought to the notice of the Controller of Examinations.

14.7 Revaluation

A student can apply for revaluation in a theory course within 2 working days from the date of review of valued answer scripts by the students on payment of a prescribed fee along with prescribed application to the COE through the HOD. The COE will arrange for the revaluation and the following procedure is followed in awarding Grade Points after revaluation:

- i. If there is a change from fail to pass for a Candidate in a Course, Grade Point is awarded as per the applicable (relative/absolute) grading.
- ii. If a passed candidate in a course obtains more marks after revaluation, Revised Grading is used only when the candidate gets Higher Grade, otherwise no change in the grade awarded before the revaluation.

The results will be intimated to the student concerned through the HOD within 5 working days from the last date of application of revaluation. Revaluation is not permitted for practical course, practical component of theory with practical component courses and project work.

14.8 Photocopy

Photo Copies of answer script for theory subjects can be obtained from the office of the Controller of Examinations on payment of a prescribed fee specified for this purpose through proper application.

14.9 Challenge Revaluation

Challenging the revaluation is permitted for those students who have applied for photocopy of answer script. The copy of the answer script is to be valued by a competent authority and the valued script should be submitted to the office of the COE along with prescribed fee for challenging the revaluation within 2 working days after the declaration of the Re-valuation results

15. AWARD OF LETTER GRADES

15.1 The award of letter grades will be decided based on relative grading principle. The relative grading is applicable to ONLY those students who have passed the examination as per the passing requirements enumerated above (vide clause 14). For those students who have not passed the examination, Reappearance (U) shall be awarded as shown in the below Table 10.

For those students who have passed the course, the relative grading shall be done. The marks of those students who have passed only shall be considered for relative grading. The evolved relative grading method normalizes the results data using the BOX-COX transformation method and computes the grade range for each course separately and awards the grade to each student. For a given course, if the students' strength is greater than 30, the relative grading method shall be adopted. However, if the students' strength is less than 30 then the absolute grading shall be followed with the grade range as specified below.

Table : 10 Letter Grades and Range of Marks

O	A+	A	B+	B	C	RA
91 - 100	81 - 90	71 - 80	61 - 70	56 - 60	50 - 55	< 50

The performance of a student shall be reported using letter grades, each carrying certain points as detailed below :

Table : 11 Letter Grades and Grade Points

LETTER GRADE	GRADE POINTS	
O (Outstanding)	10	PASS
A+ (Excellent)	9	
A (Very Good)	8	
B+ (Good)	7	
B (Average)	6	
C (Satisfactory)	5	
U (Re-appearance)	0	RA (Re-appearance)
SA (Shortage of Attendance)	0	RC (Repeat Course)
WD (Withdrawal)	0	EA (Extended Appearance)
AB (Absent)	0	RA (Re-appearance)
WH (Withheld)	0	RA (Re-appearance)

- 15.2** 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 .
- 15.3** 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. .
- 15.4** The letter grade “W” will be indicated for the courses for which the student has been granted authorized withdrawal (refer Clause 10).
- 15.5** For mandatory courses (non-credit), the student must satisfy the minimum attendance requirement & passing criteria as specified for the course as detailed in clause 9.

16. 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 12 : Grievance Redressal Mechanism

Sl. No.	Redressal Sought	Methodology	
		Regular Exam	Arrear Exam
1.	Revaluation	<input type="radio"/> Apply for viewing of answer booklet and then apply for revaluation after course expert recommendation	
2.	Challenge of Evaluation	<input type="radio"/> Apply for viewing of answer booklet and then apply for revaluation after course expert recommendation. <input type="radio"/> Next apply for challenge of evaluation.	
Note : All applications to be made to COE along with the payment of the prescribed fee.			

16.1 Challenge of Evaluation – Flow Process

Table 13 : 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 viewing 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.

16.2 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 Grade Sheet

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

- ① The College Name and Affiliating University.
- ① The list of courses registered during the semester and the grades scored.
- ① The Grade Point Average (GPA) for the semester.
- ① The Cumulative Grade Point Average (CGPA) of all courses registered from first semester onwards.
- ① On completion of a semester, each student is assigned a GPA which is computed as below for all courses registered for, by the student during that semester.

$$\text{① } \text{GPA} = \frac{\sum (C_i \times GP_i)}{\sum C_i}$$

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 **CGPA** up to that point of time.

$$\text{CGPA} = \frac{\sum (C_i \times GP_i)}{\sum C_i}$$

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.

16.4 Formula For Calculating Percentage

$$\text{CGPA} \times 9.5 = \% \text{ of Marks}$$

17. ELIGIBILITY FOR THE AWARD OF DEGREE

A student shall be declared to be eligible for the award of the M.E. / M.Tech. / M.B.A / M.C.A. 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 2023 (R23)
- 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. / M.Tech. / M.B.A. / M.C.A. DEGREE

The degree awarded to eligible students will be classified as given in Table 15.

Table 14 : Classification of the M.E. / M.Tech. / M.B.A. / M.C.A. 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. / M.C.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.
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.B.A. / M.C.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 6.50.

3.	Second Class	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.
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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.

19. PROVISION FOR WITHDRAWAL FROM EXAMINATION

- 19.1** A student may, for valid reasons, (medically unfit/ unexpected family situations/ sports approved by the Chairman) be granted permission to withdraw from appearing for the ESE in any Course or Courses in ANY ONE of the Semester examinations during the entire duration of the Degree Programme. The application shall be sent to the Principal and Chairman through HoD with required documents for approval.
- 19.2** Withdrawal application shall be valid only if the student is eligible to write the Examination (Clause 7) and if it is made within TEN working days before the commencement of the ESE in that Course or Courses and also recommended by the HoD.
- 19.3** Notwithstanding the requirement of mandatory TEN working days notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case.
- 19.4** If a student applies for withdrawal from Project Work, he/she will be permitted for the withdrawal only after the submission of project report before the deadline. However, the student may appear for the viva voce examination within 30/60 days after the declaration of results for Project Work and the same shall not be considered as reappearance.
- 19.5** Withdrawal shall not be considered as an appearance for deciding the eligibility of a student for First Class with Distinction.
- 19.6** Withdrawal is permitted for the ESE in the final semester as per Clause 7.1.

20. BREAK OF STUDY FROM A PROGRAMME

- 20.1** A student is permitted to go on break of study for a single break of one year only.
- 20.2** The student can apply for break of study in advance, in any case, not later than the last date of the first assessment period. The application duly filled by the student shall be submitted through the HoD with the approval of the Principal.
- 20.3** The students permitted to rejoin the Programme after break of study / readmission due to lack of attendance, shall be governed by the curriculum and Regulations in force at the time of rejoining. The students rejoining in new regulations shall apply in the prescribed format through HoD at the beginning of the readmitted semester itself for prescribing additional/equivalent courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.

- 20.4** The total period for completion of the programme reckoned from, the commencement of the first semester to which the student was admitted shall not exceed the maximum period specified in Clause 6 irrespective of the period of break of study in order that the student may be eligible for the award of the Degree (vide Clause 16).
- 20.5** In case there is any period of break of study more than the permitted duration of break of study, the student shall be permitted to continue the Programme only if the approval is obtained from the Director of Technical Education / University through the concerned HoD / Principal before the end of the Semester in which the student has taken break of study.
- 20.6** If a student has not reported to the department for a period of two consecutive Semesters without any intimation, the name of the student shall be deleted permanently from the college enrollment.
- 20.7** During the break of study period, the students shall pay the prescribed tuition fees failing which the name of the student shall be deleted permanently from the enrollment. Such students are not entitled to seek readmission under any circumstances.

21. PROCEDURE FOR USING SCRIBE

If a candidate is physically handicapped (in case of accidents / ill health) at the time of examination, he/she may be permitted to use a scribe to write the examination. The compensatory (additional) time should be half hour for three hour duration of examination. The Scribe shall be a non-engineering student / graduate.

22. FACULTY MENTOR

To help the students in planning their courses of study and for general advice on the academic matters, the HoD will attach a certain number of students (maximum 25) 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,

- ⓧ Advice the students in registering and reappearances registering 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 HoD or in Parent-Teacher meeting.

23. 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.

- ⑤ Evaluating the performance of the students of the class after each test and finding the ways and means of improvement.
- ⑤ Every class in first year of study shall have a class committee consisting of faculty members who are teaching in that class, student representatives
- ⑤ Cross section of students from boys and girls and a chairperson who is a faculty not handling the course for the class.
- ⑤ 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 HoD shall coordinate the activities of this committee.
- ⑤ The class committee shall be constituted by the HoD/Chief mentor on the first week of commencement of the semester.
- ⑤ The class committee shall meet three times in a semester as specified in the academic calendar.
- ⑤ The Principal may participate in any class committee meeting of the institution
- ⑤ 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.
- ⑤ The Chairperson is required to prepare the minutes of the meeting, signed by the members and submit the same to HoD within five working days of the meeting. HoD will in turn consolidate and forward the same to the Principal, within five working days of the meeting.
- ⑤ In each meeting, the action taken report of the previous meeting is to be presented by the Chairperson of the class committee.

24. COMMON COURSE COMMITTEE

- ⑤ 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.
- ⑤ 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.

- ⑤ 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.
- ⑤ Wherever feasible, the common course committee (without the student representatives) shall also prepare a common question paper for the CIA tests. The question paper for the ESE is common and shall be set by the Course Coordinator in consultation with all the teachers or the external member as appointed by the CoE.

25. 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 ;

- ⑤ Time-table, course syllabus, program outcomes, course outcomes.
- ⑤ Details of attendance of each student marked in each theory/practical/project work class.
- ⑤ CIA 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.

26. 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 Institution. The Principal shall refer any act of indiscipline by students to the Discipline and Welfare Committee and other appropriate committees for action.

27. 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			

Programme : Masters Degree (M.E./M.Tech) - M	Course Type T - Theory P - Practical / Project/ Internship E - Elective O - Open Elective C - One Credit Courses N - Online courses S - Special Electives
Regulation : R – 19	
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	Semester 1 - First Semester 2 - Second Semester 3 - Third Semester 4 - Fourth Semester Sequence Number 00 - 99

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.
- ① 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.
- ① 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

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.

- ① 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 semester 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 CoE, 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 non-verbally; the candidate	
6.	causing suspicious movement of his/her body.	
7.	Irrelevant writing by the candidate in the answer script.	
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 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 revaluation 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>

10.	The candidate possessing cell phone(s)/programmable calculator(s)/any other electronic storage device(s) gadgets and containing incriminating materials (whether used or not).	<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 revaluation 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 the question paper of another candidate with additional writing on it.	
12.	The candidate passing his/her question paper to another candidate with additional writing on it.	
13.	The candidate passing incriminating materials brought into the examination hall in any medium (hard/soft) to other candidate(s).	
14.	The candidate copying from neighbouring candidate.	
15.	The candidate taking out of the examination hall answer booklet(s), used or unused.	
16.	Appeal by the candidate in the answer script coupled with a promise of any form of consideration.	<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 revaluation 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> <ol style="list-style-type: none"> 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. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears-subjects for two subsequent semesters.
17.	Candidate destroying evidence relating to an alleged irregularity.	

18.	Vulgar / offensive writings by the candidate in the answer script.	Invalidating the examinations of all the theory and practical subjects of the current semester and all the arrears –subjects registered by the candidate.
19.	The candidate possessing the answer script of another candidate.	
20.	The candidate passing his /her answer script to another candidate.	
21.	Involved in any one or more of the malpractices of serial no. 8 to 21 for the second or subsequent times.	Invalidating the examinations of all the theory and practical courses of the current semester and all the arrears- courses registered by the candidate.
22.	The candidate substituting an answer sheets prepared outside the examination hall for the one already distributed to the candidate.	Additional Punishment : 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. ii. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears - subjects for two subsequent semesters.
23.	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 courses of the current semester and all the arrears- courses registered by the candidate.
24.	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.	Additional Punishment : 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. ii. If the candidate has completed the programme, he/she is prevented from writing the examinations of the arrears - courses for four subsequent semesters.
25.	Candidate possessing any firearm / weapon inside the examination hall.	

26.	Cases of Impersonation	<p>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.</p> <p>If a student 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.</p> <p>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 .</p>
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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 – Kalaighnarkarunanidhi Institute of Technology

(An Autonomous Institution)

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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 be a globally renowned institution for academics and research in engineering, technology, and management studies towards upholding social responsibility.	
Mission	
*	Fostering wisdom through education, research, and innovation, with a special focus on students pursuing engineering, technology, and management studies.
*	Investing in modern and sustainable infrastructure, providing cutting-edge technologies and resources to foster a dynamic and holistic learning environment for students and faculty.
*	Fostering strong industry-institute partnerships to bridge the gap between theoretical knowledge and practical application, ensuring students face real-world challenges.
*	Cultivating a culture of professional and social responsibilities to create, develop, and manage global enterprises with ethical standards.

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.	
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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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



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Department of Management Studies

Conceptual Frame work (For Students admitted from the Academic Year 2023-24 and onwards)					
Semester	Level of Course	Hours / Week	No. of Courses	Range of Credits / Courses	Total Credits
PART – I					
A - Foundation Courses					
-	-	-	-	-	-
B - Professional Core Courses					
I to IV	Professional Core (PC)	4-5	18	3-4	54
C - Elective Courses					
III	Professional Elective (PE)	4-5	6	4	24
D - Project Work					
IV	Project Work (PW)	24	1	12	12
E - Mandatory Courses Prescribed by AICTE/UGC (Not to be Included for CGPA)					
I to III	Mandatory Course (MC)	-	-	NC	NC
Total Credit					90
PART – II					
F- Career Enhancement Courses (CEC)					
I	Soft Skills	4	1	2	2
	Business and Current affairs	4	1	2	2
II	Business domain knowledge	4	1	2	2
III	Internship Training	-	1	2	2
	Professional Certificate Course-I	-	1	-	-
	Design Thinking and Innovation	4	1	2	2
IV	Professional Certificate Course-II	-	1	-	-
Total Credit					10
Total Credit to be Earned					100

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Curriculum and Scheme of Assessment (For Students admitted from the Academic Year 2023-24 and onwards)	
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Semester – I										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
-	Induction Programme	-	-	-	-	-	-	-	-	-
Theory										
M23MBT101	Management Principles and Organization Behaviour	PC	3	3	0	0	3	40	60	100
M23MBT102	Business Economics	PC	4	4	0	0	4	40	60	100
M23MBT103	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100
M23MBT104	Accounting for Management	PC	4	3	1	0	4	40	60	100
M23MBT105	Legal Aspects of Business	PC	3	3	0	0	3	40	60	100
M23MBT106	Business Statistics	PC	4	3	1	0	4	40	60	100
Practical										
M23MBP101	Data Analysis laboratory - I	PC	4	0	0	4	2	60	40	100
M23CEP101	Business and Current Affairs	CEC	4	0	0	4	2	100	-	100
M23CEP102	Corporate Communication and Etiquettes	CEC	4	0	0	4	2	100	-	100
-	Outbound Training Programme	MC	-	-	-	-	-	-	-	-
Total credits to be earned							27			

Semester – II										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
Theory										
M23MBT201	Marketing Management	PC	3	3	0	0	3	40	60	100
M23MBT202	Financial Management	PC	4	3	1	0	4	40	60	100
M23MBT203	Human Resource Management	PC	3	3	0	0	3	40	60	100
M23MBT204	Digital Business Information System	PC	3	3	0	0	3	40	60	100
M23MBT205	Operations and Quality Management	PC	3	3	0	0	3	40	60	100
M23MBT206	Business Research Methods	PC	3	3	0	0	3	40	60	100
M23MBT207	Operations Research	PC	4	3	1	0	4	40	60	100
Practical										
M23MBP201	Data Analysis laboratory – II	PC	4	0	0	4	2	60	40	100
M23CEP201	Business Domain Knowledge	CEC	4	0	0	4	2	100	-	100
-	NPTEL / Online Course	MC	-	-	-	-	-	-	-	-
Total credits to be earned							27			



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Semester – III										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
Theory										
	Professional Elective – I	PE	4	4	0	0	4	40	60	100
	Professional Elective – II	PE	4	4	0	0	4	40	60	100
	Professional Elective – III	PE	4	4	0	0	4	40	60	100
	Professional Elective – IV	PE	4	4	0	0	4	40	60	100
	Professional Elective – V	PE	4	4	0	0	4	40	60	100
	Professional Elective – VI	PE	4	4	0	0	4	40	60	100
Practical										
M23MBP301	Internship Training	CEC	-	-	-	-	2	100	-	100
M23CEP301	Professional Certificate Course – I	CEC	-	-	-	-	-	100	-	100
M23CEP302	Design Thinking and Innovation	CEC	4	0	0	4	2	100	-	100
-	Business Ethics and Human Values	MC	-	-	-	-	-	-	-	-
Total credits to be earned							28			
INTERNSHIP TRAINING										
<p>The internship – Organization Structure study report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The internship training report should be around 30 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 internship training final report should be submitted with in forty-five working day from the date of third semester commencement. The training period should be 4 weeks.</p> <p>*** Students should Choose two specialization streams and should opt three elective courses in each specialization stream.</p>										
Semester – IV										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
Theory										
M23MBT401	International Business Management	PC	3	3	0	0	3	40	60	100
M23MBT402	Strategic Management	PC	3	3	0	0	3	40	60	100
Practical										
M23MBP401	Project Work	PW	24	0	0	24	12	40	60	100
M23CEP401	Professional Certificate Course – II	CEC	-	-	-	-	-	100	-	100
Total credits to be earned							18			
TOTAL NUMBER OF CREDIT : 100										



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PROFESSIONAL CORE (PC)										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
M23MBT101	Management Principles and Organization Behaviour	PC	3	3	0	0	3	40	60	100
M23MBT102	Business Economics	PC	4	4	0	0	4	40	60	100
M23MBT103	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100
M23MBT104	Accounting for Management	PC	4	3	1	0	4	40	60	100
M23MBT105	Legal Aspects of Business	PC	3	3	0	0	3	40	60	100
M23MBT106	Business Statistics	PC	4	3	1	0	4	40	60	100
M23MBP101	Data Analysis laboratory - I	PC	4	0	0	4	2	60	40	100
M23MBT201	Marketing Management	PC	3	3	0	0	3	40	60	100
M23MBT202	Financial Management	PC	4	3	1	0	4	40	60	100
M23MBT203	Human Resource Management	PC	3	3	0	0	3	40	60	100
M23MBT204	Digital Business Information System	PC	3	3	0	0	3	40	60	100
M23MBT205	Operations and Quality Management	PC	3	3	0	0	3	40	60	100
M23MBT206	Business Research Methods	PC	3	3	0	0	3	40	60	100
M23MBT207	Operations Research	PC	4	3	1	0	4	40	60	100
M23MBP201	Data Analysis laboratory – II	PC	4	0	0	4	2	60	40	100
M23MBT401	International Business Management	PC	3	3	0	0	3	40	60	100
M23MBT402	Strategic Management	PC	3	3	0	0	3	40	60	100

PROJECT WORK (PW)										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
M23MBP401	Project Work	PW	24	0	0	24	12	40	60	100



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PROFESSIONAL ELECTIVE (PE)										
Semester – III										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
Marketing										
M23MBE301	Digital and Social Media Marketing	PE	4	4	0	0	4	40	60	100
M23MBE302	Green Marketing	PE	4	4	0	0	4	40	60	100
M23MBE303	Integrated Marketing Communication	PE	4	4	0	0	4	40	60	100
M23MBE304	Retail Management	PE	4	4	0	0	4	40	60	100
M23MBE305	Rural Marketing	PE	4	4	0	0	4	40	60	100
M23MBE306	Services Marketing	PE	4	4	0	0	4	40	60	100
Finance										
M23MBE311	Banking Financial Services Management	PE	4	4	0	0	4	40	60	100
M23MBE312	Financial Derivatives	PE	4	4	0	0	4	40	60	100
M23MBE313	International Finance	PE	4	4	0	0	4	40	60	100
M23MBE314	Merchant Banking and Financial Services	PE	4	4	0	0	4	40	60	100
M23MBE315	Project Appraisal and Finance	PE	4	4	0	0	4	40	60	100
M23MBE316	Security Analysis and Portfolio Management	PE	4	4	0	0	4	40	60	100
HR										
M23MBE321	Industrial Relations and Labour Welfare	PE	4	4	0	0	4	40	60	100
M23MBE322	Leadership and Team Building	PE	4	4	0	0	4	40	60	100
M23MBE323	Organizational Change and Development	PE	4	4	0	0	4	40	60	100
M23MBE324	Performance Management and Compensation Practices	PE	4	4	0	0	4	40	60	100
M23MBE325	Strategic Human Resource Management	PE	4	4	0	0	4	40	60	100
M23MBE326	Talent Management	PE	4	4	0	0	4	40	60	100
SYSTEM										
M23MBE331	Data Mining for Business Intelligence	PE	4	4	0	0	4	40	60	100
M23MBE332	Digital Transformation	PE	4	4	0	0	4	40	60	100
M23MBE333	E- Business Management	PE	4	4	0	0	4	40	60	100
M23MBE334	Enterprise Resource Planning	PE	4	4	0	0	4	40	60	100
M23MBE335	Information Security Management	PE	4	4	0	0	4	40	60	100
M23MBE336	Technology Management	PE	4	4	0	0	4	40	60	100



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Production and Operations										
M23MBE341	Business Process Reengineering	PE	4	4	0	0	4	40	60	100
M23MBE342	Lean Six Sigma	PE	4	4	0	0	4	40	60	100
M23MBE343	Logistics and Supply Chain Management	PE	4	4	0	0	4	40	60	100
M23MBE344	Product Design and Development	PE	4	4	0	0	4	40	60	100
M23MBE345	Project Management	PE	4	4	0	0	4	40	60	100
M23MBE346	Services Operations Management	PE	4	4	0	0	4	40	60	100
Entrepreneurship										
M23MBE351	Agribusiness Management	PE	4	4	0	0	4	40	60	100
M23MBE352	Business Plan Development	PE	4	4	0	0	4	40	60	100
M23MBE353	Event Management	PE	4	4	0	0	4	40	60	100
M23MBE354	Export Management and Documentation	PE	4	4	0	0	4	40	60	100
M23MBE355	Innovation, Incubation, Clusters and Technology Entrepreneurship	PE	4	4	0	0	4	40	60	100
M23MBE356	Startups and Venture Funding	PE	4	4	0	0	4	40	60	100
Business Analytics										
M23MBE361	Data Science Using R	PE	4	4	0	0	4	40	60	100
M23MBE362	Financial Analytics	PE	4	4	0	0	4	40	60	100
M23MBE363	Human Resource Analytics	PE	4	4	0	0	4	40	60	100
M23MBE364	Marketing Analytics	PE	4	4	0	0	4	40	60	100
M23MBE365	Supply Chain Analytics	PE	4	4	0	0	4	40	60	100
M23MBE366	Web and Social Media Analytics	PE	4	4	0	0	4	40	60	100
Tourism and Hospitality										
M23MBE371	Tourism Principles and Practices	PE	4	4	0	0	4	40	60	100
M23MBE372	Strategic Tourism Management	PE	4	4	0	0	4	40	60	100
M23MBE373	Tourism Entrepreneurship	PE	4	4	0	0	4	40	60	100
M23MBE374	Hospitality Management	PE	4	4	0	0	4	40	60	100
M23MBE375	Automation in Hospitality Industry	PE	4	4	0	0	4	40	60	100
M23MBE376	Service Quality Management in Hospitality	PE	4	4	0	0	4	40	60	100



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Logistics and Supply Chain										
M23MBE381	Principles and Practice of Logistics Management	PE	4	4	0	0	4	40	60	100
M23MBE382	Domestic and International Logistics	PE	4	4	0	0	4	40	60	100
M23MBE383	Inventory & Warehousing Management	PE	4	4	0	0	4	40	60	100
M23MBE384	Packaging and Material Handling	PE	4	4	0	0	4	40	60	100
M23MBE385	Supply Chain Management	PE	4	4	0	0	4	40	60	100
M23MBE386	Export & Import Management	PE	4	4	0	0	4	40	60	100
Hospital Administration										
M23MBE391	Hospital Planning and Administration	PE	4	4	0	0	4	40	60	100
M23MBE392	Hospital Records Management	PE	4	4	0	0	4	40	60	100
M23MBE393	Hospital Core Services	PE	4	4	0	0	4	40	60	100
M23MBE394	Hospital Support Services	PE	4	4	0	0	4	40	60	100
M23MBE395	Operations Management in Healthcare	PE	4	4	0	0	4	40	60	100
M23MBE396	Total Quality Management in Hospital	PE	4	4	0	0	4	40	60	100

CAREER ENHANCEMENT COURSE (CEC)										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
M23CEP101	Business and Current Affairs	CEC	4	0	0	4	2	100	-	100
M23CEP102	Corporate Communication and Etiquettes	CEC	4	0	0	4	2	100	-	100
M23CEP201	Business Domain Knowledge	CEC	4	0	0	4	2	100	-	100
M23MBP301	Internship Training	CEC	-	-	-	-	2	100	-	100
M23CEP301	Professional Certificate Course – I	CEC	-	-	-	-	-	100	-	100
M23CEP302	Design Thinking and Innovation	CEC	4	0	0	4	2	100	-	100
M23CEP401	Professional Certificate Course – II	CEC	-	-	-	-	-	100	-	100

MANDATORY COURSE (MC)										
Course Code	Course Name	CT	Instructional Hours					Assessment		
			CP	L	T	P	C	CIA	ESE	Total
-	Outbound Training Programme	MC	-	-	-	-	-	-	-	-
-	NPTEL / Online Course	MC	-	-	-	-	-	-	-	-
-	Business Ethics and Values	MC	-	-	-	-	-	-	-	-



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Syllabus

Semester - I

MBA	M23MBT101 - MANAGEMENT PRINCIPLES AND ORGANIZATION BEHAVIOUR	L	T	P	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
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.		

UNIT – II	FUNCTIONS OF MANAGEMENT	9
Planning - planning process - Nature and purpose of organizing - Organization structure - Line and staff authority - Departmentation - Span of control - Centralization and decentralization - Delegation of authority - controlling techniques.		

UNIT – III	INDIVIDUAL BEHAVIOUR	9
Personality : types - Factors influencing personality – Theories – Learning : Types of learners – Learning theories. Emotions : Emotional Labour- Emotional Intelligence - Theories. Attitudes : Characteristics Components - Formation – Measurement - Values. Perceptions : Factors influencing perception. Motivation : Types – Theories.		

UNIT – IV	GROUP BEHAVIOUR	9
Groups in organizations - Influence - Group dynamics - Emergence of informal leaders and working norms - Group decision making techniques – Team building - Interpersonal relations – Communication - Barriers - Types.		



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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	Apply the management thought, theories and strategies for effective managerial decision-making and problem-solving. (K3)
CO2	Make use of the functions of management and its principles in designing organizational processes. (K3)
CO3	Analyze impact of attitudes, values, and perception in shaping individual behavior at the workplace. (K4)
CO4	Discover Group behavior in organization. (K4)
CO5	Interpret the effectiveness of various Leadership styles in organizational development. (K5)

Text Books	
1.	Harold Koontz and Heinz Weihrich, 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 Weihrich, 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, Organizational Behavior, McGraw Hill, 12 th Edition.



Approved by BoS Chairman

MBA	M23MBT102 - BUSINESS ECONOMICS	L	T	P	C
		4	0	0	4

Course Objectives

1.	To explain principles of micro and macroeconomics relevant to managing an organization.
2.	To understand the market forces that is demand and supply.
3.	To describe the consumer behaviour in market.
4.	To understand the nature of product market, factor market, production functions and cost analysis.
5.	To familiarize with the market structure and pricing strategies.

UNIT – I	INTRODUCTION	12
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Basic Concepts and Principles: Definition - Basic Assumptions - Types of Economic Analysis - Kinds of Economic Decision - Economic Principles. Micro economic analysis: Theory of Firms- Forms of Ownership, Profit Maximization Theory. Macroeconomic factors – Economic Transition in India.

UNIT – II	DEMAND AND SUPPLY ANALYSIS	12
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Definition of Demand - Law of Demand and its determinants and exceptions, Elasticity of demand - Demand forecasting - Demand and supply relationship - Supply – Law of Supply – factors affecting supply - Market Equilibrium, Elasticity of Demand and supply – Law of Diminishing Marginal Utility – case study.

UNIT – III	CONSUMER BEHAVIOUR	12
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Introduction to Consumer behavior, Utility, Cardinal utility approach, Ordinal approach, Indifference Curve Approach - Indifference Curves, Properties of Indifference Curves, Consumer's equilibrium using Indifference curve analysis and Consumer surplus.

UNIT – IV	ANALYSIS OF PRODUCTION AND COST CONCEPTS	12
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Introduction to product market and factor market - Theory of Production: factors of production - Types of Inputs - Production Functions with one and two variable input – law of variable proportions - Isocost Line. Producer's Equilibrium - Return to Scale - Economics of Scale. Cost Concepts : Types - Short Run and Long run cost. Revenue Analysis : Types of Revenue Curves and their applications and Break even analysis.



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UNIT – V	MARKET STRUCTURES AND DECISION MAKING	12
Market Morphology - Types of Market Structures and its Characteristics – determinants of Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – Equilibrium conditions-Game theory – types, static and dynamic games – Prisoner's dilemma game. Pricing: objectives, policies and Strategies, sustainability business model circles of sustainability – case study.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the fundamental concept and principles of micro and macroeconomics. (K2)
CO2	Apply the concept of demand and supply, elasticity's for forecasting of demand. (K3)
CO3	Examine the consumer behaviour using the concepts of utility and indifference curve analysis. (K4)
CO4	Analyze the production function, cost and revenue for business implications. (K4)
CO5	Classify the market structures and pricing strategies for achieving general equilibrium in the market. (K4)

Text Books	
1.	Ramesh Singh, Indian Economy, Tata McGraw Hill, 2019.
2.	Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", 3 rd Edition, McGraw Hill Education, New Delhi, 2017.
3.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhary and Anindya Sen, Economics, 9 th edition, Tata McGraw Hill, New Delhi, 2010.

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.
5.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9 th Edition, 2012.



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MBA	M23MBT103 - ENTREPRENEURSHIP DEVELOPMENT	L	T	P	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 the venture planning.
5.	Students will gain knowledge about the management of small business functions.

UNIT – I	ENTREPRENEURIAL COMPETENCE	9
Entrepreneurship concept – Entrepreneurship as a Career – Types of Entrepreneur- Entrepreneurial Personality - Characteristics of Successful, Knowledge and Skills of Entrepreneur - Opportunities for Women Entrepreneurs in India.		

UNIT – II	ENTREPRENEURIAL ENVIRONMENT	9
Business Environment - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business – FDI policies.		

UNIT – III	BUSINESS PLAN PREPARATION	9
Idea Generation - Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Feasibility Analysis Feasibility Report Preparation – Business Plan Model and Evaluation Criteria – Case Study.		

UNIT – IV	ENTREPRENEURIAL VENTURE PLANNING	9
Opportunity Assessment and Mapping – Challenges of new venture startups - Resource Mobilization: Financing to Corporate Venture, Human Resources and Operations Planning - Product Launching - Market and Channel Selection - Growth Strategies – John Mullins Seven Domains Model – Business Incubation - Venture Capital – Case Study.		




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UNIT – V	MANAGEMENT OF SMALL BUSINESS	9
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business – Case Study.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Identify their strengths and weaknesses in terms of qualities and traits required to be a successful entrepreneur in the context of a founding team. (K3)
CO2	Identify the entrepreneurial environment. (K3)
CO3	Analyze and validate a business model and business plan for their idea. (K4)
CO4	Discover the opportunity and evaluation of viable business ideas for new venture creation. (K4)
CO5	Assess the knowledge about the management of small business functions. (K5)

Text Books	
1.	Robert D. Hisrich, Michael P. Peters, Entrepreneurship, Edition 11, Tata McGraw Hill, New Delhi, 2020.
2.	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.

Reference Books	
1.	Abha Mathur, Fundamentals of Entrepreneurship, Taxmann Publications, 2018.
2.	Arya Kumar, Entrepreneurship - Creating and Leading an Entrepreneurial Organization Pearson, 2012.
3.	Donald F Kuratko, T.V Rao. Entrepreneurship : A South Asian perspective, Cengage, 2012.



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MBA	M23MBT104 - ACCOUNTING FOR MANAGEMENT	L	T	P	C
		3	1	0	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 and Cost Volume Profit Analysis.
5.	To understand the budget and budgetary control and its practical applications.

UNIT – I	FINANCIAL ACCOUNTING	12
Introduction to Financial, Cost and Management Accounting - Accounting Standards - Generally accepted accounting principles, Conventions and Concepts – preparation of Journal, Ledger, Trial balance - Profit and Loss account and Balance sheet.		

UNIT – II	COMPANY ACCOUNTS	12
Forms of Business organization - Maintenance of Books of Account - Statutory Books - sources of funds - Alteration of share capital - Preferential allotment, Employees stock option - Buyback of securities - Final Accounts of Company (as per the schedule III of companies Act 2013).		

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

UNIT – IV	COST ACCOUNTING	12
Meaning – Elements of costs - Cost sheet preparation - Marginal costing and profit planning – Cost Volume Profit Analysis – Break Even Analysis, including decision making - Make or Buy decisions - Determination of sales mix.		



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UNIT – V	BUDGETING AND BUDGETARY CONTROL	12
Budget : Needs, Classifications – cash, sales, flexible budgets – Concept of Budgetary Control : Meaning and process - accounting disclosure practices in India.		
Total Instructional hours : 60		

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 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 organization. (K5)

Text Books	
1.	Narayanaswamy R, Financial Accounting - A managerial perspective, New Delhi, PHI Learning, 7 th Edition, 2021.
2.	Khan M Y & Jain P.K, Management Accounting, Tata McGraw Hill, 8 th Edition, 2021.
3.	Horngren, Surdem, Stratton, Burgstahler, & Schatzberg, Introduction to Management Accounting, PHI Learning, 16 th Edition.
4.	Narashiman.M.S, Financial statement analysis, Cengage, 2016.

Reference Books	
1.	Sawyers, Jackson, Jenkins & Arora, Managerial Accounting, 2 nd edition, Cengage, 2016.
2.	Godwin, Alderman, Sanyal, Financial Accounting, 2 nd edition, Cengage, 2016.
3.	Stice & Stice, Financial Accounting Reporting and Analysis, 8 th edition, Cengage, 2010.
4.	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
5.	Maheshwari S. N, Financial and Management Accounting, Sultan Chand and Sons, 2022.



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MBA	M23MBT105 – LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3

Course Objectives

1.	To create the knowledge of Legal perspective and its practices to improvise the business.
2.	To understand the importance of sale of goods and negotiable instruments Act.
3.	To impart basic knowledge of the provisions of the Companies Act 2013.
4.	To create awareness of legal principles involved corporate tax and GST.
5.	To enrich the knowledge about consumer protection act and cyber law.

UNIT – I	THE INDIAN CONTRACT ACT 1872	9
Meaning and Essentials of elements and types of contract, Performance of Contract, Discharge, Breach of contract and Remedies for Breach, Quasi Contracts. Contract of Agency: Creation and types of agents, Authorities and liabilities of agent and principal – rights and duties, termination of agency.		

UNIT – II	THE SALE OF GOODS ACT AND THE NEGOTIABLE INSTRUMENTS ACT	9
Documents of title to goods - Formation of contract of sale - Conditions and Warranties - performance of sales contracts - transfer of property - rights of an unpaid seller. Negotiable Instruments Act: Nature and requisites - Types of negotiable instruments, liability of parties, holder in due course and discharge of negotiable instruments.		

UNIT – III	COMPANIES ACT 2013	9
Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus. Secretary - Power, duties and liabilities. Director – appointment, power, duties and liabilities. Meetings – Types of Meeting, winding up of companies, Amendments of Companies Act, 2013. NGO and its legal aspects.		

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



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UNIT – V	CONSUMER PROTECTION ACT AND 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	Construct the various contract and agency for facilitating organization functions. (K3)
CO2	Make use of sale of goods act and negotiable instrument act to create buyer and seller relationship. (K3)
CO3	Apply the basic concepts of company formation, appointment, power, duties of directors and winding up of companies. (K3)
CO4	Organize the role of corporate tax planning in optimizing tax liabilities for businesses. (K3)
CO5	Utilize consumer protection and cyber law. (K3)

Text Books	
1.	Datey V.S, GST Ready Reckoner, Taxmann Publishing, 2007.
2.	Kapoor, N.D, Elements of Mercantile Law, 30 th edition, New Delhi, Sultan Chand & Sons, 2015.
3.	Maheshwari, S.N. and Maheshwari.S.K, A Manual of Business Law, 6 th 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	M23MBT106 - BUSINESS STATISTICS	L	T	P	C
		3	1	0	4

Course Objectives

1.	Use the statistical tools in engineering problems.
2.	Organize and summarize data by using descriptive statistics and appropriate statistical graphics.
3.	Gain knowledge on testing of hypothesis.
4.	Acquaint the knowledge in testing of non-parametric test with applications in real life problems.
5.	Interpret design of experiments, simple correlation and linear regression analysis in business decision making.

UNIT – I	INTRODUCTION TO STATISTICS	12
Introduction to Statistics, Descriptive Statistics: Measures of Central Tendency - measures of dispersion. Classification and tabulation of univariate - Bivariate - Multivariate Data. Probability distributions: Binomial, Poisson, Uniform and Normal distributions – conditional probability.		

UNIT – II	SAMPLING DISTRIBUTION AND ESTIMATION	12
Introduction to universe or population - sampling principles - 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 - PARAMETRIC 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 standard deviations. 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.		



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UNIT – V	DESIGN OF EXPERIMENTS, CORRELATION AND REGRESSION	12
Completely randomized design – Randomized block design – Latin square design. Correlation coefficient - Spearman rank correlation - non repeated and repeated items - Karl Pearson's coefficient of correlation - Regression Analysis. Estimation of Regression line – Method of Least Squares.		
Total Instructional hours : 60		

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	M23MBP101 - DATA ANALYSIS LABORATORY - I	L	T	P	C
		0	0	4	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 - 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) - 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.		



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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.		

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, gridlines - Using Charts - Formatting Charts. Pivot Table - Dashboard.		

Total Instructional hours : 60

Course Outcomes : Students will be able to	
CO1	Make use of basic concepts of MS Word and MS Excel. (K3)
CO2	Identify the appropriate logical functions for data abstraction. (K3)
CO3	Experiment with data validation tools and techniques. (K3)
CO4	Apply the sorting and filtering commands for business data analysis. (K3)
CO5	Organize the data's into various formatting methods. (K3)

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 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.



Approved by BoS Chairman

MBA	M23CEP101 - BUSINESS AND CURRENT AFFAIRS	L	T	P	C
		0	0	4	2

Course Objectives	
1.	To understand the macroeconomic tools.
2.	To familiarize the learners with current affairs
3.	To Acquire knowledge on recent business trends and technology.
4.	To understand mass communication.
5.	To gain Knowledge through various book review activities

UNIT – I	INTRODUCTION TO ECONOMIC INDICES	6
Basket of currencies, mechanism of Exchange rates, Inflation, repo rate, reverse repo rate, Oil price, GDP, Stock market.		

UNIT – II	NEWS ANALYSIS	6
Business, Corporate, National, International, Technology, Politics, Sports.		

UNIT – III	KNOWLEDGE POINT PRESENTATIONS	6
Latest topics from Technology, Business and Economics.		

UNIT – IV	GROUP DISCUSSIONS & OTHER ACTIVITIES	6
Topics related to Management, Current affairs and Society, Goal setting with action plan, OST report guidance.		

UNIT – V	BOOK REVIEW	6
Management books, Autobiographies, Biographies, Entrepreneurship, Building organizations.		

Total Instructional hours : 30



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Course Outcomes : Students will be able to	
CO1	Interpret economic indices, basket of currencies and currency dynamics. (K2)
CO2	Develop awareness through newspaper readings. (K3)
CO3	Plan for presentation on recent business trends and technology. (K3)
CO4	Apply and appreciate mass communication and different cultures. (K3)
CO5	Develop communication skills through peer interactions. (K3)

Text Books and Reference Books : Open Sources. (Websites, Books, Magazines, Articles, Journals and other media sources.)



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MBA	M23CEP102 - CORPORATE COMMUNICATION AND ETIQUETTES	L	T	P	C
		0	0	4	2

Course Objectives	
1.	To familiarize learners with the mechanics of writing, Integrated Speaking and Presentation Skills.
2.	To enable learners to write in English precisely and effectively.
3.	To understand Group/Mass Communication at corporates.
4.	To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.
5.	To optimize the Employability and Corporate Skills.

UNIT – I	COMMUNICATION AND BUSINESS PRESENTATION	6
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Business Communication-components & Types, non – verbal communication – Cross cultural communication, Understanding of Corporate and Employee Communication. Delivering the business presentation, visual aids, hand-outs, Time management techniques and effective planning.

UNIT – II	WRITTEN COMMUNICATION	6
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Characterizing & business reports, Types and forms of reports, Project proposals, collection of data, charts, writing the report, documenting the sources, Resume Preparation.

UNIT – III	INTERPERSONAL AND INTERVIEW SKILLS	6
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Interview skills : Types of interview, preparation for interview, mock interview and corporate expectation. Group Discussion - successful GD techniques. Team building, Professional networking and protocols, Telephone etiquette.

UNIT – IV	PERSONAL AND SOCIAL COMMUNICATION	6
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Day-to-day conversations with family, friends and professionals. Telephone calls (official), colleagues in the work spot, discussing issues (social, political, cultural and any social gathering). Talking about films, books, news items, T.V. programmes, sharing jokes.



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UNIT – V	EMPLOYABILITY AND CORPORATE SKILLS	6
Time management and effective planning. Stress management and coping strategies - simple physical exercises, Yoga, Meditation and Relaxation techniques. Decision making and Negotiation skills, People skills, Team work, developing leadership qualities.		
Total Instructional hours : 30		

No end semester examination required for this course. Only continues evaluation.

Course Outcomes : Students will be able to	
CO1	Develop Communication and presentation skills. (K3)
CO2	Select opinions efficiently in different genres of writing. (K3)
CO3	Make use of various concepts and ideas for developing interpersonal skills. (K3)
CO4	Apply personal and social communication for lifelong learning. (K3)
CO5	Develop the employability skills. (K3)

Reference Books	
1.	Sutapa Banerjee, Soft Skill Business and Professional Communication, Dream tech Press, Wiley India, 2021.
2.	RC Sharma, Krishna Mohan, Virendra Singh Nirban, business correspondence and report writing, 6 th edition, McGraw Hill, 2020.
3.	Raymond V Lesikar, John D Pettit, and Mary E Flatly, (2009), Lesikar's Basic Business Communication, 11 th ed. New Delhi, Tata McGraw-Hill, 2009.
4.	E.H. McGrath, S.J. Basic Managerial Skills for All. 9 th ed. Prentice-Hall of India, New Delhi, 2012.
5.	Richard Denny, Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
Management Books	
6.	Robin Sharma -The greatness guide
7.	Steven Covey -7 Habits of Effective people
8.	Arindham Chaudhuri- Count your chickens before they hatch
9.	Ramadurai TCS Story
10.	Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar
11.	Review : Harvard Business review
12.	Reports : Deloitte Netsis
13.	Magazines : Bloomberg Businessweek, Economist



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Semester - II

MBA	M23MBT201 - MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives	
1.	To understanding the marketing environment and nuances of modern marketing.
2.	Acquire the essential strategies of marketing mix practices in business.
3.	To know the process to formulate and manage the B2B marketing strategy including all key components.
4.	Compare and contrast different perspectives that characterize the consumer behaviour.
5.	To understand the marketing research and emerging trends.

UNIT – I	INTRODUCTION	9
Marketing - Definitions - Conceptual frame work - Difference between marketing and selling. Marketing environment : Internal and External - Marketing in global environment - Prospects and Challenges. Marketing interface with other functional areas – Business models and Value chain analysis – case study.		

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

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

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



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UNIT – V	MARKETING RESEARCH AND EMERGING TRENDS	9
Marketing Information System - Research Process - Concepts and applications : Product, Advertising, Promotion, Retail research, Customer attitude measurement - Consumer Behaviour – Marketing analytics for marketing decision - Online marketing - Emerging trends.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Identify the components of micro and macro marketing environment and indicate their impact on various Business sectors. (K3)
CO2	Apply the Segmentation, Targeting and Positioning for Consumer market and product pricing strategies. (K3)
CO3	Analyze key marketing strategies and marketing mix component to effectively address the challenges.(K4)
CO4	Examine the consumer buying behavior by apply the principles of buyer behaviour model. (K4)
CO5	Assess marketing research for product development, Promotion and consumer behaviour to enhance marketing strategies. (K5)

Text Books	
1.	Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson education, 16th Edition, 2021.
2.	KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, second edition, 2019

Reference Books	
1.	Lamb, hair, Sharma, Mc Daniel - Marketing - An Innovative approach to learning and teaching - A south Asian perspective, Cengage Learning, 2016.
2.	Paul Baines, Chris Fill and Kelly Page, Essentials of Marketing, Oxford University Press, 4 th Edition, 2013.
3.	Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2 nd Edition, 2011
4.	Philip Kotler, Kevin Lane Keller, Jagdish N. Sheth, G Shainesh and Alexander Chernev Marketing Management - Indian case studies, Pearson 16 th Edition, 2022.



Approved by BoS Chairman

MBA	M23MBT202 - FINANCIAL MANAGEMENT	L	T	P	C
		3	1	0	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.



Approved by BoS Chairman

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

UNIT – V	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 – crowd funding – peer to peer lending.		
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	Appraise 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	Choose the 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, 10th 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.



Approved by BoS Chairman

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.

**Approved by BoS Chairman**

MBA	M23MBT203 - HUMAN RESOURCE MANAGEMENT	L	T	P	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	9
Evolution of human resource management - The importance of the human factor – HRM Models - Challenges - Inclusive growth and affirmative action – Skill, competencies and Role of HR Professionals - Human resource policies - Computer applications in human resource management - Human resource accounting and audit.		

UNIT – II	THE CONCEPT OF BEST FIT EMPLOYEE	9
Importance of Human Resource Planning - Forecasting Methods - Job analysis - Recruitment: Process - methods, Selection: Process - Methods, Induction, Socialization: Importance - methods, retention.		

UNIT – III	TRAINING AND EXECUTIVE DEVELOPMENT	9
Boarding New Employees – Orientation – HRD - Training methods – purpose. ADDIE five step model - Conducting training need analysis - Designing training program, developing training program and implementing training program – Executive Development Program - Common practices - Benefits - Self-development - Knowledge management.		

UNIT – IV	PERFORMANCE MANAGEMENT & COMPENSATION	9
Performance Appraisal - meaning, process, methods, challenges - Promotion, demotion -Current trends in performance management. Compensation Plan - meaning, types - basic factors in determining pay rates – Executive compensation, Incentive plan for sales people - Recent trends in wage and administration - Rewards and recognition.		



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UNIT – V	PERFORMANCE EVALUATION AND CONTROL PROCESS	9
Industrial relations, Meaning and importance - Trade unions - collective bargaining - Worker's participation in management - Industry practices in grievance handling - The control process - Importance – Methods of effective grievance control system - Causes - Implications - Redressal methods – Emerging trends.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Make use of skills and competencies of HR managers in an organization. (K3)
CO2	Identify manpower requirements through human resource planning. (K3)
CO3	Apply various training methods for enhancing the knowledge of employees. (K3)
CO4	Examine the employee performance and implement effective compensation practices. (K4)
CO5	Assess performance evaluation and control process of HRM. (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.



Approved by BoS Chairman

MBA	M23MBT204 – DIGITAL BUSINESS INFORMATION SYSTEM	L	T	P	C
		3	0	0	3

Course Objectives	
1.	To understand the factors of information systems that interacts with the organization.
2.	To enable application of concepts in managing and developing information systems.
3.	To facilitate analysis of applicability of Information Systems in a business environment.
4.	Familiarizing in providing the information security and controls.
5.	To identify the new trends in Information systems and technology.

UNIT – I	INTRODUCTION & OVERVIEW	9
Data, Information, Intelligence, Information Technology vs Information Systems, types of information systems, DIKW pyramid, Functional Information Systems, Information as a corporate resource.		

UNIT – II	MANAGING & DEVELOPING INFORMATION SYSTEMS	9
Business Innovations using IT, Information Systems & Competitive Strategy. IT Vendor Management, Role of CIO in IT Governance, Challenges for the Manager in IT Infrastructure decisions. Software Project Management. Lean IT.		

UNIT – III	INFORMATION SYSTEM & DATA RESOURCES	9
Enterprise Business Applications, ERP, e-CRM & e-SCM. OLTP, OLAP, Pervasive Computing & Business Intelligence. DBMS Concepts - Data warehouses, Data Lake, Data Hub, Data Mining & Data Center Concepts.		

UNIT – IV	INFORMATION 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.		



Approved by BoS Chairman

UNIT – V	NEW DISRUPTING TECHNOLOGIES & EMERGING TRENDS	9
Introduction to Deep Learning, Big Data Analytics, Machine Learning(ML), Artificial Intelligence (AI), IoT, Blockchain & Cryptocurrency. Cloud Computing, Virtual Reality, Augmented Reality, Industry 4.0 & Service 4.0. Recent trends and developments in Information Technology.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Outline the factors of information systems that interact with the organization. (K2)
CO2	Identify the concepts in managing and developing secure information systems for organizational competitiveness. (K3)
CO3	Analyze the applicability and value of enterprise information systems used in business environment. (K4)
CO4	Discover the various technologies in information security and controls. (K4)
CO5	Examine the managerial implications of implementing disrupting technologies in business organizations. (K4)

Text Books	
1.	James O Brien, Management Information Systems - Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2019.
2.	De, R. (2018), Managing Information systems in business, Government and Society (2 nd ed.). Wiley India Pvt. Ltd.
3.	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.



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Reference Books	
1.	Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005, 9 th edition, 2013.
2.	Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4 th Edition, 2013.
3.	Bidgoli, H., Chattopadhyay, N, Management Information Systems – A South-Asian Perspective. CENGAGE India, 2016.
4.	Hoffer J.A., Ramesh V., & Heikki T, Modern Database Management (12 th edition), Pearson Education, 2017.
5.	Singh A.N., Lean IT – Principles of practice (1 st ed.), Notion Press.



Approved by BoS Chairman

MBA	M23MBT205 - OPERATIONS AND QUALITY MANAGEMENT	L	T	P	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.	To understand the approaches to product and Process Design.
4.	To learn the essentials, quality philosophies and framework of TQM.
5.	To identify the tools and techniques for Quality Management.

UNIT – I	INTRODUCTION TO OPERATIONS MANAGEMENT	9
Operations Management - differences between goods and services - production process – Types - transformation processes, functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit, framework; Productivity; World-class manufacturing practices.		

UNIT – II	OPERATIONS AND THE VALUE CHAIN	9
Demand Forecasting – Types, Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - capacity planning – Types, tools, Developing capacity alternatives. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - make or buy decision, procurement process, managing vendors - vendor rating and value analysis.		

UNIT – III	BUSINESS PROCESS DESIGN	9
Product Design - Criteria, Approaches - product development process, approaches, tools - Process - design, strategy, types, analysis - Facility Layout – Principles, Types, Planning tools and techniques - Inventory Planning and Control - Operations Scheduling - Theory of constraints - synchronous manufacturing.		

UNIT – IV	PRINCIPLES OF QUALITY MANAGEMENT	9
Quality – Definition, vision, mission and quality statement – quality gurus - Deming, Ishikawa and Taguchi techniques, Japanese 7s Principles - TQM framework - Lean Management - philosophy, elements of JIT manufacturing, continuous improvement - Six sigma - concepts of process capability.		



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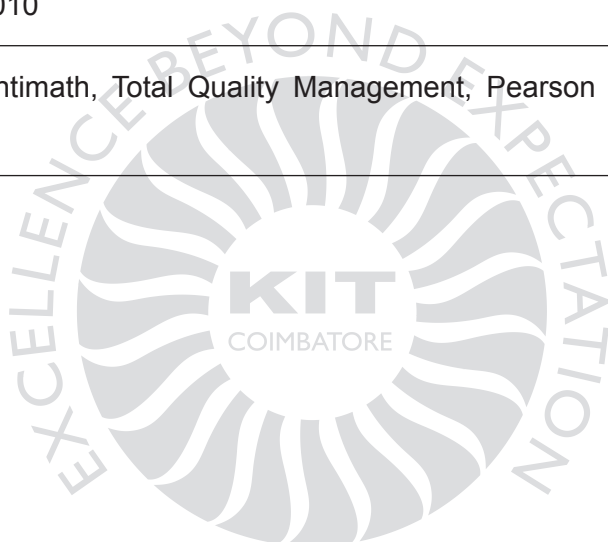
UNIT – V	TOOLS FOR QUALITY MANAGEMENT	9
Quality management tools - Cost of quality - Quality functions development (QFD) - Benefits, Voice of customer, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) - failure rate, FMEA stages, design, process and documentation. Seven Tools of quality Management (old & new). Bench marking and POKA YOKE.		
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. (K3)
CO2	Apply the forecasting methods on the basis of management's planning and control activity for managing operations. (K3)
CO3	Utilize the tools and techniques for product and process development. (K3)
CO4	Examine the quality management principles and philosophies. (K4)
CO5	Analyse the quality system implementation. (K4)

Text Books	
1.	William J Stevenson, Operations Management -, McGraw Hill Education, 12th Edition 2018.
2.	Pannerselvam R, Production and Operations Management, Prentice Hall India, 2012.
3.	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.
4.	Subburaj Ramasamy, Total Quality Management-McGraw Hill Education (India) Private Limited, NewDelhi, 2013.


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Reference Books	
1.	Russel and Taylor, Operations Management, Wiley, 8 th Edition, 2015
2.	Kanishka Bedi, Production and Operations Management, Oxford University, 3 rd Edition, 2013
3.	Chary S.N, Production and Operations Management, Tata McGraw Hill, 5 th Edition, 2013
4.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008
5.	Mahadevan B, Operations Management Theory and practice, Pearson Education, 3 rd Edition, 2015
6.	Shridhara Bhat K, (2010), Total Quality Management - Text and Cases, Himalaya Publishing House, II Edition, 2010
7.	Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.



Approved by BoS Chairman

MBA	M23MBT206 - BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	0	3

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	9
Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross - Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.		

UNIT – II	RESEARCH DESIGN AND MEASUREMENT	9
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	9
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	9
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 WRITING AND ETHICS IN BUSINESS RESEARCH	9
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 : 45		

Course Outcomes : Students will be able to	
CO1	Outline the importance of various research methods applicable to multidisciplinary perspective. (K2)
CO2	Identify the research design and different types of scaling techniques. (K3)
CO3	Classify the data collection methods and determination of sample size for effective data analysis. (K4)
CO4	Analyze the data using various statistical tools and techniques. (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, 8 th Edition, New Delhi, Cengage Learning, 2012.
3.	Horngren, Surdem, Stratton, Burgstahler, & Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.



Approved by BoS Chairman

MBA	M23MBT207 - OPERATIONS RESEARCH	L	T	P	C
		3	1	0	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 and Solve different types of models in linear programming models. (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



Approved by BoS Chairman

MBA	M23MBP201 - DATA ANALYSIS LABORATORY - II	L	T	P	C
		0	0	4	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	Apply the knowledge of SPSS in analyzing the data. (K3)
CO2	Experiment with data analysis software in various functional areas. (K3)
CO3	Develop business models to support decision making. (K3)
CO4	Analyse the profitability of the firm using work sheets. (K4)
CO5	Relationship between cause & effect with use of SPSS & Spread Sheet. (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 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.
7.	Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.



Approved by BoS Chairman

MBA	M23CEP201 - BUSINESS DOMAIN KNOWLEDGE	L	T	P	C
		0	0	4	2

Course Objectives	
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1.	To identify themselves with a specific area of Specialization and a career goal.
2.	To get exposure to various business terms and develop an aptitude towards management thinking.
3.	To reflect on their personal values and work on their self-development.
4.	To identify their strength areas and work towards their area of Specialization in MBA.
5.	To summarize reasonable knowledge in report writing.

UNIT – I	NEWS ANALYSIS	6
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Business, National, International, Technology and Industry, Politics, Sports.

UNIT – II	INDUSTRY PRESENTATIONS	6
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Latest topics from Technology, Business and Economics, Visit to Industry.

UNIT – III	CAREER BUILDING	6
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Entrepreneurship & Startup, Exposure to Domains. Awareness towards Competitive Exam.

UNIT – IV	VISION 2030	6
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Topics related to Science, Environment, Business, Society, Government and Technology.

UNIT – V	SOCIAL CONCERN PROJECT	6
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Identify projects, Report writing.

Total Instructional hours : 30



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Course Outcomes : Students will be able to	
CO1	Outline the recent news to acquire business domain knowledge.(K2)
CO2	Build professional skills through presentations.(K3)
CO3	Develop a futuristic thinking by exploring possibilities of entrepreneurship. (K3)
CO4	Make use of government policies towards societal benefits. (K3)
CO5	Interview social issues and interpreting as a report. (K3)

Text Books	
1.	Open Sources. (Websites, Books, Magazines, Articles, Journals and other media sources.)



Approved by BoS Chairman

Semester - III

Marketing

MBA	M23MBE301 – DIGITAL AND SOCIAL MEDIA MARKETING	L	T	P	C
		4	0	0	4

Course Objectives

1.	Introduction to Digital and Social media marketing.
2.	Learn to plan, create and implementing optimization techniques.
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 - Introduction to SEO - on-site and off-site optimization, engagement and Link building - Understanding SEO website and Mobile - Design and Architecture of Search engine - SEO measurements - Content marketing - A successful SEO plan - Summary.		

UNIT – III	SEM AND GOOGLE ADS	12
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 Planing - 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	DIGITAL CAMPAIGN CREATION AND EVALUATION	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	Develop social media content marketing, campaigns and ad creations for better sales growth. (K3)
CO2	Make use of SEO strategy for optimized content to help search engines find content and rank websites higher on Search Engine Results Pages (SERPs). (K3)
CO3	Apply SEM tools, Google Ads, bidding on real time scenario. (K3)
CO4	Examine the Email marketing campaigns, insights on Google analytics with dashboard management. (K4)
CO5	Evaluation of designed keywords, Ads and strategy for running campaigns. (K5)

Text Books	
1.	Puneet Singh Bhatia, Fundamentals of Digital Marketing (2 nd ed), Pearson, 2019.
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: The Art of Online Accountability and Science of Customer Centricity (1st, ed), Wiley, 2014.
2.	Mark Jeffery , Data – Driven Marketing: The 15 Metrics Everyone in Marketing Should Know (1st ed), Wiley, 2015.



Approved by BoS Chairman

MBA	M23MBE302 – GREEN MARKETING	L	T	P	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 creates 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.

UNIT – V	GREEN MAREKTING – SOCIETAL CONSIOUSNESS	12
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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



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Course Outcomes : Students will be able to	
CO1	Utilize green marketing mix and its strategies. (K3)
CO2	Apply the knowledge and skills of green marketing practices for designing green products. (K3)
CO3	Examine green marketing Initiative.(K4)
CO4	Inference the purchase decision process.(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 Dahlstrom, Green Marketing Management, 1 st edition, Cengage Learning, 2010.

Reference Books	
1.	Jacquelyn Ottman – Berrett, The new rules of Green Markering: Strategies, Tools and Inspiration for Susutainable Branding, 1 st edition, Berrett-Koehler Publishers, 2011.
2.	Joel Makeover, Strategies for the Green Economy: Opportunities and Challenges in the new World of Business, 1 st edition, McGraw Hill, 2008.
3.	Chris Arnold, Ethical Marketing and The New Consumer, 1 st edition, wiley, 2009.



Approved by BoS Chairman

MBA	M23MBE303 – INTEGRATED MARKETING COMMUNICATION	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize about advertisement principles and its legal implications.
2.	To know various media strategy and media research.
3.	To explain about sales promotion techniques campaign strategy.
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
Overview of IMC, Role of IMC in Marketing Process, IMC Mix - functions - principles of advertisement - Social, Economic and Legal Implications of advertisements - Setting advertisement objectives - 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
Role of sale promotion - Requirement identification - sales promotion techniques - 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 – co-branding - 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
Public Relation function - Process of Public Relations - Measuring the Effectiveness of PR - PR tools and techniques. Difference between Marketing, PR and Publicity - Social publicity - Web Publicity and Social media - Publicity Campaigns – Emerging trends in IMC.		
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 customer requirements identification and build sales promotion techniques. (K4)
CO4	Evaluate the personal selling process and sales report. (K5)
CO5	Assess effectiveness of public relations and other marketing communication programs. (K5)

Text Books	
1.	Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, South-Western College Publishing, 10 th edition, 2017.
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 and Promotion: An Integrated Marketing Communications Perspective, 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.



Approved by BoS Chairman

MBA	M23MBE304 – RETAIL MANAGEMENT	L	T	P	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	RETAIL SHOP DEVELOPMENT	12
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - 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 – Social Media Platforms for retailing - Emerging trends.		



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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		

Course Outcomes : Students will be able to	
CO1	Summarize about the Indian retailing trends and various environment influencing on retail management. (K2)
CO2	Construct an appropriate retail format for retail shoppers. (K3)
CO3	Build and develop retail shop. (K3)
CO4	Analyze retail shop management and emerging trends in retail promotions. (K4)
CO5	Analyze shopper profile and behavior for effective CRM practices. (K4)

Text Books	
1.	Michael Levy, Barton Weitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 8th Edition, 2017.
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.	Berman, Evans and Chatterjee, Retail Management : A Strategic Approach, PHI, 13 th Edition, 2017.
3.	Patrick M. Dunne, Robert F Lusch and James R. Carver, Retailing, South-Western Pub, 8 th edition, 2013.
4.	Chetan Bajaj, Rajnish Tuli and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 6 th Edition 2016.
5.	Swapna Pradhan, Retail Management : Text and Cases, Tata McGraw Hill, 6 th Edition, 2020.



Approved by BoS Chairman

MBA	M23MBE305 – RURAL MARKETING	L	T	P	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 – strategies of MNCs in rural 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 rural market structure in India. (K2)
CO2	Identify the rural market strategies and its behaviour. (K3)
CO3	Analyze the marketing mix in rural market. (K4)
CO4	Examine the channel of distribution. (K4)
CO5	Assess various promotional activities. (K5)

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 (3 rd ed), SAGE Publication, 2022.



Approved by BoS Chairman

MBA	M23MBE306 – SERVICES MARKETING	L	T	P	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 analyze 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
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
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
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
Positioning of services - Designing service delivery System, Service Channel - Pricing of services, methods - Service marketing triangle - Integrated Service marketing communication.		



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UNIT – V	SERVICE STRATEGIES	12
Service Marketing Strategies for health - Hospitality - Tourism - Financial - Logistics - Educational - Entertainment & public utility Information technique Services – online service quality management - Recent trend in Service Strategy - Digital Marketing for service industries.		
Total Instructional hours : 60		

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	Assess the digital marketing strategies in various service marketing industries. (K5)

Text Books	
1.	Christophor H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi, 8th edition, 2016.
2.	John.E.G.Bateson, K.Douglas Hoffman, Services Marketing: Concepts, Strategies, & Cases, South Western Cengage learning, 5th Edition, 2016.

Reference Books	
1.	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2 nd Edition, New Delhi, 2004.
2.	Valarie Zeithaml et al, Services Marketing, 6 th International Edition, Tata McGraw Hill, 2012.
3.	Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3 rd Edition, Wiley, 2007.
4.	R. Srinivasan, Services Marketing : The Indian Context, Prentice Hall of India Private Limited, 4 th Edition 2014, New Delhi.
5.	Vinnie Jauhari & kirti Dutta, Services Marketing : Text and cases, 2 nd edition, 2017.



Approved by BoS Chairman

Finance

MBA	M23MBE311 – BANKING FINANCIAL SERVICES MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the students about the history of Indian banking system structure and its functions.
2.	To understand the deposit and non-deposit sources, lending.
3.	To know about the steps in credit analysis and financial distress prediction models.
4.	To grasp how banks are managing the associated risks and performance analysis.
5.	Understand e-banking and the threats that go with it.

UNIT – I	OVERVIEW OF INDIAN BANKING SYSTEM	12
Overview of Indian Banking System, key Acts governing the functioning of Indian banking system – RBI Act 1934 – functions of RBI, Banking Regulations Act 1949 - Functions of commercial banks, Negotiable Instruments Act 1881 – Overview of Small finance Banks, Payment Banks, universal banking.		

UNIT – II	SOURCES AND APPLICATION OF BANK FUNDS	12
Capital adequacy, BASEL Norms I, II and III - Deposits and non-deposit sources, Designing of deposit schemes and computation of pricing on deposit services. Application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – its features - Major components of a typical loan policy document – Loan Pricing - Customer profitability analysis.		

UNIT – III	CREDIT ANALYSIS AND MONITORING	12
Credit appraisal techniques - Steps involved in Credit analysis – 5C's, 3R's, Credit delivery and administration, credit monitoring - Need, Signals of borrowers financial sickness, Financial distress prediction models – Rehabilitation process - Basic understanding of NPAs - Assessment & provisioning- Recovery procedures – case study.		

UNIT – IV	RISK MANAGEMENT AND PERFORMANCE EVALUATION	12
Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation. Performance analysis of banks – Overview of Financial statement of banks – Income Statement and Balance sheet - Asset Liability Management in Banks - ratio analysis and CAMELS – case study.		



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UNIT – V	E – BANKING AND FINTECH IN FINANCIAL SERVICES	12
Payment system in India – online and digital payment – ATM – credit and debit cards - Security threats in e-banking and RBI's initiatives. Virtual banking - offshore banking and multinational banking – recent trends in banking - overview of Fintech - collaboration of Fintech companies with Financial Institutions – role of block chain technology - application of AI in financial services – IoT in banking.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Make use of the various act governing to the Indian banking system. (K3)
CO2	Apply the capital adequacy norms in bank lending process. (K3)
CO3	Examine the credit analysis process, financial distress prediction models and non-performing asset. (K4)
CO4	Analyze the risk management and its impact on performance of banks. (K4)
CO5	Discover the payment systems, security threats in e-banking and the role of IT in banking technological development.(K4)

Text Books	
1.	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 4th Edition, 2017.
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 Hudgins, Bank Management and Financial Services, Tata McGraw Hill, New Delhi, 8 th Edition, 2017.
2.	Jeff Madura, Financial Institutions & Markets, 10 th edition, Cengage, 2016.
3.	Mukund Sharma, Banking and Financial Services, Himalaya publishing, 2015.



Approved by BoS Chairman

MBA	M23MBE312 – FINANCIAL DERIVATIVES	L	T	P	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
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
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
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.		



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UNIT – IV	SWAPS	12
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.		

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	Build a financial derivatives knowledge. (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	Compare the various derivative instruments. (K5)

Text Books

1.	Gupta S. L, Financial Derivatives: Theory, Concepts And Problems, 2 nd edition, PHI, 2017.
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, 4th edition, PHI, 2018.
2.	John C Hull, Options, Futures and other derivative securities , 10th edition, Pearson, New Delhi, 2018.
3.	Rene M. Stulz, Risk Management and Derivatives, 6th edition, cenage, 2011.
4.	David Dubofsky, Options and Financial Futures – Valuation and Uses, 6th edition, Tata McGraw Hill International Edition, 2014.



Approved by BoS Chairman

MBA	M23MBE313 – INTERNATIONAL FINANCE	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the process of international financial management.
2.	To understand the regulations and financial techniques of Merger & Acquisition.
3.	To understand the structure of international monetary system.
4.	To make a student's familiarize with global listing and bond management.
5.	To understand the international financial transaction risk.

UNIT – I	INTERNATIONAL TRANSACTIONS	12
Overview and Evolution of International Finance – Institutions for International Finance – Internationalization process – International Monetary and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.		

UNIT – II	MULTINATIONAL FINANCIAL MANAGEMENT	12
Process of overseas expansion – Reasons for cross-border investing – The theory of investment – techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.		

UNIT – III	INTERNATIONAL MONETARY SYSTEM	12
Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot Transactions – forward market – Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments.		

UNIT – IV	BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE	12
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Euro credits – ADR – GDR – Managing interest rate risk – Bond prices and yields – Bond Management – tools and techniques.		



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UNIT – V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS	12
Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Interpret the process, system of International Finance, international monetary transactions and parity relations. (K2)
CO2	Identify the concepts of international merger and acquisitions, financial techniques and regulations. (K3)
CO3	Make use of international monetary system in business organization. (K3)
CO4	Plan to list company shares in various stock exchanges and bond management tools and techniques. (K3)
CO5	Examine the various international risk assessment. (K3)

Text Books	
1.	Apte P.G., International Financial Management, Tata McGraw Hill, 8 th Edition 2020.
2.	Alan C. Shapiro, Multinational Financial Management, Wiley India, 9 th Edition 2015.

Reference Books	
1.	Cheol Eun, Bruce Resnick and Tuugi Chuluun, International Financial Management, 10 th Edition, 2024.
2.	Eun and Resnik, International Financial Management, Tata McGraw Hill, 7 th Edition, 2014.
3.	Jeff Madura, International Corporate Finance, Cengage Learning, 10 th Edition, 2012.
4.	Website of Indian Government on EXIM policy.



Approved by BoS Chairman

MBA	M23MBE314 – MERCHANT BANKING AND FINANCIAL SERVICES	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To familiarize the students about legal and regulatory framework for merchant bankers in India.
2.	To understand the guidelines of share issue and listing procedure.
3.	To know about various role of merchant banker.
4.	Students can able to understand various fee based functions.
5.	Financing services rendered by various financial institutions are made familiar.

UNIT – I	MERCHANT BANKING	12
Introduction – Concept and Evolution of Merchant Banking - Merchant Banking in India – Legal and Regulatory Framework for Merchant Bankers in India – recent provisions - registration of Merchant Bankers - Code of conduct for Merchant Bankers - Investment banking Vs Merchant banking – its Functions.		

UNIT – II	SHARE ISSUE MANAGEMENT	12
Guidelines for Issues Management – Obligations Relating to Issues - Pre and post issue activities - IPO - Offer documents - Management of capital issues – Pricing of Issue – Underwriting - Issuance Conditions and Procedures - Minimum Subscription - Allotment, Refund and Payment of Interest - Share transfer Agents - Marketing of public issues - Listing Guidelines - listing in stock exchanges - Types of issues in primary market.		

UNIT – III	OTHER MERCHANT BANKING ACTIVITIES	12
Disinvestment - Role of Merchant Banker in Buy back of Equity Shares - Role of Merchant Banker in Delisting of Shares - Role of Merchant Bankers in Issue and Listing of Debt Securities - Role of Merchant Banker in Issue of Securities by SME.		

UNIT – IV	FEE BASED FUNCTIONS	12
Merchant bankers role on Mergers, Acquisitions & Takeovers - SEBI (Substantial Acquisition of Shares and Takeovers) Regulations and recent amendments – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Structure -Types - NAV - Business Valuation.		



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UNIT – V	FUND BASED FINANCIAL SERVICES	12
Leasing and Hire Purchasing – types - lease financing Vs hire-purchase financing - Financial Evaluation: Consumer Credit – Credit Cards – 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 the legal framework of merchant banking in India and services rendered by merchant bankers. (K2)
CO2	Make use of share issue management knowledge for fund raising. (K3)
CO3	Identify the various merchant banking activities for industries. (K3)
CO4	Examine fee based functions by evaluating M&A, credit rating and Net Asset Value determination. (K4)
CO5	Determining various fund based financial services by valuing leasing, hire purchase, consumer credit, venture capital etc. (K5)

Text Books	
1.	M.Y. Khan, Financial Services, Tata McGraw-Hill, 10 th Edition, 2019.
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

Reference Books	
1.	Machiraju H.R., Indian Financial System, Vikas Publishing House, 4 th Edition, 2010.
2.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi, 2018.
3.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi, 2015.
4.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2 nd Edition, 2011
5.	Dr. S. Gurusamy, Merchant Banking and Financial Services, McGraw Hill Education, 4 th Edition, 2013.
6.	Jeff Madura, Financial Institutions & Markets, 10 th edition, Cengage, 2016.
7.	Website of SEBI, NSE, BSE, etc...



Approved by BoS Chairman

MBA	M23MBE315 – PROJECT APPRAISAL AND FINANCE	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of project financing.
2.	To provide an in-depth knowledge about financial appraisal.
3.	To understand the risks associated with projects and the ways of handling them.
4.	Students can familiarize with risk analysis.
5.	Understand the essential features of financial valuation.

UNIT – I	PROJECT FINANCING	12
Project financing - Concept and Meaning – Unique characteristics – Requirements – Rationale for project financing - Softwares for Project Management.		

UNIT – II	SOURCES OF PROJECT FINANCING	12
Means of project financing – Sponsors’ –lenders’ and other stakeholder perspective – project financing structures - Project cash flow determination and financing options – fund vs non-fund financing – formulating financing mix – Features of debt structure – Debt service covenants.		

UNIT – III	PROJECT FEASIBILITY ANALYSIS	12
Project viability and evaluation – Essentials of cost estimation forecasting - Measures used by investors – NPV - IRR - Payback – XIRR - MIRR - Economic IRR - Decision tree analysis – scenario and sensitivity analysis - Evaluating Projects with constraints.		

UNIT – IV	RISK ANALYSIS	12
Project Viability – Measures used by lenders- Leverage – Debt Service – Loan Life – Project life cover ratios – preparing the project financing plan - lender’s appraisal; Risk Mitigation in projects – Common risks in projects – Risk mitigation methodologies – financial closure risk – securitisation as a tool for risk mitigation.		



Approved by BoS Chairman

UNIT – V	REAL OPTION VALUATION	12
Real option evaluation of projects – concept and application – Techniques - Simple option valuation – option to expand, contract, abandon – Case studies.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Understand and explain the importance of Project financing. (K2)
CO2	Identify appropriate sources of project financing. (K3)
CO3	Apply feasibility analysis results to take decisions. (K3)
CO4	Make use of various risk mitigation methods to project financing. (K3)
CO5	Organize methods of real option evaluation to project evaluation. (K3)

Text Books	
1.	Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review”, 10 th Edition, McGraw Hill Education, 2023.

Reference Books	
1.	Finnerty, John, “Project Financing: Asset Based Financial Engineering”, 3 rd Edition, Wiley and Sons Inc., 2013.
2.	Johnathan Mun, “Applied Analytical Project Management”, Liper Press, 2020.
3.	Srivastava Vikas and Rajaram V, “Project and Infrastructure Finance : Corporate Banking Perspective”, Oxford University Press, 2017.
4.	Stefano Gatti, “Project Finance in Theory and Practice : Designing, Structuring, and Financing Private and Public Projects”, 3 rd Edition, Elsevier, 2018.



Approved by BoS Chairman

MBA	M23MBE316 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To enable students understand the basics of Investment and functions of Securities Market.
2.	To equip the students to gain expertise in valuation of securities.
3.	To facilitate the students to understand the technical analysis of Securities.
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	INTRODUCTION TO CAPITAL MARKET	12
Investment – Types of Investment – Investment alternatives – Capital market - Structure - Primary Market – functions, participants - new issues, Book building – Role of primary market. Secondary market - Stock exchanges - Functioning of BSE, NSE, OTCEI, ISE - and SEBI Regulations of stock exchanges – Listing Procedures - Stock market indicators – Indices and Sectoral indices.		

UNIT – II	FUNDAMENTAL ANALYSIS	12
Security Analysis – Fundamental analysis - EIC framework – concept and linkage to stock market Economic Analysis : Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry life cycle, Five force model. Company Analysis : Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.		

UNIT – III	TECHNICAL ANALYSIS	12
Dow theory - Charting methods – Patterns - Trend –Trend reversals – Patterns – Technical Indicators – MA, SMA, EMA, MACD, RSI, ROC, BB – Other Oscillators – Efficient Market Hypothesis – forms of EMH - Market anomalies - Fundamental Analysis Vs Technical Analysis – Algo Trading – applications and algorithm of AI & ML in investment decision.		



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UNIT – IV	PORTFOLIO THEORY AND ANALYSIS	12
Risk and Return of securities - Markowitz Portfolio Theory - CAPM – APT– Assumptions, implications & Difference between CAPM & APT – Sharpe Single Index Model (Only Theory).		

UNIT – V	PORTFOLIO MANAGEMENT	12
Portfolio Process – Portfolio Objective and policy -Portfolio analysis – Portfolio Selection – Portfolio Evaluation, Revision.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline various types of investments, functions of capital market and SEBI. (K2)
CO2	Experiment with EIC framework for fundamental analysis. (K3)
CO3	Analyze the stocks using various charting patterns and technical indicators to forecast and investment decisions. (K4)
CO4	Examine the different portfolio theory for measuring rate of risk and return. (K4)
CO5	Distinguish and select portfolios to achieve an earnings and long term financial goals of the investor. (K4)

Text Books	
1.	Donald E.Fischer & Ronald J.Jordan, K. Pradhan Ashwini, Security Analysis & Portfolio Management, Pearson Education., New Delhi, 8 th edition, 2018.
1.	Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 6 th edition, 2021.

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.
3.	Punithavathy Pandian, Securities Analysis and Portfolio Management, Vikas Publishing House, 2 nd edition, 2012.



Approved by BoS Chairman

Human Resource

MBA	M23MBE321 – INDUSTRIAL RELATIONS AND LABOUR WELFARE	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To understand the role of trade unions.
2.	To explore the wage management system.
3.	Students will understand the importance of Labour welfare and safety.
4.	To Explain the need of social welfare measures.
5.	To have an understanding about acts related to Industrial relations.

UNIT – I	INDUSTRIAL RELATIONS CODE 2020	12
Introduction - Registration of Trade Union - Cancellation of Trade Union - Formation of Work Committee – workers participation in management – Preparation and Register of Standing Order - Constitution of Industrial Tribunal. Illegal Strikes and Lock-outs - Procedure for Retrenchment and Re-employment of Retrenched Worker Compensation - Prohibition of Lay-off - Closure of an Industrial Establishment – challenges of trade unions.		

UNIT – II	THE CODE ON WAGES 2019	12
Key Definitions - Prohibition of Discrimination on the Ground of Gender - Minimum Wages - Payment of Wages - Payment of Bonus – role of Central Advisory Board and State Advisory Boards - Payment of Dues - Claims and Audit - Appointment of Inspector – cum - Facilitators and their Powers - Offences and Penalties - Miscellaneous Provisions Act – Workman compensation Act.		

UNIT – III	THE OCCUPATIONAL SAFETY - HEALTH AND WORKING CONDITIONS CODE 2020	12
Applicability – Authorities - One Establishment - One Registration - Duties and Rights of Employer And Employee - Working Conditions – Workplace Hazards - Welfare Facilities - Working Hours – Leaves - Special Provisions Relating to Employment of Women, Contract Labour, Factories, Inter-State Migrant Workers- Offences And Penalties.		



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UNIT – IV	THE CODE ON SOCIAL SECURITY 2020t	12
General Features - Employees' Provident Fund - Employees' State Insurance – group insurance schemes – Gratuity - Maternity Benefit- Social Security - Social Security Fund and Cess In Respect of Building and other Construction Workers - Unorganized Workers - Gig Workers And Platform Workers - Employment Information And Monitoring.		

UNIT – V	OTHER RELEVANT ACTS AND PROCESSES	12
The Shop and Establishment Act 1947- Factories Act 1948 - The Sexual Harassment of Women at Workplace (Prevention Prohibition and Redressal Act - PoSH) 2013, Alternate Dispute Redressal, Disciplinary processes and best practices – Emerging Trends in Industrial Relations and Labour welfare.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Explain the role of trade union and works committee. (K2)
CO2	Experiment with the regulations and the processes of the code on wages and its implications on non-compliance. (K3)
CO3	Analyze the occupational hazards and welfare measures for employees. (K4)
CO4	Examine various social security codes to improve employee's wellbeing. (K4)
CO5	Inspect sexual harassment and redressed mechanisms at workplaces. (K4)

Text Books	
1.	Ramesh, C., "The Code on Social Security 2020", Notion Press, New Delhi, 2020.
2.	N.D. Kapoor's, Dr. Rajni Abbi, Bharat Bhushan and Rajiv Kapoor, "Elements of Industrial Law", Sultan Chand & Sons (P) Ltd., 2018.

Reference Books	
1.	ICSI, "Handbook on The Code on Wages", ICSI, New Delhi, 2019.
2.	Taxmann, "Taxmann's New Labour & Industrial Laws", Taxmann, New Delhi, 2020.



Approved by BoS Chairman

MBA	M23MBE322 – LEADERSHIP AND TEAM BUILDING	L	T	P	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	Explain the fundamental principles of a collaborative leadership. (K2)

Text Books	
1.	Thomas Kayser, Building Team Power: Flow to Unleash the Collaborative Genius of teams for Increased Engagement, Productivity, and Results, 2 nd edition, McGraw-Hill, 2011.
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.



Approved by BoS Chairman

MBA	M23MBE323 – ORGANIZATIONAL CHANGE AND DEVELOPMENT	L	T	P	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.		



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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		

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 Western, 9 th edition, 2014.
2.	Donald L. Anderson, Organizational Development: The Process of Leading Organizational Change, SAGE, 5 th edition, 2019.
3.	French W.L & Bell Jr, C.H, Organization Development: Behavioral Science Interventions for Organization Improvement, Prentice-Hall, 6 th edition, 2017.

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, Englewoods Cliffs N.J, 2 nd edition, 2011.



Approved by BoS Chairman

MBA	M23MBE324 – PERFORMANCE MANAGEMENT AND COMPENSATION PRACTICES	L	T	P	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 team performance.
4.	To explain on designing a package that motivates the stakeholders.
5.	To explain about strategic reward and compensation.

UNIT – I	PERFORMANCE MANAGEMENT	12
Defining Performance – Historical Developments - Role of HR in Performance Management – Performance Management process – Characteristics of an Ideal Performance Management System – Dangers of Poorly Implemented PMS – Integrating PM with other HR and Developmental Activities.		

UNIT – II	PERFORMANCE ASSESSMENT AND REVIEW	12
Evaluating Individual Performance – Different Methods of Appraisals – process - Factors affecting Appraisals – Errors – Reducing Rater Biases - Preventing Rating Distortion – Personal Development Plan. Performance Monitoring – Methods and Techniques – Use of Technology and e-PMS - Employee Performance Metrics and use of analytics.		

UNIT – III	MANAGING TEAM PERFORMANCE AND EMPLOYEE DEVELOPMENT	12
Definition and Importance of Teams – Types of Teams and Implication for Performance Management – Purpose and Challenge of Team performance Management – methods of team performance evaluation – Rewarding Team Performance – Role of Performance Coaching – Process and Styles.		

UNIT – IV	COMPENSATION MANAGEMENT	12
Job Evaluation - Compensation structure and components – Compensation and Non - Compensation Dimensions, Compensation System Design Issues, Compensation Approaches - Compensation Laws in India.		



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UNIT – V	REWARD MANAGEMENT AND EXECUTIVE COMPENSATION	12
Reward Management - Grade and Pay structures - Designing Incentive Scheme - Executive Compensation – Key Components of Executive Compensation - using financial and market performance indicators – ESOP, Rights Issue - Emerging Trends.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Explain key concepts, importance and process of Performance Management. (K2)
CO2	Develop a performance appraisal system for measuring employee's performance. (K3)
CO3	Build team performance and rewarding teams for efficient performance. (K3)
CO4	Identify a suitable compensation method that motivates the stakeholders. (K3)
CO5	Analyse and suggest executive compensation plans. (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.	Armstrong, M., Armstrong's Handbook of Reward Management Practice : Improving Performance Through Reward, 6 th Edition, Kogan Page Publishers, 2019.
4.	Sharma, R. C., & Sharma, S., Compensation Management, 1 st Edition, Sage Publications, 2019.

Reference Books

1.	Aguinis, H, Performance Management for Dummies, John Wiley & Sons, 2019.
2.	Armstrong, M, Armstrong's Handbook of Performance Management : An Evidence-based Guide to Delivering High Performance, Kogan Page Publishers, 2009.
3.	Berger, L., & Berger, D., The Compensation Handbook - A state-of-the-Art-Guide to Compensation Strategy and Design, 6 th Edition, McGraw Hill, 2015.
4.	Newman, M., Gerhart, B., & Milkovich, G.T., Compensation, McGraw Hill, 12 th Edition, 2020.



Approved by BoS Chairman

MBA	M23MBE325 – STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	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
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 partnering – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Bench Marking and HRD Audit.		

UNIT – II	E - HRM	12
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
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.		



Approved by BoS Chairman

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 – Psychometric Analysis- 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.
3.	Michael Armstrong, “Strategic Human Resource Management : A Guide to Action” Kogan Page; 3 rd edition, 2006.



Approved by BoS Chairman

Reference Books	
1.	Jeffrey A Mello, Strategic Human Resource Management, Cengage, South western, 5 th Edition, 2017.
2.	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2017.
3.	Monir Tayeb, International Human Resource Management : A Multinational Company Perspective, Oxford, 2015.
4.	Randall S Schuler and Susan E Jackson, Strategic Human Resource Management, Wiley India, 2 nd edition, 2010.
5.	John McLeod, The Counsellor's workbook : Developing a Personal Approach, Tata McGraw Hill, 2011.

**Approved by BoS Chairman**

MBA	M23MBE326 – TALENT MANAGEMENT	L	T	P	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
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
The strategy - driven brand - Key branding points - Social media or 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
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 AND ORGANISING FOR TALENT MANAGEMENT	12
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	Inference 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: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, Tata McGraw Hill, New Delhi, 2 nd Edition, 2017.

Reference Books	
1.	Scullion, Hugh and David Collings, Global Talent Management, 1 st edition, Routledge, 2018.
2.	Storey John, Human Resource Management: A Critical text, Cengage Learning, 1 st edition, 2007.



Approved by BoS Chairman

System

MBA	M23MBE331 – DATA MINING FOR BUSINESS INTELLIGENCE	L	T	P	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 techniques and its business opportunities.
5.	Students will be familiar with the AI 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 on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.		

UNIT – V	DATA MINING APPLICATIONS AND AI	12
AI – Deep Learning – Generic algorithms, neural network, fuzzy logic, optimization technique – ant colony, particle swarm, DEA.		

Total Instructional hours : 60



Approved by BoS Chairman

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 artificial intelligence is applied in data mining. (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 : Building the Web-Enabled Data Warehouse, John Wiley, 2005.
3.	Michel Berry and Gordon Linoff, Mastering Data mining: The Art and Science of Customer Relationship Management, 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, 3 rd Edition 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



Approved by BoS Chairman

MBA	M23MBE332 – DIGITAL TRANSFORMATION	L	T	P	C
		4	0	0	4

Course Objectives

1.	Explore the applications of block chain beyond crypto currency and how the evolution of smart contracts expanded its possibilities to include any industry or business function.
2.	Explore how industries struggle to keep pace with the rapidly changing landscape of cyber-attack methods as well as how to develop impervious security strategies.
3.	Explore how the unprecedented expansion of IoT devices enable innovation in areas such as business, manufacturing, and health care.
4.	Learn about the inoperability issues that paved the way for cloud solutions, cloud computing structure, and implementation.
5.	Learn the impact of AI implementation on multiple industries and focus on how AI impacts labor and the working economy

UNIT – I	BLOCK CHAIN APPLICATIONS	12
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Block chain Applications: Legal contracts, Financial inclusion, Identity ownership and control, Initial coin offerings, Decentralized autonomous organizations. Autonomous cities.

UNIT – II	BASICS OF ARTIFICIAL INTELLIGENCE	12
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Artificial Intelligence and the Future of Work: Changing labor force, Language translation, Evolution of learning, Human augmentation, Defense and cyber security, Data science teams.

UNIT – III	BASICS OF CLOUD SYSTEMS	12
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Cloud : Basics of the Cloud mode, Services and shared resources, Containers and virtual machines, Mobility and scalability, Micro services, Server less functions, Everything as a Service (EaaS).

UNIT – IV	INTERNET OF THINGS	12
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The Internet of Things Cyber security: Connections and interoperability, Data collection and management, Process manufacturing, Privacy and security concerns.



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UNIT – V	CYBER SECURITY	12
Cyber security : Password hacking, Browser privacy, VPNs, IoT security risks, Cyber-attack patterns, Finding talent.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Explain the fundamental concepts in Digital Transformations. (K2)
CO2	Outline the concepts of Artificial intelligence. (K2)
CO3	Summarize the advancements in cloud computing. (K2)
CO4	Classify security and privacy concerns through internet of things. (K2)
CO5	Show the advanced cyber security applications. (K2)

Text Books	
1.	Nirjhar Chakravorti, Digital Transformation, Taylor & Francis Ltd, 1 st Edition, 2022.

Reference Books	
1.	Lindsay Herbert, Digital Transformation : Build Your Organization's Future for the Innovation Age, Bloomsbury Business, 2017.



Approved by BoS Chairman

MBA	M23MBE333 – E-BUSINESS MANAGEMENT	L	T	P	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, and Social Networking, Mobile Commerce, S-commerce, Web 4.0.		

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.
2.	Efraim Turban, Jae K. Lee, David King, Dennis Viehland, Electronic Commerce - A managerial perspective, Pearson Education Asia, 2010.

Reference Books	
1.	Kelly Goetsch, e-Commerce in the Cloud : Bringing Elasticity to eCommerce, O Reilly Media, 2014.
2.	Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, e-business, Oxford University Press, 2013.
3.	Hentry Chan & el, E-Commerce-fundamentals and Applications, Wiley India Pvt Ltd, 2001.
4.	Gary P. Schneider, Electronic commerce, Thomson course technology, 12 th Edition, 2016.
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, 2 nd edition, Tata McGraw Hill Publications, 2017.
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.



Approved by BoS Chairman

MBA	M23MBE334 – ENTERPRISE RESOURCE PLANNING	L	T	P	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 – warehouse management.		

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, Project Management.		

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.		



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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, AR and VR.		
Total Instructional hours : 60		

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, 3 rd Edition Tata McGraw-Hill, 2014.
2.	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.

Reference Books	
1.	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008.
2.	Alexis Leon, Enterprise Resource Planning, 3 rd edition, Tata McGraw-Hill, 2017.
3.	Mahadeo Jaiswal and Ganesh Vanapalli, Enterprise Resource Planning, 1 st edition, Macmillan India, 2013.
4.	Vinod Kumar Grag and Venkita krishnan N K, ERP- Concepts and Practice, 2 nd edition Prentice Hall of India, 2009.
5.	Enterprise Resource Planning, Pearson Education, 1 st Edition, 2013.



Approved by BoS Chairman

MBA	M23MBE335 – INFORMATION SECURITY MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To understand the various telecommunication security mechanisms.
2.	To know about the information risk management.
3.	To understand the security system risks and its controls.
4.	The students will able to know about the cryptography in business management.
5.	To be aware of recent trends in data and network security systems.

UNIT – I	NETWORK SECURITY	12
Telecommunications and Network Security – Securing the Grid – Attacks in Mobile Environments.		

UNIT – II	SECURITY GOVERNANCE	12
Information Security Governance and Risk Management – Security in the Cloud – Digital Rights Management – Policies, Standards, Procedures and Guidelines – Security Awareness Training.		

UNIT – III	SECURITY IN SOFTWARE APPLICATIONS	12
Application Development Security – Application Issues – Systems Development Controls – Security in the Software Development Life Cycle.		

UNIT – IV	CRYPTOGRAPHY	12
Cryptography Concepts, Methodologies and Practices – Cloud Cryptography – Security Architecture and Design – Security Models, Architectures and Evaluation Criteria – Identity and Access Management Architecture.		

UNIT – V	DATA STORAGE SECURITY	12
Data Storage and Network Security – Legal Regulations – Information Law – Investigations – Major Categories of Computer Crime – Compliance.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Explain the basic concepts in telecommunications and network security. (K2)
CO2	Outline the issues in security governance and risk management. (K2)
CO3	Infer security system development controls. (K2)
CO4	Contrast security architecture and cryptography. (K2)
CO5	Summarize laws and legal regulations governing data storage and security. (K2)

Text Books	
1.	Abhishek Chopra, Mukund Chaudhary, Implementing an Information Security Management System - Security Management Based on ISO 27001 Guidelines, Apress Publications, 2020.
2.	Henry Dalziel, Infosec Management Fundamentals, Syngress, 2015.

Reference Books	
1.	Heru Susanto, Mohammad Nabil Almunawar, Information Security Management Systems - A Novel Framework and Software as a Tool for Compliance with Information Security Standard, Apple Academic Press, 2018.
2.	Thomas R. Peltier, Information Security Fundamentals, 2 nd Edition, Auerbach Publications, 2017.
3.	Tony Campbell, Practical Information Security Management - A Complete Guide to Planning and Implementation, Apress Publications, 2016.



Approved by BoS Chairman

MBA	M23MBE336 – TECHNOLOGY MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To understand the importance of technology in business management.
2.	To know the technological importance on business functions.
3.	To know about technological forecasting for future.
4.	To understand the technology adoption and linking business strategy.
5.	To know the importance of human resources in adapting innovative technologies for business growth.

UNIT – I	TECHNOLOGY AND ITS IMPORTANCE IN BUSINESS	12
Definition – Features – Importance – Benefits – Achieving competitive advantage through technology – Types of technologies – Technology portfolio – Technology life cycle – Technology as an investment.		

UNIT – II	MANAGEMENT OF TECHNOLOGY	12
Overview - Objectives of MOT - Strategic Management of Technology (SMOT) - Exploitation of Technology - Principles of MOT - The role of R&D in an organization - New product development process.		

UNIT – III	TECHNOLOGY FORECASTING	12
Methods of forecasting technology - Technology obsolescence - Technology discontinuity - Technology audit - Technology scouting.		

UNIT – IV	ABSORPTION AND DIFFUSION OF TECHNOLOGY	12
Technology Transfer - Technology Evaluation - Technology Absorption - Technology Adoption - Technology Diffusion - Technology Cycles - Technology Commercialization - Business Strategy And Technology Strategy - Strategy And Strategic Management - Technology Strategy - Linking Business And Technology Strategy.		



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UNIT – V	ORGANIZATIONAL STRUCTURE, ORGANIZATIONAL LEARNING AND LEADERSHIP	12
Human resource for managing technology - The importance of organizational structure - The structure of an innovative organization - The role of a leader in an innovative organization - Risks and uncertainties associated with technology.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Identify the technology requirements of business activities. (K2)
CO2	Select the suitable technology for a business. (K3)
CO3	Recognize and integrate the emerging technological advancements to business. (K3)
CO4	Design the new technology based framework for the centralization of all business activities. (K4)
CO5	Evaluate the organizational performance after technology adoption. (K4)

Text Books	
1.	DilakCentindamar, Rob Phaal, David Probert, Technology Management: Activities and tools, Palgrave Macmillan, 2016.
2.	Ravi Shanker, TarekKhalil, Management of Technology , A key to competitiveness and wealth creation, 2 nd Edition, McGraw Hill Education, 2017.

Reference Books	
1.	Joseph j. Bambara, Block Chain : A Practical Guide to developing Business, Law and Technology Solutions, McGraw Hill, 2021
2.	Shanker Dubey, Sanjiva A brief Course on Technology Management, 2 nd Edition, Eastern Economy Edition, 2019
3.	Vijaykumar Khurana and Anil K.Saini, Management of Technology and Innovation, 2 nd Edition, Ane Books, 2017.



Approved by BoS Chairman

Production

MBA	M23MBE341 – BUSINESS PROCESS REENGINEERING	L	T	P	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 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 – implementation – 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 process reengineering. (K5)

Text Books	
1.	Mathias Weske, Business Process Management Concepts, Languages and Architecture, Springer, 2 nd edition, 2014.
2.	Brocke and Rosemann, Handbook on Business Process management Introduction, Methods and Information Systems, Springer, 2 nd Edition, 2016.

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.



Approved by BoS Chairman

MBA	M23MBE342 – LEAN SIX SIGMA	L	T	P	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
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
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
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
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, 2010.

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 : Banish Waste and Create Wealth in Your Corporation, Free Press Business, 2003.



Approved by BoS Chairman

MBA	M23MBE343 – LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	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
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
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
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
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. Inter-functional and inter-organizational 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, 5 th Edition, 2007.
2.	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 6 th Edition, 2015.

Reference Books	
1.	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2017.
2.	Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3.	Coyle et al., The Management of Business Logistics: A Supply Chain Perspective, Thomson Learning, 7th 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.



Approved by BoS Chairman

MBA	M23MBE344 – PRODUCT DESIGN AND DEVELOPMENT	L	T	P	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
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
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
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
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, 4 th Edition, 2009.

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.



Approved by BoS Chairman

MBA	M23MBE345 – PROJECT MANAGEMENT	L	T	P	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
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
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
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
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.	Prasanna Chandra, "Projects : Planning, Analysis, Selection, Financing, Implementation, and Review" McGraw Hill Education; Eighth edition, 2017.
2.	Clifford Gray and Erik Larson, Project Management : The Managerial Process, Tata McGraw Hill, 8 th Edition, 2021.
3.	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, 4 th Edition, Routledge, 2011.

Reference Books	
1.	Gido and Clements, Successful Project Management, 7 th Edition, Thomson Learning, 2017.
2.	Harvey Maylor, Project Management, 4 th Edition, Pearson Education, 2017.



Approved by BoS Chairman

MBA	M23MBE346 – SERVICES OPERATIONS MANAGEMENT	L	T	P	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
Services – Importance, role in economy, service sector – growth; Nature of services - Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.		

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

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

UNIT – IV	SERVICE FACILITY	12
Services capex – 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.		



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UNIT – V	MANAGING CAPACITY AND DEMAND	12
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.		
Total 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 – 7 th Edition 2017.
2.	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton, Successful Service Operations Management, South-Western, Cengage Learning, 2 nd Edition, 2002.

Reference Books	
1.	Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Allyn & Bacon, 2005.
2.	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 4 th Edition, 2017.
3.	Bill Hollins and Sadie Shinkins, Managing Service Operations : Design and Implementation, Sage, 2006.
4.	J. Nevan Wright and Peter Race, The management of service operations, Thomson, 2 nd Edition, 2004.



Approved by BoS Chairman

Entrepreneurship

MBA	M23MBE351 – AGRIBUSINESS MANAGEMENT	L	T	P	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
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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.

UNIT – II	AGRIBUSINESS ENVIRONMENT AND POLICY	12
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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.

UNIT – III	AGRICULTURAL MARKETING	12
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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).



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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, Indian Agriculture and Agribusiness Management, 3 rd edition, KRISHI Resource Management Network, 2017.
2.	Freddie L.Barnard, Agribusiness Management, 5 th edition, Routledge Publishing, 2016.

Reference Books	
1.	Johl, S.S and T.R.Kapur, Fundamentals of Farm Business Management, 3 rd edition, Kalyani Publishers, 2015.
2.	Sanket S. 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.



Approved by BoS Chairman

MBA	M23MBE352 – BUSINESS PLAN DEVELOPMENT	L	T	P	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
Forms of business organization: Sole Proprietorship – one man company - Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company - freelancing.		

UNIT – II	PROCEDURE FOR STARTING AN ENTERPRISE	12
Procedure for starting a business enterprise - Procedures for startups - Open a Current Account - Permanent Account Number (PAN) - Apply for TAN – GST and GST Filing - Employee's Provident Fund - Employees State Insurance (ESI) Scheme -Shop and Establishment Act - Professional Tax – IPR.		

UNIT – III	BUSINESS PLAN	12
Feasibility analysis john mullions seven domain model – preparation of business plan - Executive Summary - Background Information - Marketing Plan - Operational Plan - Financial Plan - HR Plan – Strategic Plan - Risk Analysis - Risk Evaluation : Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks - Risk Management Plan.		

UNIT – IV	PRELIMINARIES FOR DPR PREPARATION	12
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 - Management Evaluation : Memorandum and Articles of Association, Company as the Promoter, New Promoters, Management and Organization set up.		



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UNIT – V	REPORTING FEASIBILITY STUDY	12
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.		
Total Instructional hours : 60		

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	Assume a business 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.	Navi Radjou, Jaideep Prabhu, 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, 2 nd edition, Summit Valley Press, 2017.

Reference Books	
1.	Charles Merle Crawford 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, Pearson, 2018.
3.	S.A. Kumar, S.C. Poornima, M.K. Abraham, K. Jayshree, Entrepreneurship Development, 1 st edition, New Age International, 2021.
4.	C.B Gupta, Srinivasan. N.P, Entrepreneurial Development, 15 th edition, Sultan Chand and Sons, 2020.
5.	Brian Finch, How to Write a Business Plan : Win Backing and Support for Your Ideas and Ventures (Creating Success, 158), Kogan Page, 2019.



Approved by BoS Chairman

MBA	M23MBE353 – EVENT MANAGEMENT	L	T	P	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
Understanding Event management – Resources – Activities – Risk management – Delegation – Project selection – Role of the Event Manager.		

UNIT – II	PREPARATION OF PROPOSAL	12
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
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.		



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UNIT – IV	EVENT COSTING	12
Budget – Components of event costs – Breakeven point – profit and Loss statement – Cash flow analysis – Financial control system – Return on investment – Panic payments.		
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, 5th edition, Cengage Education, 2018.

Reference Books	
1.	Swarup K Goyal, Event Management, Adhyayan Publishers, 2013.
2.	Savitha 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.



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MBA	M23MBE354 – EXPORT MANAGEMENT AND DOCUMENTATION	L	T	P	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
Definition of Export – Classification – Strategy and Preparation for Export Marketing - An Overview : Environmental analysis – Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, customs duty - Categories of Export - Export Licensing – Selection of Export Product – Identification of Markets – 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
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
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	Outline EXIM Registration formalities for obtaining IEC, RCM, EPC etc. (K2)
CO2	Summarize EXIM documentation procedure. (K2)
CO3	Make use of export procedure. (K3)
CO4	Make use of import procedure. (K3)
CO5	identify various institutions facilitating the International Trade. (K3)

Text Books

1.	Handbook of Import - Export Procedures – Ministry of Commerce, Government of India, 2023.
2.	Francis Cherunilam, International Business : Text and Cases (English), 5 th edition, PHI Learning Pvt Ltd, 2010.

Reference Books

1.	Charles W.L. Hill, International Business - SIE (English), 12 th edition, Tata McGraw Hill Education Private Limited, 2018.
2.	Nabhi, New Import Export Policy and Handbook Of Procedures Vol. 1, Nabhi Publication / Jain Book Agency, 2012.
3.	Mahajan M.I, EXIM Policy & Handbook of EXIM Procedure – Vol I & II, Snow White Publications, 2016.



Approved by BoS Chairman

MBA	M23MBE355 – INNOVATION, INCUBATION, CLUSTERS AND TECHNOLOGY ENTREPRENEURSHIP	L	T	P	C
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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
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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
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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
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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	Develop the various cluster interventions prevailing across countries. (K3)
CO4	Examine the cluster implementation strategies. (K4)
CO5	Inspecting patents and obtaining IPR for extending timely assistance and support of technology based business ventures. (K5)

Text Books	
1.	Hisrich, Peters, Sheperd, Manimala, Entrepreneurship, 9 th edition, McGraw Hill Education (India), New Delhi, 2017.
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, 5 th edition, McGraw Hill Book, 2016.
2.	Donald F Kuratko, Entrepreneurship : Theory, Process, Practice with MindTap, Cengage Learning, 2022.
3.	Dean Shepherd, Michael Peter, Robert Hisrich, ISE Entrepreneurship, Tata McGraw Hill, New Delhi, 2023.
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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Approved by BoS Chairman

MBA	M23MBE356 – STARTUPS AND VENTURE FUNDING	L	T	P	C
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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
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
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
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	Identify the different ways of mobilizing funds required for promotion of start-ups. (K3)
CO3	Make use of legal framework in which Angel funds, Private Equity firms and Venture capital firms operate. (K3)
CO4	Select the financing options at different stages of business. (K3)
CO5	Analyze the Venture Capital proposals. (K4)

Text Books	
1.	Raj Kumar, Manu Sharma, Venture Capital Investments, Sage Publications, 2020.
2.	Zafar Anjum, Startup Capitals : Discovering the Global Hotspots of Innovation, 3 rd edition, Random House India, 2014.



Approved by BoS Chairman

Reference Books	
1.	Peter Ryan, How Venture Capital Works (Real World Economics), 5 th edition, Rosen Publishing Group, 2012.
2.	Pandey I.M, Venture Capital –The Indian Experience, 3 rd edition, Prentice Hall of India, 1996.
3.	Nicole Gravagna, Peter K. Adams, Venture Capital, For Dummies, 1 st Edition, 2013.



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Approved by BoS Chairman

Business Analytics

MBA	M23MBE361 – DATA SCIENCE USING R	L	T	P	C
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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
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
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
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
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	Understand 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, Nina Zumel, Practical data science with R (2 nd Ed), Manning Publishers, 2019.
2.	JD Long, Paul Teetor, R Cookbook: Proven Recipes for Data Analysis, Statistics, and Graphics Second Edition, 2 nd Edition, Shroff/O'Reilly, 2019.
3.	Kjell Johnson, Max Kuhn, Applied Predictive Modeling (1 st ed), Springer, 2013.
4.	Jeeva Jose, Beginners Guide for Data Analysis using R programming, 1 st ed, Khanna Publishers, 2018.
5.	Roger D.Peng, R Programming for Data Science, 2 nd edition, Leanpub, 2016.
6.	Hadley Wickham, Garrett Golemund, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data (Greyscale Indian Edition), Shroff / O'Reilly, 2017.



Approved by BoS Chairman

MBA	M23MBE362 – FINANCIAL ANALYTICS	L	T	P	C
		4	0	0	4

Course Objectives	
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1.	To understand the basics of finance data and the forecasting tools to take decisions.
2.	To interpret various models and build financial models.
3.	To apply predictive techniques for contemporary financial issues in corporates.
4.	To understand the volatility and forecasting techniques using time series analysis.
5.	To Determine the finance decisions of organizations by applying prescriptive analytics.

UNIT – I	DATA IN FINANCE	12
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Financial Analytics – Need - Data in Finance - Sources of Financial Data – Pre-processing of Financial Data - Applicability of Tools (Excel, SPSS) for Exploratory Data Analysis.

UNIT – II	SIMPLE PREDICTIVE MODELS	12
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Simple Predictive Models for Finance – Linear Regression - Ridge Regression – Lasso Regression – Logistic Regression – Linear Discriminant Analysis – Applications in Finance.

UNIT – III	ADVANCED PREDICTIVE TOOLS	12
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Advanced Predictive Tools - Naive Bayes Model - KNN - Neural Networks – Decision Tree - Ensemble Models – Support vector Machines – Applications in Finance.

UNIT – IV	TIME SERIES FORECASTING	12
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Time Series Analysis - Stock Price Behaviour – Stationarity - Forecasting Models – Single Exponential Smoothing – Holt's Model – Holt-Winter Model – ARMA, ARIMA, Auto ARIMA - Performance Measures – Volatility Modelling using ARCH and GARCH Models.



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UNIT – V	PREScriptive ANALYTICS	12
Prescriptive Analytics – Need - Linear Programming – Sensitivity Analysis – Optimization Techniques – Goal Programming.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Identify the suitable finance data for applying various tools. (K3)
CO2	Apply various predictive models in finance. (K3)
CO3	List out various advanced predictive finance applications.(K4)
CO4	Apply time series forecasting to predict volatility. (K5)
CO5	Choose appropriate prescriptive analytic tools for business problems. (K5)

Reference Books	
1.	Bart Baesens, Analytics in a Big Data World – The essential guide to Data Science and its Applications, Wiley Publications, 2018.
2.	Daniel T. Larose and Chantal D, Larose, Data Mining and Predictive Analytics, 2 nd Edition, Wiley, 2018.
3.	Galit Shmueli, Peter C Bruce, Nitin R Patel, Data Mining for Business Analytics - Concepts, Techniques, and Applications in R, John Wiley & Sons Inc, 2017.
4.	James Evans, Business Analytics, Global Edition, 3 rd Edition, Pearson, 2020.



Approved by BoS Chairman

MBA	M23MBE363 – HUMAN RESOURCE ANALYTICS	L	T	P	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.
5.	To understand the importance of data visualization.

UNIT – I	HR ANALYTICS – AN OVERVIEW	12
Evolution of HR Analytics - Changing role of HR – The need of measuring HR, Importance of HR Analytics, Transition - from HRM to HCM - LAMP, HCM : 21 Frameworks - Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.		

UNIT – II	HR METRICS AND MODELS	12
HR metrics - types - Descriptive, Predictive and Prescriptive Analysis – HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.		

UNIT – III	COST AND INVESTMENTS IN HUMAN RESOURCE	12
Cost of Employee Separation – Absenteeism – Training - 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
Predictive Modelling – Examples of Predictive Analytics : Employee Attitudes, Engagement Data and Connecting Work Life. Information for HR Predictive Analysis – Software Solutions – Predictive Analytics Tools and Techniques.		



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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 – using MS Excel - Pivot tables, Slicers, Dashboards and Infographics. Future of Human Capital Analytics.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Organize Human Capital Management frameworks to enhance business outcomes. (K3)
CO2	Identify various HR metrics to develop model for HR process. (K3)
CO3	Examine cost and Investment analytics in HR outcomes. (K4)
CO4	Analyze the employee attitude and engagement using predictive analytics. (K4)
CO5	Simplify different HR data into visuals and infographics. (K4)

Reference Books	
1.	Wayne F Cascio and John Boudreau, Investing in people : Financial Impact of Human Resource Initiatives, 2 nd edition, Ft Press, 2015.
2.	Gene Pease, Boyce Byerly and Jac Fitz – en. Human Capital Analytics : How to Harness the potential for your organisation's greatest asset, 1 st ed, John Wiley & Sons, 2012.
3.	Phillips, Jack and Patricia Pulliam Phillip, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, 3 rd ed, McGraw Hill Professional, 2015.
4.	Dave Ulrich, The Next Agenda for Adding Value and Delivering Results, Harvard Business Review Press, 3 rd ed, 2014.
5.	Dave Ulrich and Wayne BrockBank, The HR Value Proposition, 4 th ed, Harvard Business Review Press, 2014.
6.	Cole Nussbaumer Knaflc, Storytelling with data : A Data Visualization Guide for Business Professionals, 4 th ed, Wiley, 2015.



Approved by BoS Chairman

MBA	M23MBE364 – MARKETING ANALYTICS	L	T	P	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 analytics.
5.	To know about different level of sales analytics.

UNIT – I	MARKETING ANALYTICS MODELS	12
Introduction – Data of Marketing Analytics – types - data driven marketing – Slicing and dicing of marketing data with pivot tables – excel chart to summarize market data – excel dashboard creation. Decisions Models : Descriptive, Predictive and Prescriptive Models – What to customer wants – conjoint analysis – types and formulating attributes and levels in conjoint analysis.		

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

UNIT – III	SEGMENTATION AND TARGETING ANALYTICS	12
Defining the market with segmentation models – Segmentation Methods using Factor analysis and Cluster analysis – Cross classification / tabulation – using classification trees for segmentation - Customer heterogeneity – Issues and challenges – positioning using perceptual mapping.		

UNIT – IV	PRICE AND PROMOTION ANALYTICS	12
Pricing Assessment – demand curves : linear and power demand curves – price bundling – nonlinear pricing and price skimming. Promotion : Budget allocation – Promotion Metrics : Reach, Frequency, Gross Rating Points, Target Rating Points, Cost per Thousand, Cost per Point. Sentiment analysis.		



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UNIT – V	SALES ANALYTICS AND FORECASTING	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 - Forecasting: sales forecasting process – methods of sales forecasting - building the basic model.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Develop descriptive, predictive and prescriptive decision models. (K3)
CO2	Build various marketing metrics for organization growth and customer satisfaction. (K3)
CO3	Classify the market on the basis of market Segments and target customers. (K4)
CO4	Examine the performance of marketing using price and promotion metrics. (K4)
CO5	Analyze the sales growth and forecasting sales potential. (K4)

Reference Books	
1.	Rao Purba Halady, Predictive Modelling for Strategic Marketing, 2 nd edition, Prentice Hall India, 2011.
2.	Stephan Sorger, Marketing Analytics – Strategic Models and Metrics, 4 th ed, Admiral Press, 2016.
3.	Lilien, Gary L. and Arvind Rangaswamy, Marketing Engineering : Computer - Assisted Marketing Analytics and Planning, 2 nd ed, Trafford Publishing, 2004.
4.	Christopher. J. Zappe, Wayne L.Winston, S. Christian Albright, Data Analysis and Decision Making with Microsoft Excel, 3 rd ed, South-Western, 2010.
5.	James Evans, Business Analytics : Methods, Models and Decisions, 3 rd ed, Pearson, 2019.



Approved by BoS Chairman

MBA	M23MBE365 – SUPPLY CHAIN ANALYTICS	L	T	P	C
		4	0	0	4

Course Objectives

1.	To make them understand the importance of Context of today's Supply Chains Analytics (SCA).
2.	To understand the strategic fit and applications of Descriptive Analytics in a Supply Chain.
3.	To equip them to Foundation of Transportation and Inventory Analytics.
4.	To provide insight on Network optimization in Supply Chain Analytics.
5.	To build Foundation of Modelling Coordinated Decisions & Role of ICT in Supply Chains.

UNIT – I	INTRODUCTION SUPPLY CHAIN ANALYTICS	12
Introduction to Supply Chain Analytics (SCA) – Understanding and defining the Supply Chain Analytics (SCA) – Lessons of Supply Chain Management – importance of supply chain analytics – Types of supply chain analytics – key issues in SCA - supply chain planning – case study.		

UNIT – II	SUPPLY CHAIN DRIVERS	12
Supply chain strategy – strategic fit in supply chain – supply chain drivers – framework - Descriptive Analytics in a Supply Chain – Decision Domains in supply chain analytics – demand forecasting in supply chain - Case Study.		

UNIT – III	TRANSPORTATION AND INVENTORY ANALYTICS	12
Logistics system – transportation analytics – inventory analytics – supply chain inventory models – Multi echolan inventory management – decision trees for handling uncertainties - Managerial Implication of results of analytics – Case Studies.		

UNIT – IV	PRESCRIPTIVE ANALYTICS	12
Prescriptive Analytics - Network Planning – Network design in supply chain – location decision - Logistics Network using Optimization – Concept of 3PL/4PL – flexibility in supply chains - Case Studies.		



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UNIT – V	ROLE OF ICT IN SUPPLY CHAINS	12
Understanding the role of data in modelling - Modeling Coordinated Decisions in Supply Chain Management - Performance Management in Supply Chain Management – IT enablement of Supply Chains - Role of ICT in Supply Chains – introduction to supply chain intelligence – emerging trends in SCA - Case Studies.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the importance and key issues in Supply Chain Analytics. (K2)
CO2	Build the supply chain framework and decision domains in SCA. (K3)
CO3	Develop suitable inventory model to a supply chain. (K3)
CO4	Apply network optimization for flexible supply chain model. (K3)
CO5	Identify the role of ICT in supply chains analytics. (K3)

Reference Books	
1.	Sunil Chopra and Peter Meindl, Supply Chain Management, 7 th Pearson, 2017.
2.	Jeremy F.Shapiro, Modeling the Supply Chain, 2 nd ed, Brooks / Cole, 2008.
3.	D. Simchi – Levi, P. Kaminsky, E.Simchi-Levi and Ravi Shankar. Designing and Managing the Supply Chain concepts, Strategies and Case studies, 3 rd edition, Tata McGraw Hill, 2019.
4.	Rahul Saxena, Anand Srinivasan, Business Analytics : A Practitioner's Guide: 186 (International Series in Operations Research & Management Science), Springer-Verlag New York Inc, 2013.



Approved by BoS Chairman

MBA	M23MBE366 – WEB AND SOCIAL MEDIA ANALYTICS	L	T	P	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.
5.	To explore workflow management and text analytics.

UNIT – I	INTRODUCTION & GOOGLE ANALYTICS	12
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.		

UNIT – II	CONTENT PERFORMANCE & VISITOR ANALYSIS	12
Pages and Landing pages – Event Tracking and AdSense – Site Search – Unique visitors, Geographic and language information – Technical Reports – Benchmarking.		

UNIT – III	SOCIAL MEDIA ANALYTICS & E-COMMERCE TRACKING	12
Tracking Facebook insights – Twitter Analytics – Youtube Analytics – Social Ad Analytics / ROI measurement - Setting up goals – Goal reports - Ecommerce tracking.		

UNIT – IV	ACTIONABLE INSIGHTS AND THE BIG PICTURE	12
Recap of Google Analytics reports and tools – Finding actionable insights – Getting the Organization involved – Creating a data – driven culture & resources – Common mistakes analysts make – Additional Web analytics tools.		



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UNIT – V	SOCIAL CRM & ANALYSIS	12
Radian – Sentiment Analysis – Workflow Management – Text Analytics.		
Total Instructional hours : 60		

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, Advanced Web Metrics with Google Analytics, 3 rd ed, Sybex, 2012.
2.	Waisberg Daniel, Google Analytics Integrations, Sybex, 2015.
3.	Marshall Sponder, Social Media Analytics : Effective Tools for Building, Interpreting and using metrics, 1 st ed, McGraw Hill Education, 2014.
4.	Olivier Blanchard, Social Media ROI : Managing and Measuring Social Media Efforts in Organization (Que Biz-Tech), 1 st ed, Que Publishing, 2011.



Approved by BoS Chairman

Tourism & Hospitality

MBA	M23MBE371 – TOURISM PRINCIPLES AND PRACTICES	L	T	P	C
		4	0	0	4

Course Objectives

1.	To understand the fundamentals concepts and history of tourism.
2.	To know about the forms of tourism.
3.	To throw light on Tourism Industry structure and infrastructure.
4.	To have knowledge about tourism theory and system.
5.	To provide insights about tourism organizations.

UNIT – I	HISTORY AND CONCEPTS OF TOURISM	12
Tourist / Visitor / Traveler / Excursionist, Early and Medieval Period of Travel : Renaissance and Its Effects on Tourism - Birth of Mass Tourism, Old and New Age Tourism, Concept of Tourism : Nature - Scope - Characteristics - Components - Significance of Tourism - Tourism System : Interdisciplinary Approaches - Motivations and Deterrents to Travel – Emerging Areas and Practices.		

UNIT – II	FORMS OF TOURISM	12
Inbound, Outbound, National, International - Alternative Tourism – Inclusive Tourism, Current Trends in Domestic and Global Tourism: Tourism Statistics - Need for Measurement of Tourism - Tourism Demand and Supply.		

UNIT – III	TOURISM INDUSTRY	12
Structure, Functions and Constituents - Direct, Indirect and Support Services - Basic Components of Tourism: Transport - Accommodation - Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & superstructure.		

UNIT – IV	TOURISM THEORY AND SYSTEM	12
Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory - Stanley Plog's Psychographic Model - Gunn's Tourism Planning Model.		



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UNIT – V	TOURISM ORGANIZATIONS	12
UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the fundamental concepts and history of tourism. (K2)
CO2	Illustrate knowledge and develop an understanding about the forms of tourism. (K2)
CO3	Identify about Tourism Industry structure and infrastructure. (K3)
CO4	Apply knowledge about tourism theory and system. (K3)
CO5	Develop insights about tourism organizations. (K3)

Reference Books	
1.	CR Goeldner, Tourism, Principles, Practices, Philosophies, 12 th Edition, John Wiley & Sons Inc, 2011.
2.	Swain, S.K. & Mishra, J.M., Tourism Principles and Practices, Oxford University Press, 2011.
3.	Tribe, J., Philosophical Issues in Tourism (Aspects of Tourism), Channel View Publications, 2009.
4.	Prof Chris Cooper, Prof Stephen Wanhill, Tourism Principles and Practice, Prentice Hall, 2008.
5.	Mike Robinson, Tazim Jamal, The SAGE Handbook of Tourism Studies, Sage Publications, 2009.
6.	Namzi Kozak, Metin Kozak, Tourist Destination Management : Instruments, Products, and Case Studies (Tourism, Hospitality & Event Management), Springer Nature Switzerland AG, 2019.



Approved by BoS Chairman

MBA	M23MBE372 – STRATEGIC TOURISM MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To develop the understanding of strategic tourism management.
2.	To impart knowledge on micro and macro strategic tourism management.
3.	Discover the basic concepts, principles, and practices associated with strategy formulations and implementation.
4.	Apply a variety of strategic planning tools (i.e. SWOT analysis) to develop business strategies.
5.	Establish vision, mission, and core values to set company direction.

UNIT – I	INTRODUCTION TO STRATEGIC TOURISM MANAGEMENT	12
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Strategic Management – Concept, Origin and evolution, Scope and Process; levels at which strategy operates, Strategic Thinking; Global competitiveness; Strategists and their role in hospitality and tourism, Key Players in Indian Hospitality and Tourism Industry, strategic and conventional decision making in hospitality and tourism.

UNIT – II	MICRO AND MACRO STRATEGIC ENVIRONMENT	12
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The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage, Tangible and Intangible Resources, Financial Resources, Physical Resources, Human-Based Resources, Organization Structure and Culture, General Organizational Resources.

UNIT – III	STRATEGIC DIRECTION & FORMULATING BASIC STRATEGIES	12
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Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring - Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring.



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UNIT – IV	IMPLEMENTING STRATEGIES AND ESTABLISHING CONTROL SYSTEMS	12
Interrelationship between formulation and implementation of strategies, Inter-organizational Relationships and the Tourism Cluster; Functional - Level Resource Management; Organizational Design and Control - types of designs, Organizational Structures design, Organizational Control, power and politics, role of behavioral implementation in tourism.		
UNIT – V	STRATEGIES FOR HOSPITALITY ENTREPRENEURSHIP	12
Strategies for Entrepreneurship and Innovation - Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future - Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends; Strategic issues in not - for - profit organization and Small & Medium Size Enterprises.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to

CO1	Apply knowledge of tourism concepts along with the management theories and practices to solve business related problems in tourism domain. (K3)
CO2	Organize tourism within broader cultural, environmental, political and economic dimensions of society. (K3)
CO3	Utilize analytical and critical thinking abilities for data-based decision Making. (K3)
CO4	Identify and understand how new ideas, concepts or products emerge within relevant fields. (K3)
CO5	Construct tourism practices for their implications locally and globally. (K3)

Reference Books

1.	David, F.R., Strategic Management, 13 th ed., Prentice Hall, 2010.
2.	Cathy A. Enz, Hospitality Strategic Management: Concepts and Cases, 2 nd ed., Wiley, 2009.
3.	Hill, C.W.L., & Jones, G.R., Strategic Management : Theory & Cases : An Integrated Approach 13 th ed., Cengage Learning India Pvt. Ltd., Pub, 2023.
4.	Okumus, F., Altinay, L., & Chathoth, P., Strategic Management for Hospitality and Tourism, 2 nd ed., Routledge, 2019.
5.	Olsen, M., & Zhao, J., Handbook of Hospitality Strategic Management, Routledge, 2008.
6.	Nigel Evans, Strategic Management for Tourism, Hospitality and Events, 3 rd Edition, 2020.
7.	Namzi Kozak, Metin Kozak, Tourist Destination Management : Instruments, Products, and Case Studies (Tourism, Hospitality & Event Management), Springer, April 2019.



Approved by BoS Chairman

MBA	M23MBE373 – TOURISM ENTREPRENEURSHIP	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To understand the basics of Entrepreneurship.
2.	To comprehend the role of creativity and innovation.
3.	To develop a feasibility report in Tourism.
4.	To know the funding options for Entrepreneurship.
5.	To understand the growth of empowerment in tourism.

UNIT – I	ENTREPRENEURSHIP	12
Theories & Approaches; Types of Entrepreneurs – Entrepreneurial Motivation – Entrepreneurial Climate - Myths about Entrepreneurship - Role of Entrepreneurship in Economic Development.		

UNIT – II	CREATIVITY & INNOVATION	12
Process of Creativity - Roadblocks for Creativity - Innovation - Types of Innovation - Role of Creativity & Innovations in Travel & Tourism Businesses - Contemporary Trends.		

UNIT – III	ENTREPRENEURSHIP IN TOURISM	12
Opportunity Identification – Sources of Ideas - New Product Development - Business Plan - Feasibility Report – Technical Feasibility vs. Economic Viability.		

UNIT – IV	FUNDING OPTIONS	12
Sources of Finance for Tourism Enterprises, Subsidies & Incentives - Promotion and Development of Tourism - Institutional Framework - Venture Creation - Forms of Organization - Management.		

UNIT – V	MANAGING GROWTH	12
Business Integration – Diversification - Mergers & Acquisitions - Business Failure - Causes for failure - Revival of Sick Enterprises - Strategies for revival - Women Empowerment in Tourism.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Summarize the theories and approaches to Entrepreneurship. (K2)
CO2	Outline the role of creativity and innovation in Entrepreneurship. (K2)
CO3	Interpret tourism opportunity identification through feasibility study. (K2)
CO4	Explain the funding options for Entrepreneurship. (K2)
CO5	Compare growth in Tourism Entrepreneurship through business Integration. (K2)

Reference Books	
1.	Arthur, S.J., & Hisrich, R.D, Entrepreneurship through the ages : Lessons learned. Journal of Enterprising Culture, 2011.
2.	Bezbaruah, M.P., Beyond the Millennium, Gyan Publishing House, 2000.
3.	Drucker, P.F., Innovation & Entrepreneurship, Harper Business, 2006.
4.	Kuratko, D.F. & Hodgets, R.M., Entrepreneurship: Theory, Process and Practice, South-Western, 2008.
5.	Jeffrey, T., Stephen Spinelli, New Venture Creation : Entrepreneurship for the 21 st Century. McGraw-Hill Education / Asia, 2014.
6.	Sølvi Solvoll Gry Agnete Alsos & Oxana Bulanova, Tourism Entrepreneurship – Review and Future Directions, Taylor and Francis, 2015.
7.	Jovo Ateljevic, Stephen J. Page, Tourism and Entrepreneurship, Elsevier.
8.	Vanessa Rattan, Tourism entrepreneurship research : a perspective, Tourism review.
9.	Weibing Zhao J.R. Brent Ritchie Charlotte M.Echtner, Social capital and tourism entrepreneurship, science direct.



Approved by BoS Chairman

MBA	M23MBE374 – HOSPITALITY MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of Hospitality industry.
2.	To provide insights on front office management.
3.	To throw light on Housekeeping management.
4.	To elucidate on food, beverages, organization and restaurant menu.
5.	To impart knowledge on evaluating hotel management.

UNIT – I	INTRODUCTION TO HOSPITALITY INDUSTRY	12
Distinctive Characteristics : Inflexibility - Intangibility - Perishability - Fixed Location - Relatively Large Financial Investment etc.; Concepts of “Atithi Devo Bhavah”; Hotel and Lodging facilities; Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E- Hospitality; Ethical and Regulatory Aspects in a Hotel, International Hotel Regulations, Fiscal and Non-Fiscal Incentives Offered to Hotel Industry in India.		

UNIT – II	FRONT OFFICE	12
Duties and Responsibilities : Reservation & Registration - Meal Plans - Room Assignments - Check - in - Departure - Handling Guest Mail - Message Handling - Guest Paging Methods of Payment; Guest Services : Type of Hotel Guests - Types of Meal Plans - Wake-up call.		

UNIT – III	HOUSEKEEPING	12
Hierarchy, Duties & Responsibilities of Housekeeping Staff; Important Functions of Housekeeping Management; Types of Accommodation; Activities in Accommodation Management : Room Service - Room supplies - Types of Room - Types of Bedding and Other Related Types of Service; Liaison with Other Departments.		

UNIT – IV	FOOD & BEVERAGE, ORGANIZATION AND RESTAURANT MENU	12
Food & Beverage : Hierarchy, Duties & Responsibilities of Staff; Food Production. Organization : Kitchen - Buffets - Beverages Operation & Functions; Outlets of F & B; Types of Restaurant Menu; Catering Services : Food Service for the Airlines - Banquette - Corporate - MICE - Retail Food Market - Business / Industrial Food Service - Healthcare Food Service - Club Food Services; Trends in Lodging and Food Services.		



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UNIT – V	EVALUATING HOTEL PERFORMANCE	12
Methods of Measuring Hotel Performance : Occupancy Ratio - Average Daily Rate : Average Room Rate Per Guest - Rev PAR - Market Share Index - Evaluation of Hotel by Guest; Yield Management : Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Explain the students about the basic concepts of Hospitality industry. (K2)
CO2	Organize front office administration management. (K3)
CO3	Develop knowledge on Housekeeping management and related services. (K3)
CO4	Make use of food, beverages, organization and restaurant menu. (K3)
CO5	Analyze hotel performance for measuring the yield. (K4)

Reference Books	
1.	Negi, J, Professional Hotel Management. S Chand & Company, 2014.
2.	Raghubalan, G., & Smritee, R, Hotel Housekeeping operations and Management, 4 th Edition Oxford University Press, 2023.
3.	Negi, J., Hotels for Tourism Development: Economic Planning & Financial Management, Metropolitan Book Co. (P) Ltd, 2007. COIMBATORE
4.	Tewari, J.R, Hotel front office : Operations and Management, 2 nd Edition, Oxford University Press, 2016.
5.	Wood, R.C., Key Concepts of Hospitality Management, SAGE Publications, London, 2016.
6.	Mark Ciampa, Introduction to Healthcare Information Technology, Course Technology Inc, 2012.
7.	Philip Nailon, Theory in hospitality management, Volume 1, Issue 3, 1982, Pages 135-143, Elsevier
8.	Bob Brotherton, Towards a definitive view of the nature of hospitality and hospitality management, International journal of contemporary hospitality management, 1999
9.	Clayton W. Barrows, Robert H. Bosselman, Hospitality management education, The Haworth hospitality press
10.	Clarke Chen, International Hospitality Management, Concepts and Cases, London Imprint Routledge.



Approved by BoS Chairman

MBA	M23MBE375 – AUTOMATION IN HOSPITALITY INDUSTRY	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To understand the basics of Hospitality Industry.
2.	To comprehend the Hospitality Products & Services.
3.	To understand the hospitality distribution channels.
4.	To know the current scenario.
5.	To understand the growth of empowerment in tourism.

UNIT – I	HOSPITALITY INDUSTRY – PROFILE	12
Meaning & definition, Historical evolution & development, Hospitality as an industry, Inter relation with tourism industry and its sectors, Contribution to Indian and global economy.		

UNIT – II	HOSPITALITY PRODUCTS & SERVICES	12
Hospitality accommodation - the various types Structured and non-structured accommodations - Hotels, Resorts, Condominiums, Guest Houses, Food & Beverage facilities - Structured and Non structured, Ancillary services - Spa, Health Club, Recreational facilities, etc. Support services - Transport, Guides, Travel desk, Banking, Insurance etc.		

UNIT – III	HOSPITALITY DISTRIBUTION CHANNELS	12
Meaning & definition, Functions & levels of distribution channels, Major hospitality distribution channels – Travel agents, Tour operators, Consortia and reservation system, Global Distribution System (GDS), Internet.		

UNIT – IV	CURRENT SCENARIO	12
Major players in the industry – 5 in India and 5 worldwide, Present trends in industry, Emerging markets, Impact of international and national events, Latest technology in Industry.		



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UNIT – V	INFORMATION TECHNOLOGY AND HOSPITALITY INDUSTRY	12
Information Technology and Hospitality Industry Automation of Operations - Distributed Database - The World of Enterprise Resource Planning - Internet Applications – Wire Free Environment (Wi-Fi) - Opportunities and Threats of Information Technology.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Interpret the environment of Hospitality and tourism sector to enhance the economy. (K2)
CO2	Outline the various services offered to the customers. (K2)
CO3	Build hospitality distribution models for attracting tourism customers. (K3)
CO4	Identify the major players and latest technology and trends in the current scenario. (K3)
CO5	Make use of Information technology for effective hospitality management. (K3)

Reference Books	
1.	Philip Kotler and Jon Bowen, James Makens, Marketing for Hospitality and Tourism, 7 th edition, Pearson, 2016.
2.	Aaker, Mayer and Batra, Advertising Management, Pearson, 5 th Edition, 2004.
3.	Andrew Vladimir, A Complete Travel marketing Handbook, Natl Textbook Co Trade, 2001.
4.	B. Ram, Computer Fundamentals : Architecture and Organization, New Age International Publisher, 6 th Edition, 2020.



Approved by BoS Chairman

MBA	M23MBE376 – SERVICE QUALITY MANAGEMENT IN HOSPITALITY	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To understand the basics of Service Quality and to learn ways to measure it.
2.	To comprehend the Hospitality Industry.
3.	To understand the various types of ownerships of hotels and classification of hotels.
4.	To know the ethics of hospitality.
5.	To know about Information Technology and Hospitality Industry.

UNIT – I	INTRODUCTION	12
Concept of Service Quality - Measuring Service Quality - Impact of Service Quality in Customer Satisfaction and Loyalty - ISO 9000 : Universal Standard of Quality - Bench Marking.		

UNIT – II	HOSPITALITY INDUSTRY	12
Introduction - Hospitality and Product Service - Classification of Hotels - Basis of Room Tariff - Operation and Terminology - Fundamentals of Food and Beverage Service - Reservation skills.		

UNIT – III	TYPES OF OWNERSHIP AND HOTEL CLASSIFICATION	12
Various forms of ownership - Franchise, Chain Concept, Time Share, Management Contract Classification of Hotels : Norms and Standards, Procedure, Classification / Types, Classifying bodies.		

UNIT – IV	SOCIETY AND ETHICS	12
The need for Ethics in Hospitality Industry – Importance of Ethics in Hospitality Industry Code of Ethics – Ethics in Hospitality Industry – Responsibility of Hospitality Business - Environmental Auditing in Hospitality Industry.		

UNIT – V	INFORMATION TECHNOLOGY AND HOSPITALITY INDUSTRY	12
Automation of Operations - Distributed Database - The World of Enterprise Resource Planning - Internet Applications – Wire Free Environment (Wi-Fi) - Opportunities and Threats of Information Technology on Hospitality Industry.		

Total Instructional hours : 60



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Course Outcomes : Students will be able to	
CO1	Understand the role of service Quality. (K2)
CO2	Outline the various products and services of hospitality industry. (K2)
CO3	Build ownership forms for hospitality industry. (K3)
CO4	Experiment the role of ethics in hospitality management. (K3)
CO5	Make use of Information technology for effective hospitality Industry. (K3)

Reference Books	
1.	Kandampully, Service Quality Management in Hospitality & Tourism, Jaico Publishing House, 2008.
2.	Mukhles Al-Ababneh, TQM and Organisational Creativity in the Hotel Industry : An Exploration of the Effect of Total Quality Management Implementation on Organisational Creativity in Jordanian Resort, 2012.
3.	Stephen S. Hall, Quality Assurance in the Hospitality Industry, Quality Resources, 1990.
4.	Gajanan Shirke, Exceptional Service in Hospitality Six Sigma Way, Shroff Publishers, 2017.
5.	Connie Mok, Beverley Sparks, Jay Kadampully, Service Quality Management in Hospitality, Tourism, and Leisure, 1st Edition, eBook Published 5 January 2001 Pub. Location New York, Imprint Routledge.
6.	César Camisón, Total quality management in hospitality : an application of the EFQM model, Tourism Management, Volume 17, Issue 3, May 1996, Pages 191-201.
7.	Josep Llach, Maria Del Mar Alonso Imelda, Jordi Martí, Alfredo Rocafort , Effects of quality management on hospitality performance in different contexts, Industrial Management & Data Systems, ISSN : 0263-5577, June 2016.
8.	Connie Mok, Beverley Sparks, Jay Kadampully, Service Quality Management in Hospitality, Tourism, and Leisure.



Approved by BoS Chairman

Logistics and Supply Chain Management

MBA	M23MBE381 - PRINCIPLES AND PRACTICE OF LOGISTICS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To create an understanding on the concepts & functions of logistics.
2.	To explore the element of logistics & Inventory.
3.	To explore the functions of transportation warehousing and distribution.
4.	To understand the operational need on effective logistic performance.
5.	To understand logistics cost and need for integration.

UNIT – I	INTRODUCTION	12
Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.		

UNIT – II	INVENTORY AND FORECASTING	12
Elements of Logistics and Inventory carrying – Warehousing – Material handling – Order processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Performance measurements.		

UNIT – III	TRANSPORTATION AND WAREHOUSING	12
Transportation – participants in Transportation Decisions – Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing / Distribution – Functions of Warehouse – benefits of Warehouse – Service – Warehousing Alternatives – Warehouse site selection – Factors while initiating Warehouse Operations – Warehouse Management System.		

UNIT – IV	PACKED MATERIAL HANDLING	12
Packing and Materials Handling – Functions of packaging – Communication – Packaging cost – Types of Packaging Material – Unitization – Containerization – Designing a package factors affecting choice of packaging materials.		



Approved by BoS Chairman

UNIT – V	LOGISTICS PERFORMANCE	12
Organization for effective logistics performance – centralized and decentralized structures – stages of functional aggregation in organization, financial issues in logistics performance – Measures – Steps in ABC costing – Financial Gap Analysis integrated Logistics – Need for Integration - Activity Centers in Integrated Logistics Role of 3P Land 4PL – Principles of LIS.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the concepts, evolution and functions of logistics management. (K2)
CO2	Apply the elements of logistics, warehousing and material handling.(K3)
CO3	Make use of transportation, distribution, packaging etc. (K3)
CO4	Plan functions of packaging and communication. (K3)
CO5	Examine logistics performance and integrated logistics. (K4)

Reference Books	
1.	Hessel Visser, Logistics Principles and Practice, Routledge, 2019.
2.	Saikumari V., Purushothaman S, Logistics and Supply Chain Management, Sultan Chand and Sons, 2023.
3.	Ganapathi and Nandi, Logistics Management, Oxford University Press, 2015.
4.	Agarwal D K, Textbook of Logistics and Supply Chain Management, Laxmi Publications, 2018.
5.	V.V Sople, Logistics Management, Pearson publication, 3 rd Edition, 2012.
6.	Journal of Logistics Management, Ingenta.
7.	The International Journal of Logistics Management, emerald.
8.	Advances in Logistics and Supply Chain Management, springer.



Approved by BoS Chairman

MBA	M23MBE382 - DOMESTIC AND INTERNATIONAL LOGISTICS	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize students with the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.
2.	To provide insights on planning & Decision making. To examine the role that logistics plays with the rest of the corporate functions.
3.	To throw light on legislation such as licensing, drivers working hours and vehicle dimensions.
4.	To examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.
5.	To provide a general understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.

UNIT – I	INTRODUCTION	12
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Vehicle Selection – Types of Vehicles – Types of operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.

UNIT – II	TRANSPORT PLANNING	12
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Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID.

UNIT – III	LEGISLATION	12
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Legislation – Operator licensing – Driver licensing – Driver's Hours regulations – Road transport directive – tachographs – vehicle dimensions.

UNIT – IV	AIR CARGO	12
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Introduction to Air Cargo; Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.



Approved by BoS Chairman

UNIT – V	AIR FREIGHT FORWARDING	12
Air freight forwarding; Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation – Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Relate basic logistics concepts and the terminology and various types of vehicle selection. (K2)
CO2	Demonstrate knowledge on planning & decision making. (K2)
CO3	Summarize insights on legislation and vehicle dimensions. (K2)
CO4	Make use of logistics functions interface with air cargo Management, Transportation, and Distribution channels as integral part of the supply chain. (K3)
CO5	Organize air freight forwarding communications and shipments. (K3)

Reference Books	
1.	Wendy L Tate, The Definitive Guide to Supply Management and Procurement: Principles and Strategies for Establishing Efficient, Effective and Sustainable Supply Management Operations, 1 st Edition, Pearson FT Press, 2013.
2.	T. A. S. Vijayaraghavan, Supply Chain Analytics, Wiley, 2021.
3.	L Ronald Ballou, Business Logistics / Supply chain management, 5 th edition, Pearson Education India, 2007.
4.	Gwynne Richards, Warehouse management: A complete guide to improving efficiency and minimizing Costs in the Modern Warehouse, 3 rd Edition, Kogan Page. 2017.
5.	International Logistics: Management of International Trade Operations (with Make the Grade Printed Access Card), 3 rd Edition, Atomic Dog, 2010.
6.	P.S. Senguttuvan, Fundamentals of air transport management, Excel Books, 2006.
7.	Journal of Marketing Theory and Practice, Taylor and francis.



Approved by BoS Chairman

MBA	M23MBE383 - INVENTORY & WAREHOUSING MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To enable the students to understand the fundamentals of Inventory Management and its impact on Logistics.
2.	To acquaint the students with various models, tools and techniques of Inventory control and inventory management.
3.	To impart the students, knowledge of various inventory ranking methods, and how to use technology in inventory control.
4.	To acquaint the students with basics of warehouse management, its location, layout and principles of warehouse design.
5.	To impart knowledge about the standardization, codification, safety and security of inventory and the role of Information technology in warehouse management.

UNIT – I	INTRODUCTION	12
Introduction to Inventory – Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory Policy, Costs Associated with Inventory, Inventory and Profitability, Impact of Inventory on total logical cost – Inventory management – objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.		

UNIT – II	INVENTORY CONTROL AND MODELS	12
Inventory Control and models – Importance and scope of Inventory control, Selective Inventory control, Inventory Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL – reorder level, P model, Q model, two bin system, fair share allocation model, MRP, ABC analysis, Just in Time(JIT). Modern methods Kanban, DRP and ERP.		



Approved by BoS Chairman

UNIT – III	INVENTORY METHODS	12
Inventory Methods – Inventory ranking methods and Quadrant technique, FIFO, LIFO, Weighted average method, Inventory under certainty and uncertainty, Risk Management, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management–RFID, EDI, Satellite tracking system.		
UNIT – IV	WAREHOUSE MANAGEMENT	12
Warehouse Management – Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.		
UNIT – V	MATERIALS PLANNING	12
Planning – codification and standardization of the Materials, Incoming Materials Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention, Consumption Based Planning – MRP and lot sizing procedure, Forecasting parameter and result, planned order planning file consolidation, Break bulk, Cross docking, Mixing, Assembly – competitive advantage, production support warehouse – ERP, Role of IT in warehousing.		
Total Instructional hours : 60		
Course Outcomes : Students will be able to		
CO1	Outline the fundamentals of Inventory Management and its impact on Logistics. (K2)	
CO2	Compare with various models, tools and techniques of Inventory control and inventory management. (K2)	
CO3	Make use of various inventory ranking methods, and how to use technology in inventory control. (K3)	
CO4	Model with basics of warehouse management its location, layout and principles of warehouse design. (K3)	
CO5	Experiment with codification and standardization of the Materials. (K3)	


Approved by BoS Chairman

Reference Books	
1.	Villivalam Rangachari Rangarajan, Basics of Warehouse and Inventory Management : (The pillars of business Logistics) India SPECIFIC EDITIO, Notion Press, 2022.
2.	P. Narayan, Jaya Subramanian, Inventory Management : Principles and Practices Paperback, Excel books, 2008.
3.	Tony Wild, Best Practice in Inventory Management, Routledge, 3 rd Edition, 2017.
4.	Ed C. Mercado, Hands-On Inventory Resource Management, Auerbach Publications, 2007.
5.	Chandra Bose, Inventory Management, Prentice Hall India Learning Private Limited, 2006.
6.	International Journal of Supply Chain and Inventory Management, Inder science.
7.	International Journal of Logistics Systems and Management, Inder science.
8.	Journal of Operations Management, wiley.
9.	International Journal of Logistics Research and Applications, Taylor and francis.



Approved by BoS Chairman

MBA	M23MBE384 - PACKAGING AND MATERIAL HANDLING	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To study about types of packaging materials and design.
2.	To study about Functions and Essentials of Packaging.
3.	To study about consumer packaging Identification codes, bar codes, and electronic data interchange.
4.	To study about Packing Considerations: Protection, Convenience, Environment, Use / Re - use - Cost and Competition.
5.	To study about Eco friendly Packaging for Exports- Scientific Packaging-Standardization in Packaging.

UNIT – I	PACKING MATERIALS & COMPONENTS	12
Packaging / Packing Materials & Components : Various Materials / Metals Flexible, Folding, Insulated, Corrugated Packing Materials - Packing materials classifications - Packaging Industry Process and Machining : Packaging Demands of Consumer goods Industry - Packaging Demands of Industrial Users - Technology Trends in Packaging Industry - Automatic identification and data capture - Blow fill seal - Blow molding - Containerization - Electronic article surveillance - Graphic Design - Induction sealing - Plastic welding - Printing.		

UNIT – II	PACKAGING	12
Packaging : Meaning, Functions and Essentials of Packing - Packaging : Meaning, Functions and Essentials of Packaging - Difference between Packing and Packaging - Packing for Storage - Packing for Overseas Shipment - Packing for Inland Transportation- Packaging for Product content Protection - Test of packaging : Mechanical, Climatic & Lab test - International Care labeling code - Packaging cost.		

UNIT – III	PACKAGING TYPES	12
Packaging Types : Primary, Secondary and Tertiary - Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI) - Universal Product Code - GS1 Standards - package labels - Symbols used on packages and labels. Heavy, Medium and small Packaging - Active packaging - Child - resistant packaging Pilfer / Tamper Evident / Proof Packaging - Product - Packaging compatibility - Pharma Packaging - Food Packaging - Electronic goods Packaging - FMCG packaging - Heavy engineering Goods / Equipment Packaging.		



Approved by BoS Chairman

UNIT – IV	PACKING CONSIDERATIONS	12
Packing Considerations : Protection, Convenience, Environment, Use / Re-use-Cost and Competition – Packing as a systems approach to Logistics - Transport / Storage Requirements - Physical, Chemical Environmental, Biological Nature of the Products Packing as Protection Against Hazards - Package design considerations : Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal - Biodegradation - Recycling : Glass, Plastic & Paper - Reuse - Sustainable packaging - Waste management.		

UNIT – V	PACKAGING ECONOMICS	12
Packaging Economics : Packaging Cost Vs Product cost - Cost Reduction in Packaging. Packing for Inventory Control, Value Analysis - Packing and Value Engineering, Packaging Laws - Consumer Protection in Food Packaging, Marking and Labeling, Eco friendly Packaging for Exports - Scientific Packaging - Standardization in Packaging. Quality assurance - Radio - frequency identification - Track and trace - Vacuum forming Verification and validation - Barcode printer - Barcode reader - Bottling line – Carton machine - Check weighed - Conveyor system - Heat gun - Heat sealer - Industrial robot Injection molding machine – Logistics automation.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Relate the types of packaging materials and design. (K2)
CO2	Outline the Functions and Essentials of Packaging. (K2)
CO3	Make use of types in consumer packaging Identification codes, bar codes, and electronic data interchange. (K3)
CO4	Develop Packing Considerations for Protection, Convenience, Environment Cost and Competition. (K3)
CO5	Analyze Eco friendly Packaging for Exports and Scientific Packaging. (K4)


Approved by BoS Chairman

Reference Books	
1.	Calver G., What Is Packaging Design, Rot vision, 2007.
2.	Dean D.A., Pharmaceutical Packaging Technology, Taylor & Francis, 2000.
3.	McKinley A.H., Transport Packaging, Institute of Packaging Professionals, 1998.
4.	Robertson G.L., Food Packaging : Principles and Practice, CRC Press, 3 rd Edition, 2012.
5.	N. Chapman Stephen, Arnold J.R. Tony, Gatewood Ann K., Introduction to Materials Management, 8 th Edition, Pearson Education, 2017.
6.	Supply chain management : An international journal, Emerald.
7.	Industrial marketing management, Elsevier.

**Approved by BoS Chairman**

MBA	M23MBE385 – SUPPLY CHAIN MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of Supply Chain management.
2.	To provide insights on Supply chain synergies.
3.	To throw light on Sales & Operation Planning.
4.	To elucidate on Customer value and supply chain management.
5.	To create awareness on supply chain analytics.

UNIT – I	INTRODUCTION TO SUPPLY CHAIN	12
Historical perspective Understanding Supply Chain key issues in supply chain management Objectives, importance, Decision phases - Examples of supply chains Supply chain strategies, The supply chain becomes value chain Supply chain as a competitive weapon.		

UNIT – II	SUPPLY CHAIN SYNERGIES	12
Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance : Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing – Yield management / Revenue management.		

UNIT – III	SALES AND OPERATIONS PLANNING	12
Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain : role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains - creating responsive supply chains lean and agile supply chain their characteristics.		

UNIT – IV	LEADERSHIP AND CONTROL	12
Customer value and supply chain management : Dimensions of customer value - value added services – customer value measures Push - pull boundary – mass customization and supply chain management outsource - Third and Fourth - Party Logistics providers – managing risk in supply chains Creating a sustainable supply chain.		



Approved by BoS Chairman

UNIT – V	SUPPLY CHAIN ANALYTICS	12
Use of computer software in supply chain problems - Electronic commerce – emerging mega trends supply chain of the future – seeking structural flexibility – The multi-channel revolution 2020 vision.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Explain the basic concepts of Supply Chain management. (K2)
CO2	Outline the insights in Supply chain synergies. (K2)
CO3	Make use forecasting for Sales & Operation Planning. (K3)
CO4	Categorize leadership approaches and controlling. (K4)
CO5	Analyze supply chain problems using software for effective management. (K4)

Reference Books	
1.	Lora M. Cecere, Supply Chain Metrics that Matter, John Wiley & Sons Inc, 2014.
2.	Suman Sarkar, The Supply Chain Revolution, AMACOM, 2017.
3.	Edward Frazelle, Supply Chain Strategy: Unleash the Power of Business Integration to Maximize Financial, Service, and Operations Performance, McGraw hill, 2017.
4.	Leonardo Decandia, Lei Lei, Rosa Oppenheim, Managing Supply Chain Operations, World scientific publications, 2017.
5.	Michael H. Hugos, Essentials of Supply Chain Management, John Wiley & Sons, 3 rd Edition, 2011.
6.	Supply chain management and advanced planning, Springer.
7.	Supply chain management: An international journal, Emerald.
8.	Industrial marketing management, Elsevier.



Approved by BoS Chairman

MBA	M23MBE386 - EXPORT & IMPORT MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	The course gives a foundation to participants who seek a career in International markets.
2.	The course gives participants to understand Exim documentation.
3.	To give abstract on logistics and shipping characteristics.
4.	To give knowledge on logistics and shipping procedures and pricing.
5.	To give knowledge on role of IT in International business.

UNIT – I	INTRODUCTION	12
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Export & Import – Introduction, Definitions. Evolution of Export & Import. Foreign Trade Institutional Framework and Basics. Multinational Organizations & Structure, International Business Scenario.

UNIT – II	EXPORT AND IMPORT STRATEGIES	12
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Export - Import - Documentation and Steps, Export - Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes.

UNIT – III	LOGISTICS	12
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Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.

UNIT – IV	EXIM DOCUMENTS	12
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Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters.



Approved by BoS Chairman

UNIT – V	IT & EXIM MANAGEMENT	12
Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, ASEAN Countries, Australia and New Zealand, China and Japan.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the role of logistics in International markets. (K2)
CO2	Demonstrate Exim documentation process. (K2)
CO3	Relate logistics, Containerization and Leasing Practices. (K2)
CO4	Organize export import documents. (K3)
CO5	Make use of the role of IT in International business. (K3)

Reference Books	
1.	Justin Paul & Rajiv Aserkar. Export Import Management, Oxford University Press, 2 nd Edition, 2013.
2.	Rama Gopal C., Export Import Procedures - Documentation And Logistics, New Age International Private Limited, 2 nd Edition, 2022.
3.	Usha Kiran Rai, Export - Import and Logistics Management, Prentice - Hall of India Pvt. Ltd, 2007.
4.	Raj Kumar Sharma, Export Business - A Beginner's Guide : A practical guide for starting export business, Notion Press, 2020.
5.	Debashis Chakraborty Biswajit Nag, India's Trade Analytics : Patterns and Opportunities, Sage India Pvt Ltd., 2019.
6.	Supply chain management : An international journal, Emerald.
7.	Industrial marketing management, Elsevier.



Approved by BoS Chairman

Hospital Administration

MBA	M23MBE391 - HOSPITAL PLANNING AND ADMINISTRATION	L	T	P	C
		4	0	0	4

Course Objectives

1.	To make the students understand the concept of hospital administration.
2.	To provide insights on the location layout of hospitals.
3.	To highlight on effective analysis of hospital utilization.
4.	To throw light on critical, administration and service zone.
5.	To understand different standards maintained in hospital.

UNIT – I	INTRODUCTION	12
Hospital : Classification – Changing role of hospitals – Role of hospital administration – Hospital system – Need for scientific planning and design of hospitals.		

UNIT – II	PLANNING	12
Principles of Planning – Planning process – Size of the hospital – Size selection – Location Layout – Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.		

UNIT – III	TECHNICAL ANALYSIS	12
Assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilization – Bed planning – Project cost – Land requirements – Space requirements – hospital drawings and documents.		

UNIT – IV	HOSPITAL DESIGN	12
Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.		



Approved by BoS Chairman

UNIT – V	FACILITIES PLANNING AND STANDARD IN HOSPITAL	12
Transport – Food Services – Communication – Information System – Minor facilities – others. General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralized medical gas system – Biomedical waste handling.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline hospital system and hospital administration (K2)
CO2	Develop location layout of hospitals (K3)
CO3	Identify the factors of hospital utilization (K3)
CO4	Develop and building hospital design (K3)
CO5	Utilize different standards maintained in hospitals. (K3)

Text Books	
1.	Shi, L. & Singh, A.D., Delivering Health Care in America : A Systems Approach, 4 th ed., Jones & Bartlett Publishers, 2007.
2.	Paradkar, R. A., Hospital and Clinical Pharmacy, Nirali Prakashan, Educational Publishers, 2019.

Reference Books	
1.	Ruggiero, S.J., Staffing patterns in hospital pharmacy : Four case studies, 2 nd ed., Duquesne University Press, 2008.
2.	Mary - Jane Schneider, Introduction to Public Health, 4 th edition, Jones and Bartlett Publishers, Inc, 2013.
3.	Jcr Paulino, Planning, Design, and Construction of Health Care Facilities, Jcr Publishing, 4 th Edition, 2019.



Approved by BoS Chairman

MBA	M23MBE392 - HOSPITAL RECORDS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives

1.	To help the students in using of Information technology in Healthcare industry.
2.	To acquaint the students with Hospital records maintenance systems.
3.	To enhance the students with knowledge of latest trends in record maintenance.
4.	To provide the students with insights on challenges in record maintenance.
5.	To deliver students about the significance of statutory compliance in record administration.

UNIT – I	INTRODUCTION	12
Hospital Records; Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public Health, Press, LIC, Police – court of Law, Education and Research.		

UNIT – II	RECORDS MANAGEMENT	12
Records Management; Registers, Forms; Meaning and importance – Principles of records keeping – Merits and limitations – Principles of records keeping – Merits and limitations – latest trends in record maintenance – Electronic forms of records maintenance.		

UNIT – III	RECORDS MANAGEMENT OUT PATIENT	12
Types – Out - patient record, in-patient records, causality, emergency, surgery, obstetrics and gynecology, pediatrics, investigation and diagnosis.		

UNIT – IV	RECORDS ORGANIZATION	12
Records Organization and Management; Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.		



Approved by BoS Chairman

UNIT – V	MEDICAL REGISTERS AND FORMS	12
<p>Medical Registers; Meaning - Types - Purpose – Advantages – Principles of designing records – Registers in various departments – Common issues.</p> <p>Medical Forms and Reports; Meaning – types and significance – Principles of designing – Statutory registers and reports to be maintained – Specimens.</p>		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the various of hospital records. (K2)
CO2	Infer the knowledge with respect to Hospital records maintenance systems. (K2)
CO3	Summarize the outpatient record maintenance system in hospital. (K2)
CO4	Interpret the challenges in record maintenance. (K2)
CO5	Classify the various medical register and forms.(K2)

Text Books	
1.	Rajendra Pal and Korlahalli J S, Essential of Business Communication, Sultan Chand and Sons, 2012.
2.	Prasantha Ghosh K, Office Management, Sultan Chand and Sons, 2010.

Reference Books	
1.	Francis CM and Mario C de Souza, Hospital Administration, Jaypee Brothers, 2016.
2.	George, M A, The Hospital Administrator, Jaypee Brothers Medical Publishers, 2012.
3.	DC Joshi, Mamta Joshi, Hospital Administration, Jaypee Brothers Medical Publishers, 2 nd Edition, 2022.



Approved by BoS Chairman

MBA	M23MBE393 - HOSPITAL CORE SERVICES	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To familiarize the students to the basic concepts of Hospital Services
2.	To provide insights on Clinical Services
3.	To throw light on importance of Non-Clinical Services
4.	To discuss on Nursing services
5.	To create awareness Hospital General Services and Hospital Information System

UNIT – I	HOSPITAL SERVICES	12
Meaning – Types – Clinical – Non-Clinical – Nursing and Administrative Services, Departments in the Hospital Management.		

UNIT – II	CLINICAL SERVICES	12
Part I - Meaning – Importance - Types – Overview of each service. Part II – Types Anesthesia – Internal medicine- Cardiology – Dermatology – Endocrinology – Gastroenterology – Nephrology – Neurology – Oncology – Orthopedics – Plastic Surgery – General Pediatrics – Urology – Obstetrics and Gynecology – Neonatology – Physiotherapy.		

UNIT – III	NON-CLINICAL SERVICES	12
Blood Bank Management, Meaning – Importance – Types – Blood Bank, Non-Clinical Services : Diagnostic Services (Laboratory Services) : Clinical bio-chemistry – Clinical pathology – Clinical hematology – Histopathology – Microbiology-Immunology, Non-Clinical Services: Radiology and Imaging Services – Nuclear medicine – Radiotherapy, Non-Clinical Services: Pharmacy – Staff health – Medical staff organization and community health.		

UNIT – IV	NURSING SERVICES	12
Objectives – Nursing administration – Duty of nursing officers – Nursing and support staff in the ward – Nursing by-laws, rules, policies and procedures – Nursing meetings, Nursing Audit : Determining nursing complement in hospital – Health education.		



Approved by BoS Chairman

UNIT – V	HOSPITAL ADMINISTRATIVE SERVICES	12
Hospital administration – Hospital administrator – Duties of hospital administrator – Teaching – Training services (in-service education, attached medical college or paramedical sciences etc.), Hospital General Services : General and medical purchase – General stores, Hospital Information System : Computer and hospital information system.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the various Hospital Services. (K2)
CO2	Compare and use appropriate Clinical Services. (K2)
CO3	Classify Non-Clinical Services, Medical staff organization and community health. (K2)
CO4	Summarize and manage Nursing services. (K2)
CO5	Contrast and use Hospital General Services and Hospital Information System. (K2)

Text Books	
1.	S.L.Geol, R.Kumar, Hospital Core Services : Hospital administration in the 21 st century, Deep & Deep Publication, 2004.
2.	Ipek Gurol-Urganci, Fiona Campbell, Nick Black, Understanding Health Services, 2 nd edition, Open University Press, 2017.

Reference Books	
1.	Joseph Tan, Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics (Advances in Healthcare Information Systems and administration), 1 st Edition, IGI Global, 2018.
2.	Lawrence F. Wolper, Health Care Administration : Managing Organized Delivery Systems (Health Care Administration (Wolper)), 5 th Edition. Jones and Bartlett Publishers, Inc., 2010.
3.	Kumar R and Goel S L, Hospital Managerial Services, Deep and Deep Publications, 2004.
4.	Goel S L, Primary Health Care Management, Deep and Deep Publications, 2001.
5.	Journal of Hospital Medicine, Society of Hospital Medicine.
6.	Journal of Hospital Infection, Elsevier.



Approved by BoS Chairman

MBA	M23MBE394 - HOSPITAL SUPPORT SERVICES	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of Hospital Support Services.
2.	To provide insights on Documentation and various services related to Emergency.
3.	To demonstrate importance of Laboratory safety and management.
4.	To elucidate on Dietary Services and Hospital Diets.
5.	To summarize on occupational hazards and Holistic Approach To Health.

UNIT – I	HOSPITAL SUPPORT SERVICES	12
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Principles and methods of organizing, clinical and support services for hospitals. Role of supportive services / departments in the hospital management Nursing Care and Ward Management.

UNIT – II	LABORATORIES AND RULES	12
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Duties and responsibilities – Documentation and records Emergency Services : Ambulance service – First aid measures. Meaning-Importance of various services relate to Emergency Laboratories for Investigation: Laboratory rules – Conduct – Housekeeping.

UNIT – III	LAUNDRY AND LINEN SERVICES	12
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Safety in the laboratory – Blood bank management Linen and Laundry: Meaning – Importance – Type of service. Laundry arrangements – Washing materials – Washing arrangements.

UNIT – IV	GENERAL KITCHEN EQUIPMENT STORE	12
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Dietary Services and Hospital Diets : Important and function Equipment – Store – Day store – Visual arrangements General kitchen – Special diet kitchen – Food distribution.

UNIT – V	HOLISTIC APPROACH TO HEALTH	12
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Occupational Hazards – Physical Hazards, Chemical hazards, Biological hazards, Psycho-social Hazards, Prevention and Control Hazards. Evolution of Health Care delivery system – Changing trends in evolution of health care delivery system.

Total Instructional hours : 60



Approved by BoS Chairman

Course Outcomes : Students will be able to	
CO1	Summarize the role Hospital Support Services. (K2)
CO2	Outline managing documentation and various services related to emergency. (k2)
CO3	Explain the importance of laundry and linen services. (k2)
CO4	Make use of Dietary Services and Hospital Diets. (K3)
CO5	Identify occupational hazards and Holistic Approach to Health. (K3)

Text Books	
1.	Natrajan Sangeetha, Hospital support service, Excel Books, 2010.
2.	S.L. Goel & R Kumar, Hospital support service, Deep & Deep Publication, 2004.

Reference Books	
1.	Francis CM & Mario C de. Souza, Hospital Administration, 3 rd ed., Jaypee Brothers, 2019.
2.	George, MA, The Hospital Administrator, Jaypee Brothers, 2012.
3.	Llewellyn Davies R, & Macaulay H.M.C, Hospital Planning and Administration, Monograph series, Jaypee Brothers, 1966.
4.	Hospital Medical International Pvt. Ltd., Hospital Administration, Office Journal of I.H.A.



Approved by BoS Chairman

MBA	M23MBE395 - OPERATIONS MANAGEMENT IN HEALTHCARE	L	T	P	C
		4	0	0	4

Course Objectives	
1.	To familiarize students with the fundamentals of operations management in healthcare.
2.	To provide insights on capacity planning, scheduling and management of patient flow.
3.	To train students on the use of data analytics for planning and improving hospital operations.
4.	To orient students on operational metrics in hospitals and inventory management.
5.	To impart knowledge on implications of supply chain on operations & logistics of hospitals.

UNIT – I	OPERATIONS MANAGEMENT IN HEALTHCARE	12
Key functions of Healthcare Operations Management - Goals for the operations manager in the Healthcare Facilities - Trends in Operations Management - The Challenge and the Opportunity - History of Performance Improvement – Evidence - Based Medicine and Pay - for - Performance. Healthcare Operations and Systems Management.		

UNIT – II	PLANNING AND SCHEDULING	12
Basic principles of forecasting - Forecasting patient demand and volumes - Capacity planning: Aligning capacity with demand, Scheduling and Capacity Management – queuing models – simulation techniques - Process Improvement and Patient Flow.		

UNIT – III	THE PLANNING PROCESS	12
Analyze operations and environment - Implement, measure and revise. Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Quality Management : Focus on Six Sigma, The Lean Enterprise - Simulation.		

UNIT – IV	OPERATIONAL METRICS	12
Financial distress in healthcare. Operational Metrics, Benchmarking, and Analysis - Productivity and Operational Planning – Purchasing, Inventory, Maintenance and Waste Management.		



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UNIT – V	IMPLICATIONS OF SUPPLY CHAIN	12
Define supply chains - Flows in supply chain - Supply chain strategy for hospitals - Forecasting and Supply Chain Management - Implications for Operations and Logistics Management.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Summarize about health care operations management concept. (K2)
CO2	Identify and forecast patient demand and execute capacity planning for process improvement. (K3)
CO3	Analyze the data for planning and improving hospital operations. (K4)
CO4	Examine various operational metrics in hospitals operations management. (K4)
CO5	Inspect the role of supply chain on operations & logistics of hospitals. (K4)

Text Books	
1.	Langabeer, J.R., Health Care Operations Management : A Quantitative Approach to Business and Logistics, Jones and Bartlett Publishers, 2007.
2.	Ginter, P.M., Duncan, W.J., & Swayne, L.E., The strategic management of health care organizations, 8 th Edition, John Wiley & Sons, 2018.

Reference Books	
1.	Gordon, P., Seniors' Housing & Care Facilities : Development, Business & Operations, Urban Land Institute, 3 rd Edition, 1998.
2.	Hopp, W.J. & Lovejoy, W.S, Hospital Operations : Principles of High Efficiency Health Care, Pearson FT Press, 2012.
3.	Levin, D.J., & Joseph, A., Planning, Design, and Construction of Health Care Facilities, 2 nd Edition, Joint Commission Resources, 2009.
4.	Vissers, J., & Beech, R., Health Operations Management : Patient flow logistics in Health Care, Routledge, 2005.



Approved by BoS Chairman

MBA	M23MBE396 - TOTAL QUALITY MANAGEMENT IN HOSPITAL	L	T	P	C
		4	0	0	4

Course Objectives

1.	To familiarize the students to the basic concepts of TQM in Hospitals.
2.	To provide insights on approaches to quality management in hospitals.
3.	To throw light on quality assurance methods.
4.	To elucidate on quality certification systems.
5.	To create awareness on quality accreditations in hospitals .

UNIT – I	TQM & SIX-SIGMA	12
TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis – Root Cause Analysis – Quality Improvement Teams.		

UNIT – II	PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS	12
Process – Process Management – Triple Role of Process Team – PDCA Cycle – bench marking - Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.		

UNIT – III	QUALITY ASSURANCE METHODS	12
Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – FMEA - Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.		

UNIT – IV	QUALITY CERTIFICATION SYSTEMS	12
Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO 9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.		



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UNIT – V	QUALITY ACCREDITATION IN HOSPITALS	12
Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission – Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patent Rights and Education – Benefits of NABH to Hospital – Employees – Patents and TPA's.		
Total Instructional hours : 60		

Course Outcomes : Students will be able to	
CO1	Outline the importance of TQM in Hospitals. (K2)
CO2	Summarize different approaches of quality management in hospitals. (K2)
CO3	Make use of quality assurance tools and techniques in hospitals. (K3)
CO4	Make use of various quality certification to ensure quality in hospitals. (K3)
CO5	Plan a quality accreditation process and techniques in hospitals. (K3)

Text Books	
1.	Dr. Syeda Amtul Mahaboob, TQM practices of hospitals in Hyderabad, Notion Press, 2021
2.	K. Shridhara Bhat, Total Quality Management – Text & Cases, Himalaya Publishing House, 2017.

Reference Books	
1.	William J. Kolarik, Creating Quality : Concepts, Systems, Strategies, and Tools, McGraw-Hill College, 1995.
2.	Balasubramanian Mahadevan, Total Quality Management in the Healthcare industry : An Efficient Guide for Healthcare Management, Notion Press, 2022.
3.	Mohammed R Twati, Total quality management implementation in the healthcare industry, 2019



Approved by BoS Chairman

MBA	M23MBP301 – INTERNSHIP TRAINING	L	T	P	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 concepts that are practiced in organization. (K3)
CO2	Build a record of work experience. (K3)
CO3	Organize the work culture of various departments. (K3)
CO4	Select career alternatives and determine their area of interest. (K3)
CO5	Develop employability and problem solving skill. (K3)



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MBA	M23CEP302 – DESIGN THINKING AND INNOVATION	L	T	P	C
		0	0	4	2

Course Objectives

1.	To Understand the concepts of design thinking.
2.	To provide insights on approaches for new product development.
3.	To understand critical thinking approaches for needs to solve problems.
4.	To provide acumens on methodologies for idea generation.
5.	To elucidate on evaluation systems on design thinking approaches.

UNIT – I	INTRODUCTION TO DESIGN THINKING	6
<ul style="list-style-type: none"> ○ Introduction to Design Thinking and Innovation : Overview ○ Origin and Purpose of Design and Innovation ○ Design Thinking and its Benefits ○ Applications of Design Thinking ○ The Design Thinking Process ○ Key Features of the Design Thinking Process ○ Cognitive Models Applied in Design Thinking 		

UNIT – II	DESIGN THINKING APPROACH FOR NEW PRODUCT DEVELOPMENT	6
<ul style="list-style-type: none"> ○ Overview Innovation Models ○ Ideas and Opportunities for Innovation ○ Jeanne Liedtke's Framework for Design Thinking ○ Tools Used in the Design Thinking Process ○ Visualization in the Design Thinking Process 		

UNIT – III	DESIGN THINKING APPROACH FOR DECIPHERING NEEDS	6
<ul style="list-style-type: none"> ○ Overview Value Chain Analysis ○ Mind Mapping ○ Value Proposition Canvas ○ User Need Statements ○ How Might We Statements 		



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UNIT – IV	DESIGN THINKING APPROACH FOR IDEA GENERATION	6
<ul style="list-style-type: none"> ○ Overview Problem Framing Canvas ○ Project work ○ Preparing for Idea Generation ○ Brainstorming ○ Reverse Brainstorming 		

UNIT – V	DESIGN THINKING APPROACH FOR CONCEPT DEVELOPMENT AND EVALUATION	6
<ul style="list-style-type: none"> ○ Overview Innovation Idea Funnel ○ Concept Development ○ Product Concept and Product Concept Ideation ○ Design Thinking Approach for Concept Evaluation : ○ Overview Testing Assumptions ○ The Kano Model, Value/Ease Matrix ○ Rapid Prototyping ○ Preparing for Feedback ○ Design Thinking Approach for Obtaining User Feedback 		
Total Instructional hours : 30		

Course Outcomes : Students will be able to	
CO1	Outline the process of design thinking and its importance. (K2)
CO2	Summarize the design thinking process for new ideas and opportunities with and existing design thinking framework. (K2)
CO3	Infer the mind mapping and value chain analysis. (K2)
CO4	Build a brain storming and reverse brain storming. (K3)
CO5	Examine the design concept, prototyping and use feedback system. (K4)



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Reference Books	
1.	Roger Martin, "The Design of Business : Why Design Thinking is the Next Competitive Advantage", Harvard Business Press , 2009.
2.	Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking : Understand – Improve - Apply", Springer, 2011
3.	Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013
4.	Jeanne Liedtka , Andrew King, Kevin Bennett , "Book - Solving Problems with Design Thinking - Ten Stories of What Works" (Columbia Business School Publishing), 2013
5.	Maurício Vianna, Ysmar Vianna, Isabel K. Adler, Brenda Lucena, Beatriz Russo, "Design thinking : Business Innovation" MJV Press, 2011
6.	Burgelman, Christensen, and Wheelwright, "Strategic Management of Technology and Innovation", 5 th Edition, McGraw Hill Publications, 2017
7.	Similar courses : Design thinking (iimb.ac.in), Design thinking certification at MIT Sloan (Online program), Design thinking Systems Design Engineering University of Waterloo (waterloo.ca)



Approved by BoS Chairman

Semester - IV

MBA	M23MBT401 – INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3

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 competitiveness in today's business firm.
3.	To know the different forms in global portfolio management.
4.	Students can able to understand the various functional departments.
5.	To understand various conflict and ethics followed in international business management.

UNIT – I	INTRODUCTION	9
International Business - Definition - Internationalizing business – Advantages - factors causing globalization of business - international business environment - country attractiveness - Political, economic and cultural environment – International Institution : UNCTAD basic Principles and Major achievements.		

UNIT – II	INTERNATIONAL TRADE AND INVESTMENT	9
Promotion of global business - the role of GATT / WTO - multilateral trade negotiation and agreements - Role of IMF - Features of IBRD - 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.		

UNIT – III	GLOBAL ENTRY STRATEGY	9
Strategic compulsions - Standardization Vs Differentiation - Strategic options - strategic orientation - 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, FINANCE OF GLOBAL BUSINESS	9
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 - Selection of expatriate managers - Managing across cultures - Training and development - Compensation.		

UNIT – V	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT	9
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.		

Total Instructional hours : 45

Course Outcomes : Students will be able to

CO1	Outline the various environments that affects the international business. (K2)
CO2	Identify the roles of GATT/WTO, IMF and various regional trade blocks to promoting international business. (K3)
CO3	Analyse the different forms in global portfolio management and global entry strategy. (K4)
CO4	Examine the various functions of organization in global level. (K4)
CO5	Discover the conflicts, negotiation and ethical issues in international business. (K4)

Text Books

1.	Charles W.I. Hill and Arun Kumar Jain, International Business, Tata McGraw Hill, 13 th edition, 2023.
2.	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 17 th Edition, 2021.



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Reference Books	
1.	K. Aswathappa, International Business, Tata Mc Graw Hill, 7 th Edition, 2020.
2.	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Cengage Learning, 8 th Edition, 2018.
3.	Rakesh Mohan Joshi, International Business, Oxford University Press, 2009.
4.	Vyuptakesh Sharan, International Business: Concept, Environment and Strategy, Pearson India, 3 rd Edition, 2010.

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MBA	M23MBT402 - STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3

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	STRATEGIC MANAGEMENT OVERVIEW	9
Conceptual framework for strategic management, Strategy and the Strategy Formulation Process – Stakeholders in business – Vision, Mission – Business policy - Corporate Governance and Social responsibility - New Business Models – Industrial Organizational Models (I/O).		

UNIT – II	COMPETITIVE ADVANTAGE	9
External Environment - Porter's Five Forces Model - Strategic Groups Competitive Changes during Industry Evolution - Globalization and Industry Structure - Capabilities and competencies – core competencies - 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	9
Strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy - Vertical Integration – Merger, Acquisition, Diversification, Join Venture and Strategic Alliances - Strategic analysis and choice – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile – BCG Matrix - 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	9
Strategy implementation process, Resource allocation, designing organizational structure Designing Strategic Control Systems - Matching structure and control to strategy Implementing, Strategic Change - Politics - Power and Conflict - Techniques of strategic evaluation & control - case study.		

UNIT – V	OTHER STRATEGIC ISSUES	9
Managing Technology and Innovation – Leveraging Technology for Strategic Decision making - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy – Recent trends in Strategic Management – strategic thinking – change management – Strategic management in New globalized economy.		
Total Instructional hours : 45		

Course Outcomes : Students will be able to	
CO1	Outline the strategic framework and formulation 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.	Charles W.L. Hill, Gareth R. Jones, Strategic Management : An Integrated approach, South-Western College Publishing, 10 th Revised Edition, 2012.
2.	John A. Parnell, Strategic Management, Theory and practice, SAGE Publications Inc, 4 th Edition, 2013.
3.	Azhar Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3 rd Edition, 2008.



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Reference Books	
1.	Adria H A berberg and Alison Rieple, Strategic Management Theory & Application, OUP Oxford, 2008.
2.	Lawrence G. Hrebiniak, Making Strategy Work : Leading Effective Execution and Change, Pearson FT Press, 2 nd Edition, 2013.
3.	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management : Concepts and Applications, Prentice Hall India Learning Private Limited, 2 nd Edition, 2007.
4.	Dr.Dharma Bir Singh, Strategic Management & Business Policy, Dreamtech Press, 2012.
5.	John Pearce, Richard Robinson and Amitha Mittal, Strategic Management: Planning for Domestic and Global Competition (SIE), McGraw Hill, 14 th Edition, 2018.



Approved by BoS Chairman

MBA	M23MBP401 - PROJECT WORK	L	T	P	C
		0	0	24	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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