

M.B.A.- MASTER OF BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM - LEARNING OUTCOMES BASED
CURRICULUM FRAMEWORK (CBCS - LOCF)
(Applicable to the candidates admitted form the academic year 2022-23 onwards)

Sem.	Types of the Courses	Title of the Paper	Ins. Hrs.	Credits	Maximum Marks		
					CIA	ESE	Total
I	Core Course-I (CC)	Management Concepts and Organisational Behaviour	5	5	25	75	100
	Core Course-II (CC)	Mathematics and Statistics for Managers	5	5	25	75	100
	Core Course-III (CC)	Accounting for Managers	5	5	25	75	100
	Core Course-IV (CC)	Managerial Communication	5	5	25	75	100
	Core Course-V (CC)	Ethics in Business	5	5	25	75	100
	Core Choice Course-I (CCC)	1. Managerial Economics (or) 2. Information Technology for Managers (or) 3. Environmental Management	5	4	25	75	100
	Value Added Course -I(VAC)*	Event Management	-	2*	25	75	100*
	Total			30	29		
II	Core Course-VI (CC)	Management Information System	5	5	25	75	100
	Core Course-VII (CC)	Production Management	5	5	25	75	100
	Core Course-VIII (CC)	Marketing Management	5	5	25	75	100
	Core Course IX (CC)	Financial Management	5	5	25	75	100
	Core Course X (CC)	Human Resource Management	5	5	25	75	100
	Core Choice Course-II - (CCC)	1. Knowledge Management (OR) 2. Business Law and Labour Legislation (OR) 3. Talent Management	5	4	25	75	100
	Non Major Elective Course-I (NME)	Principles of Management	2	2	25	75	100
		Summer Internship Training (Compulsory)	30 days	5			100
	Total			32	36		

III	Core Course- XI (CC)	Strategic Management	5	5	25	75	100
	Core Course- XII (CC)	Research Methods in Management	4	5	25	75	100
	Core Course- XIII (CC)	Operations Research	4	5	25	75	100
	Elective Course – I (EC)	Choose any 3 Elective Courses out of five from any one group from the list. (Course A-I-V / B-I-V / C-I-V / D-I-V / E-I-V)	5	3	25	75	100
	Elective Course – II (EC)		5	3	25	75	100
	Elective Course – III (EC)		5	3	25	75	100
	Non – Major Elective Course-II (NME)	Export Management	2	2	25	75	100
Total			30	26	175	525	700
IV	Core Course- XIV (CC)	International Business Environment	5	5	25	75	100
	Core Course- XV (CC)	Entrepreneurial Development	5	5	25	75	100
	Core Course- XVI (CC)	Managerial Skills	5	5	25	75	100
	Elective Course –IV (EC)	Choose any 3 Elective Courses out of five from any one group from the list. Course A-VI-X / B-VI-X / C-VI-X / D-VI-X / E-VI-X	5	3	25	75	100
	Elective Course-V (EC)		5	3	25	75	100
	Elective Course– VI (EC)		5	3	25	75	100
Value Added Course–III (VAC)*	Stock Market Practices	—	2*	25	75	100*	
	Project Work.	(Dissertation 80 + Viva Voce 20). Actual Project during the vacation of III semester and Viva Exam before the IV semester Exam.	-	5	-	-	100
Total			30	29	150	450	700
Grand Total			120	120	650	1950	2800

ELECTIVES : CHOOSE ANY ONE GROUP

The Students should compulsorily choose 6 Elective Courses from one area specialization from the list given below:

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
III	A : MARKETING						
	E-Course-1	Digital Marketing	5	3	25	75	100
	E-Course-2	Brand Management	5	3	25	75	100
	E-Course-3	Consumer Behaviour	5	3	25	75	100
	E-Course-4	Business to Business Marketing	5	3	25	75	100
	E-Course-5	Sales and Distribution Management	5	3	25	75	100
IV	E-Course-6	Marketing Communication and Media Management	5	3	25	75	100
	E-Course-7	Customer Relationship Management	5	3	25	75	100
	E-Course-8	Advertising and Sales Promotion	5	3	25	75	100
	E-Course-9	Marketing of Services	5	3	25	75	100
	E-Course-10	Retail Management	5	3	25	75	100

		B : FINANCE					
III	E-Course-1	E- Banking	5	3	25	75	100
	E-Course-2	Mutual Funds	5	3	25	75	100
	E-Course-3	Strategic Financial Management	5	3	25	75	100
	E-Course-4	Financial Services	5	3	25	75	100
	E-Course-5	Security Analysis and Portfolio Management	5	3	25	75	100
IV	E-Course-6	Commercial Banking Management	5	3	25	75	100
	E-Course-7	Insurance Management	5	3	25	75	100
	E-Course-8	Project Management	5	3	25	75	100
	E-Course-9	Global Financial Management	5	3	25	75	100
	E-Course-10	Merchant Banking	5	3	25	75	100
		C : HUMAN RESOURCE					
III	E-Course-1	Strategic Human Resource Management	5	3	25	75	100
	E-Course-2	Performance Management	5	3	25	75	100
	E-Course-3	Organisation Development	5	3	25	75	100
	E-Course-4	Compensation Management	5	3	25	75	100
	E-Course-5	Change Management	5	3	25	75	100
IV	E-Course-6	Human Resources Analytics	5	3	25	75	100
	E-Course-7	Training and Development	5	3	25	75	100
	E-Course-8	Public Relations Management	5	3	25	75	100
	E-Course-9	Managing Interpersonal Effectiveness	5	3	25	75	100
	E-Course-10	Group Dynamics	5	3	25	75	100

D : SYSTEMS							
III	E-Course-1	E- Business	5	3	25	75	100
	E-Course-2	Internet Technologies	5	3	25	75	100
	E-Course-3	Enterprise Resource Planning	5	3	25	75	100
	E-Course-4	Web Technology	5	3	25	75	100
	E-Course-5	Decision Support System	5	3	25	75	100
IV	E-Course-6	Software Project Management	5	3	25	75	100
	E-Course-7	Relational Database Management System	5	3	25	75	100
	E-Course-8	Object Oriented Programming and C++	5	3	25	75	100
	E Course -9	Big data Analytics	5	3	25	75	100
	E Course -10	Data Warehousing and Data Mining	5	3	25	75	100
E : OPERATIONS							
III	E-Course-1	Supply Chain Management	5	3	25	75	100
	E-Course-2	Advanced Operation Research	5	3	25	75	100
	E-Course-3	Management Control Systems	5	3	25	75	100
	E-Course-4	Materials Management	5	3	25	75	100
	E-Course-5	Maintenance Management	5	3	25	75	100
IV	E-Course-6	Robust Design	5	3	25	75	100
	E-Course-7	Lean Manufacturing	5	3	25	75	100
	E-Course-8	World Class Manufacturing	5	3	25	75	100
	E-Course -9	Total Quality Management	5	3	25	75	100
	E-Course-10	Business Process Management	5	3	25	75	100

The Students should choose six Elective Courses from the above specialization list in consultation with the Head of the Institution.

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES – MBA

Sl. No.	Types of the Courses	No. of Courses	No. of Credits	Marks
1.	Core Courses	16	80	1600
2.	Core Choice Courses	2	8	200
3.	Elective Courses	6	18	600
4.	Summer Internship Training	1	5	100
5.	Project	1	5	100
6.	Non-Major Elective Courses	2	4	200
7.	Total	28	120	2800
8.	Value Added Courses *	2*	4*	200*

*** The value added courses credit will not be included in the total CGPA .
These courses are extra-credit courses.
Instruction hours for these courses is 30 hours.**

PROGRAMME OBJECTIVES:

- To make students solve complex corporate problems with the knowledge of management science.
- To expose students about various methods to solve critical business problems.
- To make students aware about concepts and tools from multiple functional areas.
- To develop students to achieve organizational goals and thereby enhance their leadership skills while working as a team.
- To develop students to expose to contextual knowledge to assess various issues and their responsibilities that is relevant to practices of management.

PROGRAMME OUTCOMES:

- Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
- Utilize qualitative and quantitative methods, to investigate and solve critical business problems.
- Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, Human Resource Management etc.) to solve business problems.
- Lead themselves and others in the achievement of organization goals, contributing effectively to a team environment.
- Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- Incorporate multicultural perspectives while making business decisions.
- Adopts a global perspective to understand cultural differences influencing businesses.
- Integrate concepts from various disciplines, to develop business strategies.
- Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- To negotiate effectively in order to achieve organizational and individual goals.

PROGRAMME SPECIFIC OUTCOMES:

- Systematic understanding of globalization and its impact on people, businesses and the economy.
- An ability to critically understand current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business.
- An ability to analyze a problem and adopt appropriate managerial skills for obtaining its solution.
- An ability to communicate effectively, both in writing and orally (speaking / writing skills).
- An ability to recognize the importance of professional development by pursuing post graduate studies or face competitive examinations, that offer challenging and rewarding careers in management.
- An ability to apply knowledge, skills and right attitude necessary to provide effective leadership in a global environment.
- An ability to develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
- An ability to develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- The ability to understand, analyse and demonstrate the knowledge of human cognition, Artificial Intelligence, Machine Learning and data engineering in terms of real world problems to meet the challenges of the future.
- The ability to develop computational knowledge and project development skills using innovative tools and techniques to solve problems in the areas related to Deep Learning, Machine learning, Artificial Intelligence.

First Year

**CORE COURSE-I
MANAGEMENT CONCEPTS AND
ORGANISATIONAL BEHAVIOUR
(Theory)**

Semester-I

Code:

Credit: 5

OBJECTIVES :

- To enable students to have grounding in Management Theories and Practices.
- To understand other functional areas of management, through these concepts.
- To provide the students to analyse specific strategic human resources demands for future action.

UNIT – I :

Management: Definition – Nature – Scope and functions – Evolution of management thought – Relevance of management to different type of organisation. Planning: Nature, importance and strategic considerations in planning – Planning Premises – components of planning as objectives, policies, strategies, procedures, methods, rules, projects and budgets.

UNIT – II :

Organising: Nature, purpose and kinds of organisation – Structure – Principles and theories of organization – Departmentation – Span of control – Line and staff functions - Centralisation and decentralisation – Staffing and Directing: General principles, importance and techniques. Delegation of Authority – Process or Elements of delegation – Advantages – Types – Principles how to make delegation effective. – Informal organization -: Objectives and process of control – Devices of control

UNIT – III :

Controlling: Objectives and process of control – Devices of control - Integrated control- Business process reengineering – Total quality management – Bench marking.

UNIT – IV :

Organisational Behavior – Definition - Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior -Contributing disciplines- Application of Organizational Behavior in Business - Contemporary challenges and opportunities for OB, Developing an OB model. International dimensions of OB.

UNIT – V :

Individual behaviour – personality, perception, learning, attitudes inter-personal behaviour – Group and inter-group behaviour. Group Dynamics – Formal and Informal Group, Group Norms. Management of change-conflict Management-, leadership-nature, styles and approaches, development of leadership including laboratory training.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the concepts of Management - Practical: Studying Management styles of two Global institutions in the lime-light- Mini Project - Group discussion and case study.

TEXT BOOKS :

1. Management concept, Theory and Practice, S.N Chand, Atlantic publishers, 2022.
2. Changing Behaviour at Work-A Practical Guide to Practitioners and Academicians.,Dr.Shibu N S and Dr. R. Kalpana, International Research Publication House, New Delhi. 2016.
3. Organizational Behaviour, 8th Edition, Stephen P. Robbins, Pearson, 2018
4. Organizational Behavior: An Evidence - Based Approach, 12th Edition, Luthans, McGraw Hill Education, 2017.
5. Organisation Behaviour, A modern approach – Arun Kumar & N. Meenakshi Vikas publishingHouse PVT Ltd, 2015.

REFERENCES :

1. Changing Behaviour at Work-A Practical Guide to Practitioners and Academicians, Dr.Shibu N S and Dr.R.Kalpana , International Research Publication House, New Delhi, 2015.
2. Culture and organisational Behaviour Jai B.P. Sinha, Sage publications, 2018.
3. Organizational Behaviour, Special Indian Edition – by Steven L Mcshane, Mary Ann Von Glinow and Radha R. Sharma, Tata Mcgraw hill co., 2018.
4. Management of Organizational Behaviour Indian Edition, By Paul Hersey Kenneth. H. Blanchard and Dewey – PHI learning PVT Ltd., 2015.
5. Essentials of Organizational Behavior, Fourteenth Edition, Stephen P. Robbins, Timothy A. Judge, Pearson, 2019

E-RESOURCES :

1. <https://www.classcentral.com/course/independent-principles-of-management-11932>
2. <https://www.coursera.org/learn/principles-of-management>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management>
4. https://onlinecourses.nptel.ac.in/noc21_mg30/preview
5. <https://www.udemy.com/course/principles-of-management-j/>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Explain the Importance & Role of Management in the Organizations.
- Evaluate the different aspects related to Decision Making and Controlling Process
- Describe the different theories related to Individual behavior in the Organization.
- Analyze Group Behavioral influence in the Organization.
- Analyze the complexities associated with management of the group behavior in the organization.

First Year

**CORE COURSE-II
MATHEMATICS AND STATISTICS FOR
MANAGERS**

Semester-I

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES:

- To develop the students, ability to deal with numerical and quantitative issues in Business
- To inspire knowledge across different areas in Statistics and Actuarial Science.
- To impart knowledge on Statistical concepts like Data Collection, Measures of Central, Tendency and Dispersion, Probability and Distributions, Statistical Methods, Inference, Sampling methods, Experimental Designs, Economical and Vital Statistics, SQC, reliability and Operations Research.

UNIT – I :

Mathematical basis of managerial decisions: Functions – Application of functions – maxima & Minima – Matrix Algebra – Arithmetical Operations – Properties, Solutions of equations by inverse method, Gauss – Jordan method and Cramer’s rule:

UNIT – II :

Linear Programming – Formulation – Graphical methods – Simplex Method (Simple problems) - Introduction to Probability – Addition & Multiplication theorems – Bayes theorems and its applications. Theory of expectation – EMV.

UNIT – III :

Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons. Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution – Applications to Business situations.

UNIT – IV :

Preliminary concept of sampling - Types of samples - Deliberate, Judgement sampling – Quota sampling - Cluster sampling - Probability sampling - Random sampling- Stratified sampling- Systematic sampling- Multistage sampling. Testing of Hypothesis and Theory of inference – Type I and II errors. Concept of sampling distribution – test of significance for means, proportions and S.Ds. Large samples: Analysis of Variance one-way classification.

UNIT – V :

Theory of Correlation and Regression: Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation – Multivariate and partial correlation - bivariate regression model, regression coefficients; coefficient of determination

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to the Quantitative Techniques for Management Decisions - Practical: Studying on F test – ANOVA – Chi – Square test – Mini Project on Quantitative Techniques and Correlation analysis.

TEXT BOOKS :

1. Business Statistics: Communicating with Numbers (4th ed.), Jaggia, S., McGraw-Hill Higher Education, 2021
2. Business Statistics (3rd ed.), Jr., D. R., Pearson, 2019
3. Business statistics, K. Alagar, Tata Mcgraw Hill, 2016.
4. Mathematics for Management, M. Ragavachari, Tata Mcgraw Hill, 2018.
5. Statistics for Management, TN Srivastava and Shailaja Rego, Tata mcgraw Hill, 2015.

REFERENCES :

1. Practical Business Statistics (7th ed.), Siegel, A. F., (2016), Academic Press, 2016.
2. Complete Business statistics, Indian Edition, Aczel and Soundar Pandian, Tata Mcgraw Hill, 2015.
3. Applied Statistics in Business and Economics, David P. Doane and Lori E. Seward, Indian Edition, Tata McGraw Hill, 2018.
4. Business statistics, Bharat Jhunjunwala, S. Chand.co, 2018.
5. Mathematics for Economics and finance, Martin Anthony and Normanbiggs, Cambridge University press, 2019.

E-RESOURCES :

1. <https://www.coursera.org/courses?query=quantitative%20methods>
2. <https://hbsp.harvard.edu/product/504702-HTM-ENG>
3. <https://www.classcentral.com/course/swayam-quantitative-techniques-for-management-20268>
4. <https://www.crisil.com/en/home/crisil-1academy/eLearning/risk-management/quantitative-techniques.html>
5. <https://careerkarma.com/blog/quantitative-methods/>

COURSE OUTCOMES : On completion of this course, the students will be able to:

- Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis
- Discuss critically the uses and limitations of statistical analysis
- Summarize and analyze statistical data to solve practical business related problems.
- Interpret the relevance of statistical findings for business problem solving and decision making.
- Able to apply technology to statistical analysis and problem solving.

First Year

**CORE COURSE-III
ACCOUNTING FOR MANAGERS**

Semester-I

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- This course will enable the students to combine practice and theoretical knowledge of financial accounting.
- The course will provide decision making skills through financial analysis.
- Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure.

UNIT – I :

Purpose and Scope; changing role of Accountant in profession, industry and as a consultant; Basic accounting concepts and postulates and their implications. Accounts Records and Systems; The journal and other subsidiary books. The Ledger and account, debit and credit, adjusting and closing entries, ruling and balancing accounts. The trial balance. Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies' act requirement.

UNIT – II :

Cost concepts, determination of costs, elements of Cost-cost classification- Preparation of cost sheet, tender.

UNIT – III :

Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories.

UNIT – IV :

Marginal costing – Distinction between absorption costing and marginal costing- Cost volume profit (CVP) Analysis- Break Even Analysis- Margin of safety.

UNIT – V :

Budget and budgetary control - Objectives- Advantages and limitations- Production budget - Sales budget- Cash budget and Flexible budget.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Recent developments in accounting practices– case study relating to financial analysis and working capital performance of companies. Group discussion.

TEXT BOOKS :

1. Pandey, I.M, Financial Management, 11th Edition, Vikas Publication, New Delhi, 2018.
2. Sinha, Pradeep Kumar, Financial Management, 5th Edition, The World Press, Calcutta, 2019.
3. Management Accounting, My Khan & P K Jain, Tata Mcgraw hill, 2016
4. Management Accounting, Paresh shaw, Oxford University Press, 2015.
5. Management Accounting, A. Murthy and S. Gurusamy, Tata Mcgraw Hill, 2018.

REFERENCES :

1. Jan Williams, Financial and Managerial Accounting– The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2015.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice&Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2017.
4. Singhvi Bodhanwala, Management Accounting –Text and cases, PHIL earning, 2016.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2016.

E-RESOURCES :

1. <http://www.sxccal.edu/TwinningProgramme/downloads/MBA-Accounting-Managers1stYear.pdf>.
2. <https://www.classcentral.com/course/edx-financial-management-in-organizations-9109>
3. <https://alison.com/courses/accounting>
4. <https://www.oxfordhomestudy.com/courses/accounting-courses-online/free-online-accounting-courses>
5. <https://www.udemy.com/topic/accounting/free/>

COURSE OUTCOMES : On completion of this course, the students will be able to:

- Understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity)
- Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles)
- Ability to read, interpret and analyse financial statements and combine financial analysis with other information, to assess the financial performance and position of a company
- Understand and apply course concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective
- Understand the role of budgets in organisations, their limitations and the behavioural issues to consider while developing and using budgets for planning and control

First Year

**CORE COURSE-IV
MANAGERIAL COMMUNICATION
(Theory)**

Semester-I

Code:

Credit: 5

COURSE OBJECTIVES :

- To provide an overview of Prerequisites to Business Communication.
- To put in use the basic mechanics of Grammar.
- To provide an outline to effective Organizational Communication

UNIT – I :

Communication – Meaning and Significance for Management – Types of Communication Media – Process of Communication – Barriers to Communication - Principles of Effective Communication.

UNIT – II :

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers’ complaints, collection letters – Sales promotion letters – Job Application Letters- Bio-Data- Covering Letters, Interview letters, Letter of Reference

UNIT – III :

Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for communication – Dyadic communication: Face to Face Communication –Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

UNIT – IV :

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

UNIT – V :

Conducting Meetings: Procedure – Preparing agenda, Minutes and Resolutions Conducting Seminars & Conferences: Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion: Drafting Speech.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Students are advised to form small groups among themselves and practice face to face communication, enhance use of Body Language and Draft a Speech for various occasions.

TEXT BOOKS:

1. Business Communication, N. Gupta, K. Jain, P. Mahajan, Sahitya Bhawan Publications, 2021.
2. Business communication, principles and methods and Techniques, Nirmal Singh, Deep and Deep publications Pvt Ltd., 2018.
3. Business communication, Sri Jin Kushal, Suniti Ahuja, VK Global Publications Pvt Ltd, 2020.
4. Business communication, Meenakshi Raman, Prakash Singh, Oxford university press, 2016.
5. Foundations of Business communication, India Edition, Dona. J. Young, Tata mcgraw Hill, 2018.

REFERENCES:

1. Essentials of Business Communication (11th ed.), Guffey, M. E., & Loewy, D, Cengage Learning, 2018.
2. Business communication, Making connections in a Digital world, Indian Edition, Raymond V Lesikar, Tata Mcgraw Hill, 2015
3. *Business Communication* (3rd ed), Means, T., Cengage Learning, 2019.
4. Business communication, Asha kaul, PHI learning private ltd., 2018
5. Professional communication, Aruna Koneru, Tata mcgraw Hill, 2016

E-RESOURCES :

1. <https://www.edx.org/learn/business-communications>
2. <https://learndigital.withgoogle.com/digitalunlocked/course/business-communication>
3. <https://www.eduonix.com/courses/Office-Productivity/a-complete-guide-for-effective-business-communication>
4. <https://www.futurelearn.com/courses/effective-communication>
5. <https://learn.saylor.org/course/BUS210>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments
- Participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
- Demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
- Distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
- Draft effective business correspondence with brevity and clarity.

First Year

**CORE COURSE-V
ETHICS IN BUSINESS
(Theory)**

Semester-I

Code:

Credit: 5

COURSE OBJECTIVES :

- To understand the Business Ethics and to provide best practices of business ethics.
- To learn the values and implement in their careers to become a good manager.
- To develop various corporate social Responsibility and practice them in their professional life

UNIT – I :

Introduction to Business Ethics – Meaning, Requirement of ethics in business, need, importance for ethics in business – Moral Vs Ethics, Law vs Ethics – issues involved in business ethics - Benefits of business ethics.

UNIT – II :

Ethics at Workplace – Role of individual morals and Standards in defining work place ethics – Factors influencing behavior – issues involved in HRD – Ethical issues of individual in workplace – Guide lines for managing ethics in the work place.

UNIT – III :

Ethics in Accounting and Finance – Fundamental principles of ethics in the context of Finance and Accounting – Creating an ethical accounting environment – Reasons for unethical behavior – Threats faced by Finance and Accounting Professional.

UNIT – IV :

Ethics in Marketing and Consumer Protection – Ethical issues involved in Marketing – Need for ethical guidance – competition – consumer – consumer protection councils in India – Rights for Consumer – Ethics in Advertisement

UNIT – V :

Corporate Social Responsibility (CSR) – Meaning, Importance – Features of CSR – Basic initiatives in the field of CSR and sustainable development – Corporate CSR reports – Globalization of CSR.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Business Ethics - Practical: Studying the Role of Ethics in Organization - Mini Project on CSR and Related Case Study- Group discussion.

TEXT BOOKS :

1. Business Ethics : An Indian Perspective, Third Edition, A C Fernando, K P Muralidheeran, E K Satheesh, Pearson, 2019.
2. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India, 2016.
3. Business Ethics and Corporate Governance, Second Edition, Fernando, Pearson, 2018.
4. Business Ethics and Corporate Governance, G. Naga Raju K. Viyyanna Rao, Dreamtech Press, 2020.
5. Business Ethics and Corporate Governance, Khanka S.S., S Chand, 2015.

REFERENCES :

1. Corporate governance Business Ethics and CSR, Sharma, ANE Books India, 2017.
2. Business Ethics: What Everyone Needs to Know (What Everyone Needs to Know), Nelson, J. S., & Stout, A. L., Oxford University Press, 2022.
3. Business Ethics: Best Practices for Designing and Managing Ethical Organizations (Third ed.), Collins, D., & Kanashiro, P., SAGE Publications, Inc., 2021.
4. Business Ethics: Decision Making for Personal Integrity & Social Responsibility (5th ed.), Hartman, L., DesJardins, J., & MacDonald, C., McGraw-Hill Education, 2020
5. Business Ethics: A Textbook with Cases (9th ed.), Shaw. W. H., Cengage Learning, 2016.

E-RESOURCES :

1. <https://www.edx.org/learn/business-ethics>
2. <https://alison.com/course/ethical-intelligence-in-business>
3. <https://www.classcentral.com/course/canvas-network-business-ethics-for-the-real-world-1323>
4. <https://www.coursera.org/learn/business-ethics>
5. <https://www.oxfordhomestudy.com/courses/business-studies-online/business-code-of-ethics>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Recognize organizational challenges to ethical behaviour.
- Evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business.
- Recognize the inherent conflict of interest in many business decisions.
- Demonstrate knowledge of established methodologies of solving ethical problems.
- Apply moral reasoning to specific situations and defend the conclusions of that reasoning.

First Year

CORE CHOICE COURSE-I
1. MANAGERIAL ECONOMICS

Semester-I

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES :

- To familiarize the students with the basic concepts of managerial economics.
- To make student understand the demand and supply analysis in business applications
- To familiarise students with the production and cost structure under different stages of production.

UNIT – I :

Consumer Preferences – Consumer preference and utility function, utility maximization, indirect utility, compensated (Hicksian) and ordinary (Marshallian) demand functions. Consumer Demand – Normal versus inferior goods, consumers surplus Behaviour under Uncertainty – Expected utility - Supply Analysis: The objective of supply analysis; Determinants of supply, Elasticity of Supply.

UNIT – II :

The theory of Firm Behaviour – Production function, isoquants, elasticity of substitution, returns to scale, profit maximization, factor demand and output supply functions, profit function. Cost Minimization – Conditional factor demands, average and marginal costs, short-run versus long – run costs.

UNIT – III :

Market Equilibrium – short-run equilibrium, entry and exit, long-run equilibrium. Monopoly – Basic model, welfare and output, price discrimination (first degree, second degree, third degree), monopoly regulation. Oligopoly – Basic elements of game theory, quantity, or price leadership model; collusion.

UNIT – IV :

Macro economics; micro foundations, aggregation problem, macro-economic problems. Micro foundations of Keynesian Models – Micro economic foundations of consumption function, investment function and liquidity preferences. Macro economic Models for India.

UNIT – V :

Indian Economic Development – Understanding the Indian Economy – Growth of GDP and Per Capita Income – Planning for the economy; Monetary Policy –Inflation- Financial Sector Reforms – Role of Central Bank – Credit Policy – Industrial Policy – Industrial Controls and Licensing – Productivity and Growth – Industrial Credit – Industrial Sickness–Foreign Investment – Industrial Reforms -Impact of WTO.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Managerial Economics - Practical: Studying the Role of Economic Forecasting in Business - Mini Project and Related Case Study- Group discussions.

TEXT BOOKS :

1. Managerial Economics (9th ed.), Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. Wiley, 2021.
2. Managerial Economics (13th ed.), Thomas, C., & Maurice, C. S., McGraw-Hill Education, 2019.
3. Managerial Economics, Joel dean Indian Edition, PHI learning India PVT Ltd., 2015.
4. Managerial Economics, MA. Beg and Manoj kumar Dash – Ane books PVT Ltd., 2018.
5. Managerial Economics, An Integrative Approach, Mark Hirschey, India Edition, Cengage Learning, 2015.

REFERENCES :

1. Managerial Economics & Business Strategy (10th ed.), Baye, M, McGraw-Hill Higher Education, 2021.
2. Managerial Economics in a Global Economy (9th ed.), Salvatore, D, Oxford University Press, 2018.
3. Managerial Economics & Business Strategy (9th ed.), Baye, M., & Prince, J, McGraw Hill, 2016.
4. Managerial Economics, E Narayana Nadar and S. Vijayan, PHI learning Private Ltd., 2016
5. Managerial Economics, Indian Edition, Christopher R. Thomas and S. Charles Maurice, Tata mcgraw hill, 2015.

E-RESOURCES :

1. <https://www.edx.org/learn/managerial-economics>
2. <https://www.coursera.org/courses?query=managerial%20economics>
3. <https://www.classcentral.com/course/swayam-introduction-to-managerial-economics-14155>
4. <https://www.udemy.com/course/introduction-to-managerial-economics/>
5. <https://alison.com/course/managerial-economics-cost-theory>.

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Understand the concepts of cost, nature of production and its relationship to business operations.
- Apply marginal analysis to the “firm” under different market conditions.
- Analyse the causes and consequences of different market conditions.
- Integrate the concept of price and output decisions of firms, under various market structures
- Develop abilities of applying the tools, techniques and models in resolving real life business problems.

First Year

CORE CHOICE COURSE-I
2. INFORMATION TECHNOLOGY FOR
MANAGERS

Semester-I

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES :

- Assess the current role of IS in an organization and explain how information technology relates to organizational goals, objectives, strategy, and structure,
- Demonstrate proficiency in the solving business problems using software applications.
- This course prepares the students to become skilled in networks and communications systems, databases, Internet and Web technologies, security and project management, and have a strong grasp of business concepts and technical communications.

UNIT – I :

Need for Information Systems – Business Categories of Information Systems-Data Base Concepts-Definition-Advantages, Disadvantages

UNIT – II :

Information Systems Application: Data Interchange (EDI), Electronic Funds Transfer (EFT), M-Commerce Services & Applications, Emerging Trends in Computing – Cloud Computing

UNIT – III :

Cyber Crime: - Classification of cyber criminals- Computer Security. Need for Security - Security Threat & Attack-Security Mechanisms - Cryptography, Digital Signature, Firewall

UNIT – IV :

System Design and Modeling: Process Modeling, Logical and physical design, Conceptual Data Modeling: Entity /Relationship Analysis, Entity-Relationship Modeling, ERDs and DFDs, Structured English, Decision Tree, Table

UNIT – V :

International information system architecture - Global strategies and Business organization – Technology challenges of global systems – Solution deployment, Contract management, Socio-cultural aspects of managing IS in organizations.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Course during the semester. Practical: Studying M-Commerce Services & Applications, Emerging Trends in Computing and Mini Project on role of IS in an organization , Group discussions.

TEXT BOOKS :

1. Hoffer J. A, George J.F, Valacich J.S, and Panigrahi P.K “Modern Systems Analysis and Design”, Pearson Education, 2021.
2. A. Dennis and B. H. Wixom, “Systems Analysis and Design”, John Wiley & Sons, Inc., 2019.
3. Whitten J. L, Bentley L. D, “Systems Analysis and Design Methods”, Tata McGraw-Hill, 2015.
4. Kendall & Kendall, “Systems Analysis and Design, Pearson Education, 2016.
5. An Integrated Approach to Software Engineering. Published by Springer, 2017.

REFERENCES :

1. Analysis, Design of Information System, Rajaraman, PHI Management, 2015.
2. James A. Senn, Analysis & Design of Information System, 2019.
3. Elias M. Awad, System Analysis and Design, 2017.
4. V.K. Jain, System Analysis & Design Hand Book, Wiley Dreamtech, 2021.
5. Noviarini, D., Management Information System, Deepublish, 2020.

E-RESOURCES :

1. <https://alison.com/course/understanding-systems-analysis-revised>
2. <https://freevideolectures.com/course/3432/system-analysis-and-design>
3. <https://www.mindluster.com/certificate/919>
4. <https://study.com/academy/course/computer-science-302-system-analysis-design.html>
5. <https://www.coursera.org/courses?query=system%20design>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Apply knowledge of ict to take business decisions
- Analyze a problem, and identify and define the computing requirements appropriate to its solution
- Design, implement, and evaluate a computer based system, process, component, or program to meet desired needs
- Function effectively on teams to accomplish a common goal
- Apply concepts and perspectives on organizational leadership, multi-disciplinary perspectives, and leadership models to actual organizational situations.

First Year

CORE CHOICE COURSE-I
3. ENVIRONMENTAL MANAGEMENT

Semester-I

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES :

- To enable students to examine and evaluate Environment Issues in Business
- The objective of the course is to build professional capabilities, to develop and adopt Policies, measures and programmes for environmental management.
- The course aims to make the students aware of the importance of conserving the world is fast depleting resources through a rational utilization of the environmental endowments of life support systems.

UNIT – I :

Environmental Management - Basic idea and Terminologies - The concept of sustainable development - Different measures - Limits to growth – Economy - Environment interdependence - The Environment Kuznets curve.

UNIT – II :

Efficiency and optimality in resource allocation - achieving an efficient allocation of resources in a market economy - Market failure and public policy.

UNIT – III :

Environmental issues - global problems - Sources of Pollution - Air, Water and soil pollution - Pollution control instruments.

UNIT – IV :

Environmental Management System - Environmental Standards, ISOI 14000 - Environmental auditing - environmental clearance for establishing and operating industries in India - Environment legislation.

UNIT – V :

Environmental (Protection) Act: The Water (Prevention and Control of Pollution) - The Wildlife Protection Act; Forest Conservation Act; Issues involved in enforcement of environmental legislations.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Recent challenges and development in Environmental management, impact of the society. Case study relevant to environmental management, group discussion. Field visit.

TEXT BOOKS :

1. The Legal Environment of Business: A Managerial approach, theory and practice 4th edition (4th ed.), Melvin, S. P., & G., McGraw Hill, 2020.
2. The International Business Environment 4e (4th ed.), Hamilton, L., & Webster, P., Oxford University Press, 2019.
3. Meiners, R. E., Ringleb, A. H., & Edwards, F. L. (2017). The Legal Environment of Business (13th ed.). Cengage Learning, 2017.
4. Environment and Pollution law manual, Mohanty S.K., universal Law publishing, 2016.
5. Environmental Economics, Harly Nick, Oxford University Press, 2015.

REFERENCES :

1. Introduction to Global Business: Understanding the International Environment & Global Business Functions (2nd ed.), Gaspar, J., Kolari, J., Hise, R., Bierman, L., & Smith, M. L., Cengage Learning, 2016.
2. R Rajagopalan, Environmental Studies. Oxford Reference Books, 2015.
3. S K Agrawal, Environmental Management, A.P.H. publishing Corporation, 2018.
4. Pandey G.N, Environmental Management Vikas publishing house, 2017.
5. Roger Perman et al. Natural Resources and Environment Economics, Orient Longmans, 2015.

E-RESOURCES :

1. <https://www.edx.org/professional-certificate/usmx-environmental-management-for-sustainability>
2. https://onlinecourses.swayam2.ac.in/nou22_ag16/preview
3. https://onlinecourses.nptel.ac.in/noc22_ce69/preview
4. https://books.google.co.in/books?id=42YRAQ9ZpFMC&pg=PP15&source=gb_s_selected_pages&cad=2#v=onepage&q&f=false
5. <https://es.coursera.org/lecture/environmental-management-ethics/introduction-to-environmental-ethics-0b14B>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Align sustainability initiatives with organization mission and core values.
- Manage environmental-related risk from an organization's operation.
- Identify environmental hazards affecting air, water and soil quality.
- Assess environmental-related risk in Business.
- Develop controls to reduce or eliminate risk

First Year

**VALUE ADDED COURSE-I
EVENT MANAGEMENT**

Semester-I

Code:

(Theory)

Credit: 2

COURSE OBJECTIVES :

- To understand the process of managing and marketing events from conceptualization, planning and feasibility analysis, to staging the event and post-event evaluation
- To describe the role and special nature of events and their significance for sustainable business development and host community
- To identify the potential impact of events including economic, social, cultural, and environmental, and the implications of these for sustainable business development

UNIT - I :

Introduction - Principles of Event Management – Understand resources, activities, risk management, delegation, project selection, role of the event manager. Understanding the facts – Conducting market research, establishing viability, capacities, costs and facilities.

UNIT – II :

Preparing a proposal – Clarity, SWOT analysis, estimating attendance, media coverage, advertising, budget, special considerations, success. Crisis management plan – Crisis planning, prevention, provision, action phase, handling negative publicity, structuring the plan.

UNIT – III :

Seeking sponsors – Different types of sponsorship, definition, objectives, target market, budget, strategic development, implementation, evaluation. Organising the event – Purpose, Venue, timing, guest list, invitations, food & drink, room dressing, equipment, guest of honour, speakers, media, photographers, podium, exhibition.

UNIT – IV :

Marketing tools – Types of advertising - Media tools – Media invitations, photo calls, press releases, TV opportunities, radio interviews.

UNIT – V :

Promotional tools - Evaluation- Budget, cost of event, return on investment, media coverage, attendance, feedback.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Course during the semester. Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on Event management of the firms in the Locale - role play, Group discussions.

TEXT BOOK :

1. Event Management and Marketing: Theory, Practical Approaches and Planning, Dr. Anukrati Sharma and Dr. Shruti Arora, Bharti Publication, 2018
2. Event Management - A Zero Investment Startup Business Paperback, Abhijeeth Bhattacharjee, 2020
3. Event Management, 1e, WAGEN, Pearson India, 2015.
4. Event Planning and Management: Principles, Planning and Practice (PR in Practice) (2nd ed.), Dowson, R., & Bassett, D., Kogan Page, 2018.
5. Events Management: Principles and Practice (3rd ed.), Raj, R., Walters, P., & Rashid, T., SAGE Publications Ltd, 2017.

REFERENCES :

1. Event Planning: Management & Marketing for Successful Events: Become an event planning pro & create a successful event series (1st ed.), Genadinik, A., CreateSpace Independent Publishing Platform, 2015.
2. Professional Meeting Management: A Guide to Meetings, Conventions, and Events (Sixth ed.), Professional Convention Management Association (PCMA), Agate B2, 2015.
3. Event Management: A blooming industry and an eventful career, Devesh Kishore & Ganga Sagar Singh, Har Anand Publication, 2018.
4. The Art of Successful Event Management, Leelamma Devasia & V.V. Devasia, APH Publishing Corporation, 2017
5. Start your own event planning business 3/E: Your step by step guide to success, Perseus Books Group, Cheryl Kimball, Entrepreneur Press, 2015.

E-RESOURCES :

1. <https://www.oxfordhomestudy.com/courses/event-management-courses-online/event-planning-courses-online-free>
2. <https://www.udemy.com/course/event-planning-and-management/>
3. <https://www.classcentral.com/tag/event-management>
4. <https://www.bolc.co.uk/events-management-courses-online/free-event-management-courses>
5. <https://www.coursera.org/courses?query=event%20management>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Obtain a sense of responsibility for the multi-disciplinary nature of event management
- Gain confidence and enjoyment from involvement in the dynamic industry of event management
- Identify best practice in the development and delivery of successful conferences and corporate gatherings
- Identify the key elements of a conference and the processes involved in venue selection, registration, catering, accommodation, transport, theming, security and entertainment
- Identify management essentials such as developing budgets, critical paths, work breakdown structures, risk mitigation and contingency planning.

First Year

CORE COURSE--VI

Semester-II

MANAGEMENT INFORMATION SYSTEM

(Theory)

Code:

Credit: 5

COURSE OBJECTIVES :

- To describe the role of information technology and decision support systems in business
- To introduce the fundamental principles of computer-based information systems analysis
- To enable students, understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive

UNIT – I I T TRENDS :

Information System – Concepts, Classification of IS, Computer hardware, Computer software, Database Management System, Internet Technologies, trends in Network computing, Messaging and Collaboration. SMAC (Social, Mobility, Analytics and Cloud)

UNIT – II ORGANIZATIONAL APPLICATIONS :

Functional Information Systems, Decision Support Systems, Expert Systems, Knowledge Management System, Enterprise systems, RFID.

UNIT – III SYSTEMS ANALYSIS & DESIGN :

Developing IS and System Development life Cycle, Structuring system process requirements, Structuring system logic requirements, Structuring system data requirements, Normalization in databases.

UNIT – IV BUSINESS INTELLIGENCE:

Data Warehousing, Business Intelligence Framework, Business Analytics, OLAP, Data Mining, Business Performance Management, Dashboards, Balance scorecards.

UNIT – V ECONOMICS OF IT AND MANAGING IT SECURITY :

Evaluating IT investments- Methods, Benefits, Costs & Issues, IT Economic strategies, Securing the enterprise, IS vulnerabilities and threats, Network security, Implementing security- Auditing and Risk Management.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to the Course during the Semester concerned. - Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on information system in the firms in the Locale - role play, Group discussions.

TEXT BOOKS :

1. Management Information Systems, James A. O'Brien, George M. Marakas, Ramesh Behl, McGraw Hill Education, 2017.
2. Management Information Systems, Laudon & Laudon, Pearson publishing company, New Delhi, 2015
3. Management information Systems, O'Brien LA, 4th Edition, Tata McGraw Hill, New Delhi, 2015.
4. Management Information System, Noviarini, D., Deepublish, 2020.
5. Management Information Systems, Sixteenth Edition, Pearson, Jane P. Laudon Kenneth, C. Laudon, Pearson Education, 2019

REFERENCE BOOKS :

1. Management Information System, Laudon, Pearson, 2016.
2. Modern Systems Analysis & Design, 5th Edition, Hoffer, George & Valacich, Pearson Education, 2008
3. Information Technology for Management – Transforming organizations in the digital Economy, 6th edition, Effraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe, Wiley India publication, 2009.
4. Managing Information Systems in Business, Government and Society, 2ed, Rahul De, Wiley, 2018.
5. Management Information System, Jayant Oke, Nirali Prakashan, 2013.

E-RESOURCES :

1. <https://alison.com/course/understanding-systems-analysis-revised>
2. <https://freevideolectures.com/course/3432/system-analysis-and-design>
3. <https://www.mindluster.com/certificate/919>
4. <https://study.com/academy/course/computer-science-302-system-analysis-design.html>
5. <https://www.coursera.org/courses?query=system%20design>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Relate the basic concepts and technologies used in the field of management information systems;
- Compare the processes of developing and implementing information systems.
- Outline the role of the ethical, social, and security issues of information systems.
- Translate the role of information systems in organizations, the strategic management processes with the implications for the management.
- Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.

First Year

**CORE COURSE--VII
PRODUCTION MANAGEMENT**

Semester-II

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning, line balancing, job designing and capacity planning in production management.

UNIT – I :

Production function – an Introduction – Definitions and types of production systems.Strategic Management – corporate strategies, production strategies, World class manufacturing, demand forecasting for Operations.

UNIT – II :

Product Design – New product development, process planning and design, value analysis, capacity planning.

UNIT – III :

Plant location – factors influencing plant location, Plant layout- classification of layout with advantages, layout design procedures, Production planning and control – aggregate planning-nature, Strategies, methods, Master production Plan.

UNIT – IV :

Quality Control - Definition, need, Quality control techniques, control charts, acceptance sampling, six sigma, quality circles. TQM-scope, benefits.JIT.

UNIT – V :

Flexible Manufacturing Systems. Poka yoke-Characteristics, levels, classification, principles, device.Kaizen-Elements, classification, steps in implementing kaizen.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Issues Related to the Enterprise Resource Planning - Practical: Studying Poka yoke, Kaizen - Mini Project on Emerging Trends on Production management - Group discussions.

TEXT BOOKS :

1. Production Management, Dr. R.C. Bhatia, Suresh Fauzdar, SBPD Publishing House, 2019.
2. Production and Operations Management, R. Panneerselvam, PHI learning, 2018
3. Production and Operations management with solution manual, Kanishka bedi, Oxford University press, 2015
4. Production and operations Management, Martin K. Staff, Cengage learning, 2017.
5. Production & operation & Management, V.K. Khurana, ANE books, 2016

REFERENCE :

1. World – class manufacturing – A strategic perspective, B.S. Sahay and others, Macmillan publishers India ltd., 2015
2. Production and operations management, SN. Chary, Tata mcgrawhill, 2018
3. Production and operations management, Everett.E. Adam, Indian Edition, PHI learning, 2016
4. Production and operations management, N.G. Nair, Tata mcgraw hill Co., 2015.
5. Production and operations management, R.B. Khanna, PHI learning private ltd., 2016.

E-RESOURCES :

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/product-management>
2. <https://alison.com/course/advanced-diploma-in-production-and-operation-management>
3. <https://www.classcentral.com/course/swayam-production-management-20266>
4. <https://www.edx.org/learn/product-management>
5. <https://www.oxfordhomestudy.com/courses/online-management-courses/operations-management-free-courses>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments
- Develop aggregate capacity plans and MPS in operation environments.
- Plan and implement suitable materials handling principles and practices in the operations.
- Plan and implement suitable quality control measures through Quality Circles to TQM.

First Year

**CORE COURSE--VIII
MARKETING MANAGEMENT**

Semester-II

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- To understand the concepts of marketing management
- To learn about marketing process for different types of products and services
- To allow you to apply marketing concepts and theories to realistic marketing situations

UNIT – I :

Marketing – Concept – Functions – Marketing Planning & Implementing Marketing Programmes – Marketing Environment -Market Segmentation and Consumer Behaviour – Marketing Research and Market Information System.

UNIT – II :

Product : Meaning – Product Planning – Policies – Positioning – New Product Development – Product Life Cycle – Branding, Packaging, Labeling. Price: Pricing Objectives – Factors, Methods and Procedure.

UNIT – III :

Promotion: Promotion Mix – Advertisement –kinds of advertisement- Message – Copy – Advertisement Budgeting – Measuring Advertisement Effectiveness – Media Strategy – Sales Promotion – Personal Selling and Publicity.

UNIT – IV :

Physical Distribution: Distribution Mix – Managing Channel – Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis.

UNIT – V :

Marketing Strategies – Tools for Competitive Differentiation of Product – Strategies for Competitors – Leaders, challenges, follower & niches – Marketing of Services – Consumerism and Consumer Protections, Evaluating & Controlling Marketing Performance. Direct Selling, Direct Marketing.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to the Course during the Semester concerned. - Studying Management styles of two Indian institutions - Mini Project on Marketing management concepts of the firms in the Locale - role play, Group discussions.

TEXT BOOKS :

1. Marketing Management (Fifteenth edition), Philip Kotler and Keven Lane Keller, Pearson Education, 2017.
2. Marketing Management by Czinkota Kotabe, India Edition, cengage learning, 2017.
3. Strategic marketing Management Text and cases, S.L. Gupta, Atlantic publishers (P) Ltd., 2015.
4. Marketing Management, VS Ramasamy and S. Namakumari, Macmillan publisher India ltd., 2016
5. Market based Management by Roger J. Best, Indian Edition, PHI learning India PVT Ltd., 2018.

REFERENCES :

1. Introduction to marketing, Adrian Palmer, Oxford University Press, 2016.
2. Marketing Management, Joel.R Evans & Barry Berman, India Edition Cengage Learning, 2016.
3. Strategic marketing management text and cases, UCP Mathur, Macmillan India Ltd., 2015
4. Strategic marketing, India Edition Ferrell & Hartline, cengage learning, 2018.
5. Marketing management, M. Govindarajan, PHI learning India PVT Ltd., 2019.

E-RESOURCES :

1. <https://alison.com/course/international-marketing-and-supply-chain-management>
2. <https://www.classcentral.com/course/swayam-international-marketing-58474>
3. <https://uniathena.com/short-courses/diploma-in-international-marketing-management>
4. <https://www.edx.org/learn/marketing-management>
5. <https://www.oxfordhomestudy.com/courses/marketing-online-courses/free-online-marketing-courses>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Identify the scope and significance of Marketing In Domain Industry
- Examine marketing concepts and phenomenon to current business events in the Industry.
- Coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms
- Illustrate market research skills for designing innovative marketing strategies for business firms
- Practice marketing communication skills relevant to the corporate world.

First Year

**CORE COURSE--IX
FINANCIAL MANAGEMENT**

Semester-II

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.

UNIT – I :

Financial Management- meaning, scope, objectives and functions. Financial Analysis and Control; Overview of Indian Financial System- Legal, Regulatory and tax framework.

UNIT – II :

Time value of Money; Instruments of Long Term Finance, Cost of Different Sources of Raising Capital. Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems

UNIT – III :

Investment and Capital Structure Decisions - Net Income Approach - Net Operating Income Approach - MM Approach; Valuation and Rates of Return; Method of Capital Budgeting.

UNIT – IV :

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements(problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

UNIT – V :

Internal Financing and Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM. Financial Modeling.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Financial Management - Practical analysis of Financial Management Terminologies - Mini Project on Financial Management concept of the Firms - Case Study on Financial Concepts.

TEXT BOOK :

1. Financial Management, I.M. Pandey, Vikas Publishing House PVT Ltd., 2021.
2. Financial Management Theory and practice, Prasanna chandra Tata Mcgraw Hill co., 2019.
3. Financial Management, Rajiv Srivstava & Anil Misra, Oxford University Press, 2017
4. Financial management, Preeti singh, Ane books PVT Ltd., 2017
5. Financial Management, D. Chandra Bose, PHI learning India PVT Ltd., 2018

REFERENCES :

1. Financial Management Text and cases, Brigham & Ehrhardt, India edition, cengage learning, 2016
2. Financial Management Text, problem and cases, My.Khan and PK. Jain, Tata Mcgraw Hill Co. 2015.
3. Financial Management, Bhabatosh Banerjee, PHI Learning PVT Ltd., 2018.
4. Financial Management India Edition, James C.VAN Horne & Joh. M.Wachowfcz, PHI learning Private Ltd., 2019
5. Financial Management, P. Periasamy, Tata Mcgraw Hill Co., 2017.

E-RESOURCES :

1. <https://www.mooc-list.com/course/finance-non-financial-managers-coursera>
2. <https://nptel.ac.in/courses/110105057>
3. https://onlinecourses.nptel.ac.in/noc20_mg31/preview
4. https://onlinecourses.swayam2.ac.in/cec20_mg05/preview
5. <https://www.classcentral.com/course/swayam-financial-management-17605>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Describe the financial environment within which organisations must operate
- Critically evaluate the financial objectives of various types of organisations and the respective requirements of stakeholders
- Discuss the function of capital markets
- Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
- Assess the factors affecting investment decisions and opportunities presented to an Organisation

First Year

CORE COURSE--X

Semester-II

HUMAN RESOURCE MANAGEMENT

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- To enable the students to understand the HR Management, at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues

UNIT – I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT :

Evolution of Human Resource Management – The Importance of the Human Factor – Objectives of Human Resource Management – Role of Human Resource Manager – Human Resource Policies – Understanding business process in the context of Human Resource Management – Computer Applications in Human Resource Management.

UNIT – II THE CONCEPT OF BEST-FIT EMPLOYEE :

Importance of Human Resource Planning – Forecasting Human Resource requirements – Internal and External sources. Selection Process – Screening – Tests – Validation – Interview – Medical Examination – Recruitment. Induction – Importance – Practices Socialization benefits.

UNIT – III TRAINING AND EXECUTIVE DEVELOPMENT :

Types of training methods – Purpose – Benefits – Resistance. Executive development programmes – Common practices – Benefits – Self Development.

UNIT – IV SUSTAINING EMPLOYEE INTEREST :

Compensation Plans – Rewards – Motivation – Theories of motivation – career Management – Developing Mentor – Portage Relationships.

UNIT – V PERFORMANCE EVALUATION AND CONTROL PROCESS :

Methods of Performance Evaluation – Feedback – Industry practices, Promotion, Demotion, Transfer and Separation – Implications of job change. The control process – Importance – Methods – Requirements of Effective Control System. Grievances – causes – Implications – Redressed Methods – Gender Sensitivity.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to the Course during the Semester concerned. - Practical: Studying Management styles of two Indian institutions - Mini Project on Human resource management in the firms in the Locale - role play, Group discussions.

TEXT BOOK :

1. Introduction to Human Resource Management, Mahrukh Mirza, Zaibun Nisa, Lambert academic publishing, 2019.
2. Human Resource Management, K. Aswathappa ,Tata Mcgraw Hill Co., 2018.
3. Human Resource Management, Mirza S Saiyadain, Tata Mcgraw Hill Co., 2018.
4. Human Resource Management, Chitra Atmavam Naik, ANE books PVT Ltd., 2020.
5. Human Resource Management, P. Jothi and D.N. Venkatesh, Oxford University Press, 2016.

REFERENCES :

1. Human Resource Management, Biswajeet Pattanayak, PHI learning India PVT Ltd., 2016.
2. Human Resource Management, SK. Sharma, Global India Publications PVT Ltd., 2019.
3. Introduction to Human Resource management, Paul Banfield and Rebecca kay, Oxford University press, 2017.
4. Managing Human Resource, Fisher, Schoenfeldt and shaw, cengage learning, 2015.
5. Managing Human Resources by Wayne. F Cascio, Tata Mcgraw Hill Co, 2017.

E-RESOURCES :

1. <https://www.classcentral.com/course/introduction-to-international-human-resources-man-20381>
2. <https://alison.com/course/international-and-strategic-human-resource-management-revised>
3. <https://www.freestudy.com/best-free-online-courses-in-human-resources/>
4. <https://www.reed.co.uk/courses/free/hr/online>
5. <https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates>

COURSE OUTCOMES :

On completion of this course, the students will be able

- Develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- Develop necessary skill set for application of various HR issues.
- Analyse the strategies required to select and develop manpower resources.
- Integrate the knowledge of HR concepts to take correct business decisions
- Able to identify and appreciate the significance of the ethical issues in HR

First Year

CORE CHOICE COURSE--II
1. KNOWLEDGE MANAGEMENT

Semester-II

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES :

- To provide students with an understanding of concepts and theories of knowledge management
- To understand the concept of knowledge audit and to understand the importance of user and organizational needs in context of knowledge management
- To introduce students to different tools and technologies, and their use in context of knowledge management

UNIT – I :

Introduction to KM - History of KM - Importance of KM - Information Management to Knowledge Management - KM Cycle - Industrial Economy to Knowledge Economy

UNIT – II :

Mechanics of Knowledge Management – Tools and Technologies - Communities of Practice and Knowledge conversion - The Knowledge Management Matrix.

UNIT – III :

Social Nature of Knowledge - Social Network Analysis - Obstacles to knowledge sharing - Organizational learning & social capital- Knowledge Application – Individual level, Group level & Organization level.

UNIT – IV :

KM Strategy - Knowledge audit - GAP Analysis, Road Map, KM Metrics, Balance Score Card - KM Tools-Knowledge Capture & creation tools - Knowledge sharing & Dissemination Tools - Knowledge Acquisition & Application tools.

UNIT – V :

KM Team-Roles & Responsibility- Political issues in KM - Ethics in KM Strategic issues in Knowledge Management - Future of Knowledge Management.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Knowledge Management. - Practical: Studying Mechanics of Knowledge Management - Mini Project on Knowledge audit in the firms in the Locale - role play, Group discussions.

TEXT BOOK :

1. The Complete Guide to Knowledge Management, Tuvya Ronen, Edna Pasher, Wiley, 2016.
2. Knowledge Management, Awad Elias M, Prentice Hall India Learning Pvt. Ltd., 2017.
3. Knowledge Management, Sudhir Warier, S Chand, 2016.
4. Knowledge Management : An Introduction, Desouza C Kevin, Scott, Paquette, New Age International (P) Ltd Publishers, 2015.
5. Knowledge Management, Mruthyunjaya H. C., Prentice-Hall of India Pvt. Ltd, 2018.

REFERENCES :

1. Knowledge Management, Shelda Debowski, Wiley India, 2015.
2. Knowledge Management, T.S. Ravi, Margham Publication, 2018.
3. Knowledge Management: New Horizons, A B Kar, Viva Books, 2016.
4. Introduction to Knowledge Management, C T Bhunia, Everest Publishing House, 2017.
5. Knowledge Management – an inter disciplinary Perspective by Sajjad M. Jasimuddin, Cambridge University Press, 2015.

E-RESOURCES :

1. <https://www.edx.org/learn/knowledge-management>
2. <https://www.classcentral.com/course/swayam-knowledge-management-7954>
3. <https://alison.com/tag/knowledge-management>
4. <https://www.udemy.com/course/knowledge-management-tools-for-smes/>
5. <http://www.openlearningworld.com/innerpages/Knowledge%20Management.htm>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Define the nature and topology of knowledge and knowledge management within a business context
- Identify technologies that are most useful for capturing, organizing, distributing, and sharing knowledge within an enterprise
- Explain how to formulate a knowledge management strategy, identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects
- Formulate action plans for knowledge intensive organisations
- Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organisations and provide alternatives

First Year

CORE CHOICE COURSE--II
2. BUSINESS LAW AND LABOUR
LEGISLATION
(Theory)

Semester-I

Code:

Credit: 4

COURSE OBJECTIVES :

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.

UNIT – I :

The Indian Contract Act, 1872 - Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

UNIT – II :

Partnership- essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership - Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

UNIT – III :

Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency.

UNIT – IV :

Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

UNIT – V :

The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms- Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. Cyber Law -Need for Cyber laws – Cyber law in India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to the Legal Aspects of Business - Studying on Sale of Goods Act, Company Law – Group Discussion.

TEXT BOOKS :

1. Business Law, Third Edition, Tejpal Sheth, Pearson Education, 2017.
2. Business Law, M.C. Kuchhal, Vivek Kuchhal, S Chand, 2018.
3. Taxmann's Business Laws, Dr. V.K. Jain, CA Shashank S. Sharma, Taxmann, 2022.
4. Legal Aspects of Business, Rashmi Aggarwal, Rajinder kaur, Pearson Education, 2020.
5. Legal aspects of Business, Ravinder kumar, Cengage learning, 2016.

REFERENCES :

1. Business law, D. Chandra Bose, PHI learning PVT Ltd., 2015.
2. Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill, 2017.
3. Law of Business contracts in India, Sairam Bhat, Sage, 2015.
4. Company law, Ashok K Bagrial Vikas publishing House, 2016.
5. Business Law for Managers, P. K. Goel, Biztantatara Publishers, India, 2018.

E-RESOURCES :

1. <https://www.classcentral.com/course/swayam-fundamentals-of-legal-aspects-of-business-22987>
2. <https://edynamiclearning.com/course/business-law-1b-legal-aspects-of-business/>
3. <https://www.coursera.org/courses?query=business%20law>
4. <https://www.edx.org/learn/business-law>
5. <http://ycmou.digitaluniversity.ac/WebFiles/MBA401%20Business%20Laws12Apr2017.pdf>.– Cengage Learning, 2nd Edition-2011.

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Describe fundamental concepts of industrial relations.
- Understand the nature and role of trade unions for workers and industries.
- Study the relevance of collective bargaining and its impact on employee-management relations.
- Understand industrial disputes and ways to resolve them.
- Apply various industrial legislations in business.

First Year

CORE CHOICE COURSE--II

Semester-II

3. TALENT MANAGEMENT

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES :

- Define talent management and discuss the process of linking talent management to organizational strategy and other HR practices.
- Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- Examine the processes for talent development and succession planning.

UNIT – I :

Talent Management – definition - building blocks of a Talent Management – role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design- Elements of Talent Planning-Understand and explain creation of a Diversity initiative into the Talent management process.

UNIT – II :

Talent acquisition- e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process.

UNIT – III :

Performance Management Systems in organizations and their relationship between rewards to performance. Develop a Career Track Planning process- Evaluating Internal and External Recruitment Strategies selection techniques.

UNIT – IV :

Develop an understanding of coaching, training and development- Leadership Development-relationship of the Compensation Plan and the Implementation of the Talent Management Plan.

UNIT – V :

HRIS systems and Talent Management System- outsourcing, Contingent, Contract temporary workforce- Data Security and Reporting Essentials in a Talent Management System.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Talent Management - Practical: Studying talent management concepts of two Indian corporates - Mini Project on Talent management in the firms in the Locale - Group Discussion, Role Play.

TEXT BOOK :

1. Talent Management in India: Challenges and Opportunities Masood Hasan, Anil Kumar Singh, Somesh Dhamija, Atlantic, 2019.
2. The Talent Management Handbook, Lance A. Berger (Author), Dorothy R. Berger, McGraw Hill Education, 2018
3. Talent and Knowledge Management, Dr Bharath V, Clever Fox Publishing, 2021.
4. Talent Management: A Practical Guide, Sorin Dumitrascu, 2021.
5. Talent Management, Misra R N, Discovery Publishing Pvt. Ltd, 2015.

REFERENCES :

1. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, Lance A.B. & Berger, D.R., McGraw-Hill, 2015.
2. The Talent Management Handbook, Dorothy Berger, Lance Berger, McGraw Hill Education, 2016.
3. The Oxford Handbook of Talent Management, David G Collings, Kamel Mellahi, Wayne F. Cascio, OUP Oxford, 2017.
4. Talent & Knowledge Management, SIA Publishers & Distributors Pvt Ltd, 2022.
5. Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Allan Schweyer, Wiley, 2016.

E-RESOURCES :

1. <https://www.classcentral.com/course/managing-talent-4308>
2. <https://alison.com/course/human-talent-management>
3. <https://www.coursera.org/learn/managing-talent>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/talent-management>
5. <https://www.mooc-list.com/tags/talent-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Identify various methodologies organizations can use, to accelerate and improve individual, team and organizational performance.
- Develop and promote leadership competencies that will frame the behaviors expected for organizational success.
- Pinpoint the components of the performance management system to maximize people's potential and performance.
- Understand how to assess the organization's bench strength and how one can design and facilitate the succession planning process.
- Learn when it is appropriate to use assessment tools to enhance self-awareness and team performance.

First Year

NON MAJOR ELECTIVE COURSE--I

Semester-II

PRINCIPLES OF MANAGEMENT

Code:

(Theory)

Credit: 4

COURSE OBJECTIVES :

- To enable the students to study the evolution of Management,
- To study the functions and principles of management.
- To learn the application of the principles in an organization.

UNIT – I INTRODUCTION :

Concept of Management –Features, Objectives, Functions and Importance of Management- Nature of Management-Management Principles- Role of Managers- Functional Areas of Management, Managerial Skills- Theory of Peter F. Drucker -Relevant Case studies.

UNIT – II PLANNING :

Meaning- Features of Planning- Importance of Planning- Objectives of Planning- Limitations of Planning-Barriers to Planning- Process of Planning- Principles of Planning- Features of Good Plan- Planning Premises- Process of Planning Premises- Types of Planning Premises - Relevant Case studies.

UNIT – III ORGANISING :

Meaning, Nature of Organisation- Process of Organising- Importance- Organisation Chart-Principles of Organisation Chart- Advantages of Organisation Chart- Limitations of Organisations Chart-Kinds of Organisation Chart. Formal Organisation - Features and Benefits of Formal Organisation- Limitations of Organisation Chart - Relevant Case studies.

UNIT – IV STAFFING :

Meaning- Nature of Staffing- Need for Staffing- Need for Staffing- Importance of Staffing- Staffing Process. Motivation: Meaning- Nature of Motivation- Importance of Motivation- Effective Motivation- Theories of Motivation. Controlling: Meaning- Nature - Importance - Types - Cybernetic and Non Cybernetic Control- Resistance to Control- Effects of Resistance to Control- Ways to overcome Resistance to Control- Control Process - Relevant Case studies.

UNIT – V SOCIAL RESPONSIBILITIES OF BUSINESS :

Meaning – nature – levels – Historical perspectives of Social responsibility – Barriers – Profit maximisation and Social responsibility – Various stake holders and social responsibility – Davis Model of Social responsibility – Phases – Approaches – Social responsibility in India – Social responsiveness and Social Audit – Ethics – Values - Relevant Case studies

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Principles of management - Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on management concept of the firms in the Locale - role play, Group discussions.

TEXT BOOKS :

1. Principle of Management, Mr. Kamlesh Jha, 2020
2. Principles and Practice of Management, Prasad L M, S Chand, 2019
3. Principles of Management Essentials You Always Wanted To Know, Callie Daum, Vibrant Publishers, 2020.
4. Tripathi P C & P N Reddy, Principles of Management, Mc Graw Hill India, 6th edition, 2017.
5. Procurement and Principles Management, Peter Baily, Barry Crocker, Pearson Education, 2018

REFERENCES :

1. Principles of Management, G. Murugesan, Laxmi Publications, 2017
2. Principles of Management, Neeru Vasishth, Taxmanns, 2015.
3. Principles of Management, Charles W.L Hill and Steven L McShane, McGraw Hill Education, Special Indian Edition, 2017.
4. Essentials of Management, Andrew J. Dubrin, Thomson Southwestern, 9th edition, 2016.
5. Modern management: concepts and skills, Samuel C. Certo and Tervis Certo, Pearson education, 12th edition, 2018.

E-RESOURCES :

1. <https://www.classcentral.com/course/independent-principles-of-management-11932>
2. <https://www.coursera.org/learn/principles-of-management>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management>
4. https://onlinecourses.nptel.ac.in/noc21_mg30/preview
5. <https://www.udemy.com/course/principles-of-management-j/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Upon completion of the course, students will be able to have clear understanding of managerial functions like planning.
- Assess global situation, including opportunities and threats that will impact management of an organization.
- Demonstrate the ability to direct, lead and communicate effectively
- Determine the most effective action to take in specific situations.
- Evaluate approaches to addressing issues of diversity.

First Year	SUMMER INTERNSHIP TRAINING (Compulsory)	Semester-II
Code:	(Training)	Credit: 5

The student has to undergo Summer Internship Training at the end of Semester-II for a period of not less than four weeks in any concern and should submit a report on various functional areas of the firm/industry which will be evaluated during Viva-Voce Examination. The Summer Internship Training Certificate will be issued by the concerned company. The proportion of marks for the Summer Internship report and the Viva-Voce is 50:50. The Summer Internship Report will be evaluated by the External Examiner Only.

EXTERNAL EVALUATION – (50 MARKS)

External examiner to be appointed by the University as followed for project. One examiner may be appointed for every 15 students.

Break up of marks is as follows:

- | | | |
|----|--------------------------|------------|
| 1. | Summer Internship Report | - 50 Marks |
| 2. | Viva Voce | - 50 Marks |
| | | ----- |
| | | 100 Marks |
| | | ----- |

- A candidate shall be declared to have passed in the **SUMMER INTERNSHIP TRAINING** if he/she secures not less than 40% in each of the Summer Internship report and Viva-voce but not less than 50% in the aggregate of both the marks for Summer Internship Report and Viva-voce.
- A candidate who secures less than 40% in the Summer Internship report must resubmit the Report. Such candidates need to defend the resubmitted Report at the Viva-voce within a month. A maximum of 2 chances will be given to the candidate.

Second Year

CORE COURSE--XI

Semester-III

STRATEGIC MANAGEMENT

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES:

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems

UNIT – I :

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

UNIT – II :

Strategic management process – vision and mission of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT – III :

Environmental scanning and analysis – types: international, external, internal – characteristics - SWOT – approaches of the environmental scanning.

UNIT – IV :

Generic - competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

UNIT – V :

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate culture of leadership – designing strategic control system - key success factors – monitoring success and evaluating deviation.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the management - Studying Recent challenges and development in Strategic management - Case study relevant to Strategic management and group discussion.

TEXT BOOKS :

1. Strategic Management, Thomas, Pearson Education India, 2015.
2. Strategic Management, Azhar Kazmi, Adela Kazmi, McGraw Hill, 2020.
3. Strategic Management, SIA Publishers & Distributors Pvt Ltd, 2022.
4. Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L. Wheelen, J. David Hunger, Pearson, 2018.
5. Strategic Management and Competitive Advantage: Concepts and Cases, Jay B. Barney, William S. Hesterly, Pearson Publications, 2018.

REFERENCES :

1. Strategic Management & Innovations in Banking, IIBF, Macmillan Education, 2021
2. Business policy and strategic management concept and application, Vipin Gupta, KamalaGollakota, R. Srinivasan, Oxford University Press, 2015.
3. Business policy and Strategic Management, Sukul Lomesh, P.K.P.K. Mishra, Tata Mc Graw Hill, 2016.
4. Strategic Management An integrated approach, Charles W.L..Hill, Gareth R.Jones, CengageLearning, 2015.
5. Business Strategy Essentials You Always Wanted to Know, Callie Daum, Vibrant Publishers, 2020.

E – RESOURCES :

1. <https://www.eresourcescheduler.com/blog/5-effective-resource-management-strategies-that-drive-productivity-in-2022>
2. <https://www.businessballs.com/strategy-innovation/>
3. <https://www.edx.org/learn/strategic-management>
4. <https://www.coursera.org/learn/strategic-management>
5. https://onlinecourses.nptel.ac.in/noc22_mg88/preview

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Describe major theories, concepts and research output in the field of strategic management.
- Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its interdisciplinary nature.
- Identify the effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.
- Know the capability of making their own decisions in dynamic business landscape.
- Develop their capacity to think and execute strategically.

Second Year

CORE COURSE--XII

Semester-III

**RESEARCH METHODS IN
MANAGEMENT**

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- To familiarize students with the basics of research and the research process.
- To help students in conducting research work and generating research reports.
- To familiarize students with Statistical packages such as EXCEL etc.

UNIT – I INTRODUCTION :

Research – Importance and its types – research approaches – process – problem formulation – development of hypothesis – Research design – determining the sample design – collecting data – analysis of data – identifying research problem.

UNIT – II MEASUREMENT AND ITS TECHNIQUES :

Measurement in research and its problems – meaning of scaling – tests of sound measurement – types of scaling- Techniques of measurement – Attitude scales – summated rating scale – Equal appearing Interview scale – cumulative scale – Rating scale – Scale constructing Techniques.

UNIT – III DATA COLLECTION AND HYPOTHESIS :

Classification of data – sources of data – collection of primary and secondary data – Questionnaire method – Guidelines for Questionnaire design – Interview technique – Observation techniques – Processing of data – Editing – Coding – Tabulation – Interpretation of data – Formulation of hypothesis – Test of hypothesis.

UNIT – IV STATISTICAL TECHNIQUES :

Statistical Techniques – Measures of Central Tendency – Arithmetic mean, Median and Mode – Karl Pearson's coefficient of correlation – Regression – Chi-square test – conditions for applying chi- square test – ANOVA – Spearman's Rank Correlation.

UNIT – V INTERPRETATION AND REPORT WRITING :

Interpretation – Techniques of Interpretation – Significance of Report Writing- Different steps in writing report – layout of research report – types – oral presentation – mechanics of writing a research report – precautions for writing research reports – Role of statistical packages in Research.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Principle of management - Practical class- Analysis of data using statistical Packages, data analysis using MS-Excel, hypothesis testing, solve the problems need immediate solution. Group discussion

TEXT BOOK :

1. Research Methodology: Methods and Techniques, C.R. Kothari, Gaurav Garg, New Age International Publishers, 2019.
2. Research Methods, M.P. Sinha, Atlantic Publication, 2022.
3. Business Research Methods, Donald R. Cooper, Pamela S. Schindler, J. K. Sharma, McGrawHill Education, 2018.
4. An Introduction to Qualitative Research Synthesis, Claire Howell Major, Maggi Savin-Baden, Routledge Publication, 2016.
5. Research Methods in Social Sciences and Extension Education, G.L. Ray, S. Mondal, Kalyani Publishers, 2016.

REFERENCES :

1. Handbook of Research Methods and Applications in Experimental Economics, Arthur Schram, Alja Ule, Edward Elgar Publishing Ltd, 2019.
2. An Introduction to Qualitative Research Synthesis: Managing the Information Explosion in Social Science Research, Claire Howell Major, Maggi Savin-Baden, Routledge Publication, 2015.
3. Academic writing, A guide for management students and Researchers, Mathukutty M. Monippally and Badrinarayanan Shankar Pawar, Sage Publication, 2014.
4. Applied Multivariate Statistical Analysis, Johnson/Wichern, Pearson, 2015.
5. The Art of Statistics: Learning from Data, David Spiegelhalter, Pelican, 2020.

E-RESOURCES :

1. https://onlinecourses.nptel.ac.in/noc22_ge08/preview
2. https://onlinecourses.swayam2.ac.in/nou21_cm03/preview
3. <https://www.coursera.org/browse/physical-science-and-engineering/research-methods>
4. https://nie.gov.in/icmr_sph/Online-courses.html
5. <https://www.ccrm.in/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Have an understanding on objectives of doing research, various kinds of research, research process, research designs and sampling.
- Formulate research problem and develop a sufficiently coherent research design.
- Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.
- Have a basic awareness of data analysis, including descriptive & inferential measures.
- Be able to develop and write independent thinking for critical analysis of research reports.

Second Year

CORE COURSE--XIII

Semester-III

OPERATIONS RESEARCH

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- To impart knowledge in concepts and tools of Operations Research
- To understand mathematical models used in Operations Research
- To apply these techniques constructively to make effective business decisions.

UNIT – I :

Introduction to Operations Research, scope, phases- merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal – dual problem and its properties, dual simplex method, Sensitivity analysis. Concept of Goal Programming.

UNIT – II :

Transportation problem by Vogel's approximation method; assignment problem, linear Programming complete enumeration method.

UNIT – III :

Network analysis – drawing of Arrow diagram – critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages.

UNIT – IV :

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – minimax criterion; Theory of Games – pure and mixed Strategies, Principles of dominance, graphical methods, simplex methods.

UNIT – V :

Queuing theory – M/M/1/FIFO/OC model; Markovian chain, Simulation: Monte Carlo Method.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Operation Research - Studying Game theory, Queuing Theory - Casestudy.

TEXT BOOKS :

1. Operations Research, SC Aggarwal, Salendra Mittal, VK Global Publications Pvt Ltd, 2020.
2. Operations Research, Hamdy A. Taha, Pearson, 2019.
3. Operations Research - Introduction to Management Science, A Panel of Authors, S Chand, 2019.
4. Operation Research, J.K. Sharma, Laxmi Publications, 2017.
5. Operations Research, R.K. Gupta, Krishna Prakashan Media Pvt. Ltd, 2021.

REFERENCES :

1. Books That Lecture Operations Research [Facts-Based Approach], Venant R.N. Mutabihirwa, 2022.
2. Applied Mathematics with Open-Source Software: Operational Research Problems with Python and R, Vincent Knight, Geraint Palmer, Chapman and Hall/CRC, 2022
3. Operations Research Fundare Models: Part 1 [Fourth Edition] of Fundamentals of Operations Research, Venant R.N. Mutabihirwa, 2022.
4. Inventory Control (International Series in Operations Research & Management Science), Sven Axäter, Springer, 2016.
5. The Handbook of Behavioral Operations Management: Social and Psychological Dynamics in Production and Service Settings, Bendoly, Wezel, Bachrach, Oxford University Press, 2015.

E-RESOURCES :

1. <https://www.classcentral.com/course/swayam-operations-research-14219>
2. <https://www.coursera.org/courses?query=operations%20research>
3. <https://www.edx.org/course/operations-research-an-active-approach>
4. https://onlinecourses.nptel.ac.in/noc19_ma29/preview
5. <https://alison.com/tag/operations>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Analyze any real life system with limited constraints and depict it in a model form.
- Convert the problem into a mathematical model.
- Solve the mathematical model manually.
- Understand variety of problems to make effective business decisions using assignment, transportation, travelling salesman etc.
- Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes.

Second Year

NON MAJOR ELECTIVE -II
EXPORT MANAGEMENT
(Theory)

Semester-III

Code:

Credit: 2

COURSE OBJECTIVES :

- To impart the meaning of Export Management
- To understand the concept nature and functions of Export management its pricing and costing decisions
- To discuss Export Management promotion council and industrial parks

UNIT – I :

Introduction - Composition of Exports – Traditional and non-traditional products – principle products of export, Direction of Export Trade – Export potential analysis in agricultural products, marine products, Textiles, engineering goods – software and information technology.

UNIT – II :

Product planning – managerial skills - export planning objectives, programming – organisation – building a team executive action – management control - designing products for export - product positioning in overseas markets - new product planning for export markets.

UNIT – III :

Export services – product servicing tourism software and IT enabled services – financial services – deemed services – product and service organization. Exim Bank – advisory services - effects on exports. GATT - WTO.

UNIT – IV :

Export pricing and costing decisions –factors influencing pricing – export costing – breakeven point – export offer quotation – export contract pricing strategies marginal costing and export pricing – transfer pricing exchange rates – forward contracts.

UNIT – V :

Export promotion council / organisations – export oriented industrial parks – FIEO, IIFT, IIP, ICA, ITPO, STC, MMTC, FTC-100% export oriented units India's export potential - Abdul Kalam's vision of 2020- international comparisons and India's export target.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Export Management - Studying: export contract pricing strategies marginal costing and export pricing. Group Discussion on Export potential analysis in agricultural products.

TEXT BOOKS :

1. S. Ramakrishana, Quality Control and Pre-Shipment Inspection for Exports, Al Exim BankPublications, 2018.
2. International Trade & Export Management: Francis Chernutrilam, Himalaya Publishing House,2019.
3. Global Business Today, Charles W.L., Hill McGraw and Hill Irwing, 2019.
4. International Business Francis Chernutrilam Victor Luis Anthuvan, (EEE) PHI New Delhi, 2017.
5. International Financial Management, Madhu Vij, Excel Books, 2016.

REFERENCES:

1. TAS Baragopal, Export Management, Himalaya Publishing House, 2018.
2. Foreign Exchange Manual, RBI
3. Thomas A. Cook, Mastering Import & Export Management, AMACOM, 2021.
4. Richard Harrison, The Export Gardener: A Clumsy Australian Starts a Gardening Business in theUK, 2019.
5. Bade, D. Export/Import Procedures and Documentation (Fifth ed.). AMACOM, 2016.

E-RESOURCES :

1. <http://www.customs.gov.au/site/>
2. www.eximbankindia.com
3. <http://india.vishaq.in/customs/>
4. <http://www.wto.org/>
5. <http://www.imf.org/external/index.htm>

COURSE OUTCOMES:

On completion of this course, the students will be able to:

- Explain the concepts of trade documentation in international business.
- Understand product servicing tourism software and IT enabled services
- Integrate concepts of international business with functioning of global trade
- Understand the difference existing in Domestic Market & Export Market
- Develop knowledge about international markets and India's export target

Second Year

**CORE COURSE--XIV
INTERNATIONAL BUSINESS
ENVIRONMENT**

Semester-IV

Code:

(Theory)

Credit: 5

COURSE OBJECTIVES :

- Basic and broad knowledge in international business environment, strategies and management.
- Awareness of the different thinking and viewpoints of diverse cultures.
- Awareness of the global business environment and its impact on businesses.

UNIT – I :

International Business: An overview – Modes of International Business; The External Environment -Economic, Political Environment, technological and Cultural Environment; Its Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

UNIT – II :

Foreign Direct Investment-FDI-Types of FDI, Rationale for FDI, Benefits of FDI to Home countries, Benefits of FDI to MNC's, Threats and Restrictions on MNCs, Adverse effect of FDI on Host countries. Reasons for India seeking FDI, Hurdles for FDI in India.

UNIT – III :

World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks. Cross Border Mergers& Acquisition-Reasons for mergers & Acquisition, why do M & A fail? -Stages involved in M & A-Regulations of M & As.

UNIT – IV :

Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers: International Banks; Non-Banking Financial Service Firms; Stock Markets.

UNIT – V :

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to International Business Environment - Studying World Financial Environment, Foreign Exchange Market Mechanism - Case study relevant to Recent Challenges - group discussion.

TEXT BOOKS :

- 1) International Business Environment, Sundaram K. Anant, Pearson, 2015.
- 2) Global Business Environment, Mansi Kapoor, Sage Publication, 2019.
- 3) The Global Business Environment: Meeting the Challenges (3rd edition), Morrison J, Palgrave Macmillan, 2022.
- 4) The International Business Environment (4th ed.), Hamilton, L., & Webster, P., Oxford University Press, 2019.
- 5) Introduction to Global Business: Understanding the International Environment & Global Business Functions (2nd ed.), Gaspar, J., Kolari, J., Hise, R., Bierman, L., & Smith, M. L., Cengage Learning, 2016.

REFERENCES :

- 1) Business Environment: Indian and Global Perspective, Faisal Ahmed, M Absar Alam, PHI Learning Publication, 2017.
- 2) The International Business Environment and National Identity, Tatiana Gladkikh, Routledge, 2019.
- 3) The Global Business Environment: Towards Sustainability?, Janet Morrison, Red Globe Press, 2020.
- 4) Multicultural Behavior and Global Business Environments, Kamal Dean Parhizgar, Routledge Publications, 2015.
- 5) Global Information Society: Operating Information Systems in a Dynamic Global Business Environment, Yi-chen Lan, IGI Publishing, 2015.

E-RESOURCES :

1. International Business Environment <https://alison.com> › Business › Business Communication
2. https://onlinecourses.swayam2.ac.in/cec20_mg12/preview
3. <https://www.coursera.org/learn/global-business-environment>
4. <https://www.classcentral.com/course/global-business-environment-8063>
5. <https://www.futurelearn.com/courses/business-environment>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

1. Understand the concepts of international business with respect to international scenarios.
2. Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
3. Analyse the principle of international business and strategies adopted by firms.
4. Integrate concepts of international business with functioning of global trade
5. Develop an entry strategy into other markets, recognizing the nature of institutions and forces governing the process of globalization.

Second Year

**CORE COURSE--XV
ENTREPRENEURIAL DEVELOPMENT
(Theory)**

Semester-IV

Code:

Credit: 5

COURSE OBJECTIVES

- To introduce various qualities required for entrepreneurship
- To explain various entrepreneurship models
- To organize interaction with successful entrepreneurs

UNIT – I :

Entrepreneur - meaning - importance - Qualities, nature, types, traits, culture. Similarities and differences between entrepreneur and Intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial environment.

UNIT – II :

Evolution of entrepreneurs - entrepreneurial promotion: Training and development. mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organizations in promoting entrepreneurs - Forms of business for entrepreneurs.

UNIT – III :

Project management: Sources of business idea - Project classifications - identification - formulation and design - feasibility analysis. Financial analysis - project cost estimate - operating revenue estimate -Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods. Preparation of Project Report and presentation.

UNIT – IV :

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for Assistance.

UNIT – V :

Steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Entrepreneurial Management - Studying Project Management, Project Finance- Case study relevant to problem of entrepreneurs - group discussion.

TEXT BOOKS :

- 1) Entrepreneurial Development, Np Srinivasan Cb Gupta, S Chand, 2020.
- 2) Entrepreneurship Development, S A Kumar, S C Poornima, M K Abraham, K Jayshree, new age publishers, 2021.
- 3) Entrepreneurial Development, Khanka S.S., S Chand, 2015.
- 4) Entrepreneurial Development / Management Of Small Business, P M Meera Mohiadeen, Nahidha Publication, 2018.
- 5) Entrepreneurial Development, Vasant Desai, Himalaya Publishing House, 2016

REFERENCES :

- 1) Internationalization of Entrepreneurial Innovation in the Global Economy, Luisa Cagica Carvalho, Idea Group, 2015.
- 2) Entrepreneurial Success and its Impact on Regional Development, Luisa Carvalho, Information Science Reference, 2015.
- 3) The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2016.
- 4) Entrepreneurship in the Fourth Sector: Entrepreneurial Ecosystems and Sustainable Business Models, Mara Isabel Snchez-hernandez, Lusa Carvalho, Conceio Rego, Maria Raquel Lucas, Adriana Noronha, Springer, 2022.
- 5) Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha, McGraw Hill, 2020.

E-RESOURCES :

1. <https://www.esc.edu/degrees-programs/undergraduate-aos/business-management-economics/learning-resources/entrepreneurship-resources/>
2. <https://www.edx.org/learn/entrepreneurship>
3. https://midassoe.com/pg-course-admission/entrepreneurship/?utm_source=google&utm_medium=entrepreneurship_cpc_entrepreneurship_course&gclid=CjwKCAjwzeqVBhAoEiwAOrEmzRZ6Cz5mG2XsIClztD1jr8zcT7vXay7cp0FvU618csSLztP024QihocrGYQAvD_BwE
4. <https://ied.eu/>
5. <https://www.niesbud.nic.in/entrepreneurship-development-programme.htm>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand theories of entrepreneurship and business development
- Be able to state, understand and evaluate the key factors needed to develop a successful business
- Understand the key resources required to develop an existing business, launch a new venture, or initiate a business enterprise
- Understand the central role of opportunity recognition and marketing to business development
- Understand the creation of business sustainability

Second Year

**CORE COURSE - XVI
MANAGERIAL SKILLS
(Theory)**

Semester-IV

Code:

Credit: 5

COURSE OBJECTIVES :

- To examine the complexity of managing in a global world.
- To use management thought to develop a better understanding of motivation.
- To develop an ability to work with moral and ethical dilemmas and make decisions using critical thinking

UNIT – I THINKING STRATEGIES :

Strategic thinking – meaning – questions- things included in Strategic thinking – Process consideration in Strategic thinking – Strategic thinking competencies – importance of Strategic thinking – characteristics of Strategic Thinkers – Points to be kept in mind in Strategic thinking. Lateral Thinking – meaning – why Lateral Thinking – when to use Lateral Thinking – Benefits of Lateral Thinking – Techniques used in Lateral Thinking – Who needs Lateral Thinking – How to use Lateral Thinking? – Conventional Vs Lateral Leaders – Questions asked by Lateral Leaders – becoming a Lateral leader

UNIT – II INTERPERSONAL STRATEGIES :

Conflict Resolution – meaning – points to be understood before studying conflict resolution – sources of conflict – common reactions to conflict – role of perception in conflict – steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict. Negotiation skills – process – styles – outcome – principles involved – negotiation model – being a negotiator – qualities of a negotiator.

UNIT – III IMPLEMENTATION STRATEGIES :

Facing changes – meaning – characteristics – why changes – pace of changes – impact of resistance – Reasons for resistance – types of people in facing changes – introducing change. Facing challenges – meaning – importance – path to facing challenges – benefits of facing challenges.

UNIT – IV ACTION BASED STRATEGIES :

Risk taking - meaning – factors determining Risk Taking – Risk management – users of Risk Management – Steps in Risk Management. Effective decision making – meaning – approaches – methods – steps – Decision making at the work place.

UNIT – V BEHAVIOURAL STRATEGIES :

Motivation and Staying motivated – meaning – finding reason for being motivated – staying motivated at work place – staying motivated in negative work environment – staying motivated during crisis. Balancing work and life – meaning – work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Managerial Skills – Studying Thinking Strategies, Interpersonal Strategies - Group discussion on work life balance.

TEXT BOOK :

1. Soft Skills – Know Yourself & Know the World, Alex K., S.Chand & Company LTD, 2012.
2. Basic Managerial Skills for All, Mcgrath E.H, Prentice Hall India Learning Private Limited, 2011.
3. Managerial Skills Book, P M Meera Mohiadeen, Nahidha Publication, 2018.
4. Managerial Communication & Soft-skills, Bandi S. Herold, Walnut Publication, 2018.
5. Manager Skills: Complete Step-by-Step Guide on How to Become an Effective Manager, Garrett Redfield, 2020.

REFERENCES :

1. A Book on Development of Soft Skills, (Soft Skills: A Road Map to Success), Meena.K and V.Ayothi, P.R. Publishers & Distributors, 2013.
2. Changing Employee Behavior: A Practical Guide for Managers, Nik Kinley, Shlomo Ben-Hur, Palgrave Macmillan, 2015.
3. The Power of A Positive Attitude: Your Road To Success, Roger Fritz, Arthur R. Pell, Fingerprint Publishing, 2019
4. How to Be a Good Leader: The Ultimate Guide to Developing the Managerial Skills, Teamwork Skills, and Good Communication Skills of an Effective Leader, Terry Cochran, 2015.
5. The Managers Book of Checklists: A Practical Guide to Improve Your Managerial Skills, Derek Rowntree, Prentice Hall, 1996.

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Develop the ability to apply the theoretical and practical aspects of management / marketing / projects to formulate strategies.
- Evaluate emerging business model and its complexities, manage change, and optimize business performance in a dynamic environment.
- Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.
- Exhibit the ability to make reasoned, ethical decisions that are based on professional standards for ethical conduct in the best interest of the project, the organization, the environment, and society as a whole.
- Assess leadership styles from the perspectives of the role of the leader and leadership effectiveness in organizations that are managed by function, by matrix, and by projects.

Second Year

**VALUE ADDED COURSE—II
STOCK MARKET PRACTICES**

Semester-IV

Code:

(Theory)

Credit: 2*

COURSE OBJECTIVES :

- To give an overview of Capital Market.
- To enable the students to understand various innovative Financial Instruments.
- To impart knowledge regarding the calculation methodology of Stock Market Indices.

UNIT – I :

Capital Markets in India - An overview of Indian Securities Market, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – SEBI measures for primary market.

UNIT – II :

Stock exchanges and its Functions - Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India – SEBI: functions and measures for secondary market – Overview of major stock exchanges in India - Listing of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting

UNIT – III :

Trading , settlement and Surveillance System In Stock Exchanges : Different trading systems – BSE -BOLT System – Different types of settlements - Pay-in and Pay-out – Bad Delivery – Short delivery – Auction – NSE – NEAT system options – Market types, Order types and books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price – Bad and short delivery Risk management system in BSE & NSE – Margins – Exposure limits – Surveillance system in BSE & NSE – Circuit breakers

UNIT – IV :

Stock Market Indices: Meaning, Purpose, and Construction in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stockmarket indices in India – BSE Sensex - Scrip selection criteria – their BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).

UNIT – V :

Commodity and Currency Markets: Commodity exchanges: evolution and history – role in globalizing economy – governing regulations – price –risk management – commodity exposure – hedge accounting – currency futures – managing exchange rate – carbon markets – weather derivatives – ETFs – Purpose, Importance, types, construction.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Stock Market – Studying Different trading systems and stockmarket indices – Mini project on IPOs - Group Discussion.

TEXT BOOKS :

1. Investment and Securities Market in India, V. A. Avadhani, Himalaya Publishing House, 2017.
2. Security Analysis and Portfolio Management, Ranganatham, Pearson Education, 2015.
3. Stock Market in India, Daniel Lazar, Venkatesan P, 2015.
4. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd, 2016.
5. Prasanna Chandra, “Investment Analysis and Portfolio management”, Tata McGraw Hill, 3rdEdn., 2014.

REFERENCES :

1. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers, 2015.
2. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Publication, 2017.
3. Dr.Sharma. F. C, Security Analysis and Portfolio Management, SBPD Publications, 2020.
4. Abhishek Mishra, Dr. Subramanian Swamy, Indian Capital Market, Lex Lab Publication, 2016.
5. Gourishankar S.Hiremath, Indian Stock Market: An Empirical Analysis of Informational Efficiency, Springer, 2016.

E-RESOURCES :

1. https://onlinecourses.swayam2.ac.in/imb19_mg09/preview
2. <https://www.nseindia.com/resources/publications-market-reports>
3. https://www.bseindia.com/static/about/BSE_Ebooks.aspx
4. <https://www.sebi.gov.in/>
5. https://play.google.com/store/apps/details?id=com.alifesoftware.stocktrainer&hl=en_IN&gl=

COURSE OUTCOMES:

On completion of this course, the students will be able to:

- Familiarization with Capital Market and Depository System prevalent in capital markets.
- Clarity about the current status of Stock Exchanges in India.
- Understanding about the Trading, Clearing and Settlement procedures.
- Familiarize the students regarding the techniques of analyzing securities being applied by fundmanagers.
- Develop an insight into various issues in portfolio construction, revision and evaluation.

Second Year

**ELECTIVE COURSE
A: MARKETING
I- DIGITAL MARKETING
(Theory)**

Semester-III

Code:

Credit: 3

COURSE OBJECTIVES :

- To impart knowledge of key trends within the digital marketing landscape.
- To create an awareness about the holistic impact of all Digital Marketing channels.
- Examine an example of each Digital Marketing channel.

UNIT – I INTRODUCTION OF THE DIGITAL MARKETING :

Digital vs. Real Marketing - Digital Marketing Channels - Understanding marketing through the internet - Definition of digital marketing; origin of digital Marketing - Benefits of Digital marketing.

UNIT – II INTERNET ENVIRONMENT:

The internet micro- and macro-environment, Internet users in India. The internet marketing mix: product and branding. Digital marketing tools/e-tools. Online marketing matrix including business and Consumer markets.

UNIT – III DIGITAL MARKETING COMMUNICATIONS USING INTERNET :

Search engine marketing (SEM): Definition of SEM, definition of search Engine-Optimization (SEO); advantages and disadvantages of SEO; best practice in SEO - Paid search engine marketing, pay per click advertising (PPC); landing pages; long Tail concept and email Marketing

UNIT – IV DESIGN A DIGITAL MARKETING PLAN :

SWOT, situational analysis, key performance Indicators in internet marketing, Digital Landscape,
P-O-E-M Framework - Segmenting and Customizing - Digital Advertising Market in India.

UNIT – V OBJECTIVES OF SOCIAL MEDIA :

Introduction to social Media - how to build a successful Social Media Strategy, Goal setting, Strategy and implementation - Measure and Improvement. Social Media Trends - Listening to Market. Digital Marketing Trends - Branding on the Net - Branding your Website, Trends in Digital Advertising.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Digital Marketing – Studying Search engine marketing and digital marketing tools – Mini project on social media marketing- Group Discussion.

TEXT BOOKS :

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2017.
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2016.
3. Philip Kotler, Marketing 4.0: Moving from Traditional to Digital, Wiley, 2019.
4. Ryan. D., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited, 2020.
5. Pulizzi.J, Beginner's Guide to Digital Marketing, Mcgraw Hill Education, 2016.

REFERENCES :

1. Barker, Barker, Bormann and Neher, Social Media Marketing: A Strategic Approach, 2E South- Western, Cengage Learning, 2017.
2. Ryan Deiss and Russ Henneberry, Digital Marketing for Dummies Paperback, Wiley, 2020.
3. David Meerman Scott, The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly, 2018.
4. Eric Enge, Stephan Spencer and Jessie Stricchiola, Art of SEO 3/ed Mastering Search Engine Optimization, Shroff/ O'Reilly, 2016.
5. Joe Pulizzi, Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less, McGraw Hill, 2020.

E-RESOURCES :

1. <https://collegedunia.com/courses/seo/seo-courses-on-udemy>
2. <https://collegedunia.com/courses/social-media-marketing/udemy-social-media-marketing>
3. <https://collegedunia.com/courses/google-ads>
4. <https://collegedunia.com/courses/google-analytics>
5. <https://collegedunia.com/courses/web-designing>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand the basics of the digital marketing tool kit
- Understand the impact of marketing through digital platform.
- Become familiar with the elements of the digital marketing channel
- Understand how they can use digital marketing to increase sales.
- Understand how to reach the online target market with proper marketing channel

Second Year

**ELECTIVE COURSE
A: MARKETING
II- BRAND MANAGEMENT
(Theory)**

Semester-III

Code:

Credit: 3

COURSE OBJECTIVES :

- Familiarize brand concepts and purpose of branding.
- Describe the process and methods of brand management.
- Familiarize brand identity and build brand equity

UNIT – I :

Brand – Definition, Scope, Objectives, Brand Management concept. Product Management – Basic Concepts, Classification of Products- consumers and industrial product, Difference between products and services - Role of a Product Manager, Responsibilities of a Product/Brand Manager - Organizing the Brand Management system.

UNIT – II :

Branding - Strategic changes to gain competitive advantage through branding, Brand vs. Product, Concept of brand equity, brand element, Customer based brand equity model. Brand Positioning and values –Brand Identity, Brand Image, Brand personality, Brand extension, Brand equity and Brand loyalty. How to build strong brand in Indian context with examples.

UNIT – III :

Brand Marketing programs – brand elements, options and tactics, designing marketing programs, Integrating Marketing Communication to build brand equity. Branding Strategies- Evaluation of Brands, Perceived Quality; Brand Positioning and Repositioning with examples.

UNIT – IV :

Brand Equity Measurement Systems- Brand Audits, establishing a Brand Equity Management System; Matrix, Brand Hierarchy, designing a Branding Strategy; Brand Extension, Evaluating Extensions and Opportunities; Adjustments to brand portfolio; Reinforcing and Revitalizing Brands, Brand Portfolio - Managing Brands over Geographical Boundaries, Cultures and Market Segments.

UNIT – V :

Measuring and interpreting brand performance – Analyzing customer mindset and measuring market performance Co-branding, Range brands.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Brand Marketing - Practical: Discuss about issues facing a modern day brand manager and their solutions – Studying brand positioning techniques – Group Discussion.

TEXT BOOKS :

1. B2B Brand Management, Philip Kotler, Waldemar Pfoertsch, Springer, 2018.
2. Strategic Brand Management for B2B Markets, Sharad Sarin, SAGE, 2015.
3. Brand Management, Anish John A, C.K. Madhusoodhanan, Thakur Publication Pvt. Ltd., 2022.
4. Product and Brand Management, U. C. Mathur, Excel Books, 2015.
5. Product and Brand Management, Ameya Anil Patil, Nirali Prakashan, 2020.

REFERENCES :

1. The Culting of Brands, Penguin Group (USA) Incorporated, Douglas Atkin, 2014
2. Brand Bible: The Complete Guide to Building, Designing and Sustaining Brands, Debbie Millman, Rockport Publishers, Beverly, USA, 2015.
3. Branded in History: Fresh Marketing Lessons from Vintage Brands, Ramya Ramamurthy, Hachette India, 2021.
4. Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity, David A. Aaker, Free Press, 2020.
5. Brand Wars: Combat Strategies for Indian Brands, Rajiv Gupte, Anand Limaye, SAGE Publications, 2021

E-RESOURCES :

1. <https://www.classcentral.com/course/brand-3929>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/brand-management>
3. <https://www.coursera.org/learn/brand>
4. <https://www.hubspot.com/resources/branding>
5. <https://www.edx.org/learn/brand-engagement>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Develop a strategic brand equity business plan based on an accurate analysis of a business situation.
- Evaluate the customer environment for new and existing brands and build this customer focus into brand strategy in unpredictable and complex contexts.
- Understand how branding is applied in practical situations by studying real-life examples.
- Learn about the step-by-step process and various strategies involved in brand management, with a focus on establishing a strong brand identity and building brand equity.
- Evaluate the performance and situation of a brand for the purpose of recommending future strategies.

Second Year

**ELECTIVE COURSE
A: MARKETING
III- CONSUMER BEHAVIOUR
(Theory)**

Semester-III

Code:

Credit: 3

COURSE OBJECTIVES :

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

UNIT – I CONSUMER BEHAVIOUR – AN INTRODUCTION :

Consumer Behaviour – meaning, definition, Significance. Consumer behavior principles to strategic marketing. Role of Marketing in Consumer behavior. Applications of consumer behavior knowledge in marketing.

UNIT – II CONSUMER AS AN INDIVIDUAL :

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Concept and measurement of attitudes. Learning.

UNIT – III CONSUMER IN A SOCIAL & CULTURAL SETTING :

Group dynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

UNIT – IV CONSUMER DECISION MAKING PROCESS :

Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.

UNIT – V CONSUMER BEHAVIOUR APPLICATIONS :

Consumer Behaviour applicable to Profit and Non Profit Organizations, Marketing Ethics, Consumer movement, Consumer protection in India.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Consumer Behavior – Practical: Studying culture and social factors affecting consumer behavior – Mini project on Consumer behavior on profit and non-profit organization – Group discussion.

TEXT BOOKS :

1. Consumer Behaviour, Leon G. Schiffman & Leslie Lazar Kanuk, Pearson Education Asia, NewDelhi (12th Edition), 2019
2. Consumer Behaviour, S. Ramesh Kumar Leon Schiffman, Leslie Lazar Kanuk, 11th Edition,pearson, 2015.
3. Consumer Behaviour in marketing, Howard, John A, Englewood Cliffs, Prentice Hall Inc, NewJersey, 2017
4. Consumer Behaviour, Mowen, John C., MacMillan, New York, 2016.
5. Consumer Behaviour, CL Tyagi and Arunkumar, Atlantic publishers, 2018.

REFERENCES :

1. Consumer Behaviour, RamanujMajumdar PHI learning PVT Ltd., 2015.
2. Consumer behaviour, India Edition, Jay D. Lindqnist and M. Joseph Sirgy, Cengage learning,2014.
3. Consumer behaviour, concepts, Applications and cases – MS Raju, Dominic Xardel, Vikaspublishing House PVT Ltd., 2017.
4. Consumer Behaviour, By David L. LOUDON Albert J. Della Bitta – India Edition Tata McgrawHill. Co, 2016.
5. Consumer Behaviour, John C. Mower & Michael Minor, Prentice Hall, New Delhi, 2016.

E-RESOURCES :

1. <https://www.edx.org/course/consumer-behaviour>
2. <https://www.classcentral.com/course/swayam-consumer-behaviour-7901>
3. <https://iimbx.iimb.ac.in/catalog/consumer-behaviour/>
4. <https://www.futurelearn.com/courses/consumer-behaviour-and-psychology>
5. <https://www.udemy.com/course/consumer-behavior-r/>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Demonstrate how knowledge of consumer behaviour can be applied to marketing.
- Awareness of socio-cultural factors (e.g., cultural norms, social class, reference groups) that impact consumer decisions.
- Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
- Designing pricing strategies that consider consumer perceptions and preferences.
- Evaluating and adapting marketing strategies based on consumer feedback and market dynamics.

Second Year

**ELECTIVE COURSE
A: MARKETING
IV-BUSINESS TO BUSINESS MARKETING**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Identify the industrial, marketing, and business terms and concepts that are significant within the field of industrial marketing or business-to-business marketing.
- Understand the ideas and reasoning that underlie these concepts.
- Understand the relationships of these concepts to each other and their relationship to marketing and/or business principles and practices.

UNIT – I :

Basics of Business-to-Business Marketing. – Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing. Industrial Demand & Industrial Customer. Industrial Marketing Operations.

UNIT – II :

Segmentation in Industrial Marketing, Demand concepts for Industrial products, Industrial Marketing Research, Industrial Buyer Behaviour. A Stepwise Model and A Process Flow Model

UNIT – III :

Marketing Strategy: Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets- Product Management – Product line planning – New Product development strategy.

UNIT – IV :

Pricing, Distribution- B2B Channel Strategies, Advertising and Sales Promotion of Industrial Products.

UNIT – V :

Marketing strategy for Industrial Firms – Product Market Management – Developing & Evaluating Strategies – Effective implementation of Strategies.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Business to Business Marketing – Practical: Studying process of developing and evaluating strategies – Mini project on advertising and sales promotion – Group discussion.

TEXT BOOKS :

1. B2B Marketing: A South Asian Perspective, Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, Cengage, 2015.
2. Business Marketing: Concepts and Cases, Sharad Sarin, McGraw Hill, 2018.
3. Business Market Management (B2B): Understanding, Creating, and Delivering Value, James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Pearson, 2017
4. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Wiley, 2016.
5. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2016

REFERENCES :

1. Industrial Marketing Management M. Govindarajan, Vikas publishing House PVT Ltd., 2014
2. Industrial Marketing by MILIND T. Phadtare - PHI learning PVT Ltd., 2017
3. Marketing Channel Strategy: An Omni-Channel Approach, Robert W. Palmatier, Eugene Sivadas, Louis W. Stern, Adel I. El-Ansary, Routledge Publication, 2019.
4. Business Marketing: Text and Cases, Krishna K Havaldar, McGraw Hill, 2019.
5. Business to Business, Marketing, Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Pearson 2015.

E-RESOURCES :

1. <https://www.coursera.org/learn/b2b-marketing>
2. <https://www.edx.org/learn/marketing>
3. <https://www.coursera.org/learn/wharton-contagious-viral-marketing>
4. <https://www.coursera.org/specializations/digital-advertising-strategy>
5. <https://pll.harvard.edu/course/causal-diagrams-draw-your-assumptions-your-conclusions?delta=2>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
- Design strategies and structures to effectively serve the B2B market.
- Apply a systematic approach to problem solving and decision making in business marketing organizations through the use of examples.
- Understand the role of data-driven decision-making and marketing analytics in optimizing B2B marketing strategies and performance.
- Demonstrate critical thinking skills to analyze and explain the rationale behind B2B marketing strategies and decisions.

Second Year

**ELECTIVE COURSE
A:MARKETING
V. SALES AND DISTRIBUTION
MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To introduce course, participants to national and international sales and distribution practices
- To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems
- To sharpen decision making skills of future sales and distribution managers

UNIT – I :

Nature and scope of Sales Management; Setting and Formulating Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans.

UNIT – II :

Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotes for Sales Personnel.

UNIT – III :

Forecasting Sales and Developing Sales Budgets, Designing and organizing Sales Territories. Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. An overview of Marketing Channels, their structure, Functions and Relationships.

UNIT – IV :

Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues.

UNIT – V :

Information System and Channel Management, Assessing Performance of Marketing channels including sales force; International Marketing Channels. Analysis of Sales Volume, Marketing Cost and Profitability Analysis, Evaluating Sales person performance

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Sales and Distribution Management – Practical: Studying Logistics of Distribution and Channel Management – Mini project on Marketing Channel – Group discussion.

TEXT BOOKS :

1. Sales and Distribution Management, Krishna K. Havaldar and Vasant M Cavale, Tata mcgraw Hill, 2016
2. A practical Approach to Sales Management by KujnishVashisht, Atlantic publishers, 2018.
3. Sales Management, India Edition, Joseph F Hair and others, Cengage learning, 2017.
4. Sales Management, Analysis and Decision making India Edition by Ingram and others, Cengagelearning, 2019
5. Sales Management, CL Tyagi and Arunkumar, Atlantic publishers, 2020

REFERENCES :

1. Sales Management, principles, process and practice, Bill DONALDSON by Palgrave macmillandistributed by Ane book PVT Ltd., www. anebooks.com
2. Sales and Distribution management, An Indian perspective Pingalivenugopal sage, www.sagepublication.com
3. Basics of Distribution Management A logistical approach. By Satish. K Kapoor and Purvakansal,PHI learning PVT Ltd.,
4. The Handbook of Logistics and Distribution Management: Understanding the Supply Chain,Alan Rushton, Phil Croucher, Dr Peter Baker, Kogan Page, 2017.
5. FMCG Distributor Management, Abdul Gafoor, Professional book Publisher, 2021.

E-RESOURCES :

1. <https://www.coursera.org/courses?query=logistics>
2. <https://www.udemy.com/topic/logistics-management>
3. [https://wachemo-elearning.net/courses/marketing-channel-and-logistics management/#tab-course-section overview](https://wachemo-elearning.net/courses/marketing-channel-and-logistics-management/#tab-course-section-overview)
4. https://onlinecourses.nptel.ac.in/noc20_mg13/preview
5. <https://timestsw.com/course/operations-and-supply-chain/iit-delhi-certificate-programme-in-supply-chain-management/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Recognize and demonstrate the significant responsibilities of sales person as key individual
- Understand the basic concepts and techniques of selling and their applications to managerialdecision makings in the field
- Describe and formulate strategies to effectively manage company's sales operations
- Enhance analytical skills for assessing market data, sales trends, and customer behavior to make data-driven decisions.
- Frame socially, legally and ethically acceptable policies and plans for Marketing channels

Second Year

**ELECTIVE COURSE
A: MARKETING
VI- MARKETING COMMUNICATION
AND MEDIA MANAGEMENT**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Familiarize the concepts of advertising as a form of communication
- To gain knowledge on the basics of designing and execution of advertisements
- Learn to select suitable media and design media planning

UNIT – I INTRODUCTION :

Integrated Marketing Communication and its role -Advertisement - Concept and Definition - Advertisement objectives - Advertising Agency: Types - selection and remuneration - Client - Agency Relationship- The changing marketing communication environment- Marketing and New technology-New Trends in Marketing communication

UNIT – II DESIGN AND EXECUTION OF ADVERTISEMENTS :

Advertisement brief - creative process - Message development - Different types of advertisements - Layout - Design - Appeal - Copy structure - BTL and ATL - Advertisement media: types

UNIT – III MEDIA PLANNING AND SELECTION :

Introduction to different media- comparison of their advantages and disadvantages; Media planning-functions –process- Media planning for Consumer and Industrial goods; Media selection-buying TV space / Airtime / radio slot; buying magazines space/ Newspaper space.

UNIT – IV MEDIA MANAGEMENT :

Selection of media vehicles based on Reach, Frequency, Cost efficiency, Circulation, Pass-along rate (Print); Media Timing – Flight, pulsing, Media scheduling, comparing- and evaluation of continuity of media options; Deciding on the most suitable media – mix-buying and negotiating the most appropriate media.

UNIT – V SALES PROMOTION :

Sales promotion: objectives, scope - Sales promotion categories: consumer- oriented, channel- oriented, company-oriented - Designing the sales promotion techniques - Integrated promotion - Measuring the effectiveness of sales promotion - Methods of on-line sales promotion.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Integrated Marketing Communication – Practical: Studying Media planning for Consumer and Industrial goods – Mini project on Designing of sales promotion techniques – Group discussion.

TEXT BOOKS :

1. S.A. Chunawala, “Advertisement & Promotion Management”, Himalaya Publishing, 2017.
2. Kenneth Clow and Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi, 2016.
3. Jaishri Jethwaney and Shruti Jain, Advertising Management, Oxford University Press, New Delhi, 2018.
4. S.H.H. Kazmi and Satish K. Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi, 2019.
5. Kitchen, P. J., & Tourky, M. E. (2022). Integrated Marketing Communications: A Global Brand-Driven Approach (2nd ed. 2022 ed.). Palgrave Macmillan.

REFERENCES :

1. George E. Belch and Michel A. Belch, “Advertising & Promotion”, McGraw Hill, Singapore, 2014.
2. Chaturvedi B.K., “Media Management”, Global Vision Pub House, 2019’
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
4. C.L. Tyagi and Arun kumar, “ Advertising management”, Atlantic publishers and distributors, New Delhi, 2014.
5. Iacobucci, D. (2021). Marketing Management (MindTap Course List) (6th ed.). Cengage Learning.

E-RESOURCES :

1. <https://www.coursera.org/learn/social-media-management>
2. <https://www.udemy.com/topic/social-media-marketing/free/>
3. <https://www.edx.org/learn/social-media-marketing>
4. <https://www.simplilearn.com/introduction-to-learn-social-media-free-course-skillup>
5. <https://learndigital.withgoogle.com/digitalgarage/courses>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Apply the knowledge of advertising for promoting products
- Interact with the advertising agencies to design and execute suitable advertisements
- Select the right media and design media plans for effective implementation
- Manage all media related aspects and issues
- Recognize the different sales promotional tools applied in real time marketing situations.

Second Year

**ELECTIVE COURSE
A: MARKETING
VII- CUSTOMER RELATIONSHIP
MANAGEMENT**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To make the students familiarize the process of creating long-term value for individual customers
- To disseminate knowledge regarding the concept of e-CRM and its technologies.
- To enable the students to familiarize the technological and human issues, relating to implementation of Customer Relationship Management in the organizations

UNIT -I INTRODUCTION TO CRM :

Introduction, Strategic CRM, Operational CRM, Collaborative CRM, misinterpretation about CRM, Definitions of CRM, Commercial and not-for-profit context of CRM, Models of CRM, Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

UNIT – II UNDERSTANDING RELATIONSHIPS :

Define Relationship - Relationship Quality - Relationships with customer - Dos and Don'ts. Relationship with Suppliers - Dos and Don'ts. Customer satisfaction – loyalty – business performance linkage, Satisfaction-profit chain, Customer Relationship management theories.

UNIT – III MANAGING THE CUSTOMER LIFE CYCLE – ACQUISITION :

New customer - Understanding Customer Value- Sources of Customer Value, Customization Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Making the right offer, Operational CRM tools, Support from CRM Analytics.

UNIT – IV CUSTOMER RETENTION & DEVELOPMENT DEFINITION :

Customer retention - Managing Customer Retention, Value Retention. Economics of Customer Retention, Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating.

UNIT – V CRM MECHANICS & CRM ENABLERS :

Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts, Data Access and Interrogation, Data Mining, Privacy Issues. Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person- to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Customer Relationship Management – Practical: Studying tools of operational CRM and Strategies of customer retention – Mini project on Customer Relationship Management of different companies – Group discussion.

TEXT BOOKS :

1. Customer Relationship Management: Emerging Concepts, Tools and Applications, Jagdish N Sheth, Parvatiyar Atul, G Shainesh, McGraw Hill Education, 2017.
2. Customer Relationship Management: Concepts and Technologies, Francis & Stan Maklan Buttle, T&F INDIA, 2019.
3. Customer Relationship Management: Concepts and Cases, Rai A.K, Prentice Hall India Learning Private Limited, 2015.
4. Customer Relationship Management, SIA Publishers & Distributors Pvt Ltd, 2022.
5. Customer Relationship Management, P. P. Singh, N. J. Kumar, Regal Publications, 2017.

REFERENCES :

1. Research on Retailing Techniques for Optimal Consumer Engagement and Experiences, Fabio Musso, Elena Druica, Business Science Reference, 2019.
2. Leveraging Consumer Psychology for Effective Customer Engagement, Norazah Mohd Suki, IGI Global Publication, 2016.
3. Luxury Retail Management: How the World's Top Brands provide Quality product and service support, Michel Chevalier, Michel Gutsatz, John Wiley & Sons Singapore Pvt. Ltd, 2012.
4. The Cambridge Handbook of Consumer Psychology, Michael I. Norton, Derek D. Rucker, Cait Lamberton, Cambridge University Press, 2017.
5. Consumer Expectations: Micro Foundations and Macro Impact, Richard Thomas Curtin, Cambridge University Press, 2019.

E-RESOURCES :

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/customer-relationship-management>
2. <https://alison.com/course/customer-relationship-management-in-business-services-revised>
3. <https://www.coursera.org/courses?query=crm>
4. <https://www.edx.org/learn/customer-relationship-management>
5. <https://www.futurelearn.com/subjects/business-and-management-courses/crm>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Analyse relationship theory and relationship economics from the point of view of the customer and the organisation.
- Critically analyse an organisation's relational strategies with stakeholder groups and how well it meets customer needs
- Understanding of CRM technologies, such as customer databases, data analytics, and automated customer support systems.
- Understand the technological and human issues relating to the implementation of Customer Relationship Management in organizations.
- Knowledge of best practices and strategies for overcoming resistance to CRM adoption among employees.

Second Year

ELECTIVE COURSE

Semester-IV

A: MARKETING

VIII- ADVERTISING AND SALES PROMOTION

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES:

- Identify and describe the interpersonal skills, necessary for a successful career in marketing and advertising.
- To encourage creative thinking and innovative approaches in advertising and sales promotion strategies.
- To foster teamwork and collaboration in the development of integrated advertising and sales promotion plans.

UNIT – I :

Role of Advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm’s Model, Two step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists.

UNIT – II :

Simulation of Primary and Selective Demand – Objective Setting and Market Positioning; DAGMAR Approach – Determination of Target Audience; Building an Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

UNIT – III :

Campaign Planning; Media Planning; Budgeting; Evaluation – Rationale of Testing - Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation.

UNIT – IV :

Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising

– Advertising and Stereotyping. Selection, Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign, Advertising V/s Consumer Behaviour.

UNIT – V :

Sales promotion – Role of Creative Strategies – Different methods of sales promotion – Evaluating effectiveness of different promotional strategies.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Advertising and sales Promotion – Practical: Studying different methods of sales promotion – Mini project on advertising agencies – Group discussion.

TEXT BOOKS :

1. Advertising and Promotion, George E. Belch and others, Tata Mcgraw Hill Co, 2016.
2. Advertising Management with solution manual, Jaishri Jethwaney and Shruti Jauji Oxford University Press, 2015.
3. Advertising and promotion, Shimp, Cengage learning, 2018.
4. Strategic advertising management, Lorry percy and Richard Elliott, oxford University press, 2017.
5. Advertising planning and implementation, Sangeeta Sharma and Raguvirsingh, PHI learningIndia PVT Ltd., 2019.

REFERENCES :

1. Advertising & promotions are (IMC) Integrated Marketing Communication approach by KrutiShah and Alan D'souza, Tata Mcgraw Hill Co, 2015.
2. Advertising Management by O' Guinn and others, cengage learning Chennai – Special IndiaEdition, 2018.
3. Contemporary Advertising, William .F Arens, Tata Mcgraw Hill Co, 2018.
4. Principles of Advertising and IMC by Tom Duncaw, Indian Edition Tata Mcgraw Hill Co, 2017.
5. Advertising Management Media approach for Market Research Global India Publications PVTLtd., 2014.

E-RESOURCES:

1. <https://alison.com/courses/marketing>
2. <https://www.coursera.org/lecture/integrated-marketing-communications/sales-promotions-muX5p>
3. <https://www.edx.org/learn/marketing>
4. <https://www.onlinecoursereport.com/free/digital-marketing/>
5. <https://learndigital.withgoogle.com/digitalgarage/courses>

COURSE OUTCOMES:

On completion of this course, the students will be able to

- Define advertising, delineate its most important functions and influences, and specify how it fits into an organization's overall marketing strategy
- Develop skills to build and maintain positive relationships with clients, vendors, and team members.
- Understand client needs and consumer feedback effectively.
- Apply design thinking principles to create user-centered and engaging marketing materials.
- Learn and apply various brainstorming techniques to generate creative ideas for marketing initiatives.

Second Year

**ELECTIVE COURSE
A- MARKETING
IX-MARKETING OF SERVICES
(Theory)**

Semester-IV

Code:

Credit: 3

COURSE OBJECTIVES :

- The course purposes to bring out the emerging service environment in India and the world.
- It emphasizes the distinctive aspects of service marketing.
- It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

UNIT – I :

Marketing Services: Introduction - Growth of the service sector - The Concept of Service – Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations. Developing a Framework for understanding Services Marketing – Classification of Services on similar characteristics.

UNIT – II :

Nature of service – Relationship with customers – customerisation and judgement in Service delivery Nature of demand relative to supply method of service – Delivery – Significance of people based attribute and / or facility based attribute of the service product.

UNIT – III :

Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service Developing of service positioning strategy – Positioning map.

UNIT – IV :

Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand Flexible capacities – Modifying marketing mix elements to manage demand.

UNIT – V :

Service business as a system – service operations subsystems – Service delivery subsystem – Servicemarketing subsystem – Planning, organization and implementation of Marketing effort – interfunctional Conflict between marketing and operation – Evaluation of marketing effort.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Marketing of services – Practical: Studying strategies of positioning – Mini project on marketing mix – Group discussion.

TEXT BOOKS :

1. Services Marketing – operations and Management, By Vinnie Jauhari&Kirtidutta, Oxford University Press, 2017.
2. Marketing of services, India Edition, K. Douglas Hofiman, John.E.G. Bateson, Cengage learning, 2016.
3. Services marketing by Kapoor, Paul &Halder, TATA Mcgraw Hill Co, Chennai, 2015.
4. Services marketing Govind Apte, Oxford University Press, 2017.
5. Services marketing, The Indian Context, R. Srinivasan, PHI learning, 2018.

REFERENCES :

1. Services marketing and management, Audrey Gilmore, Response Book, sage publication, 2014.
2. Services marketing text and cases, Steve Baron, Palgrave Macmillan, ANE book PVT Ltd., 2016.
3. Text book of marketing of services, Nimit chowdhary, Macmillan India Ltd., 2015.
4. The Marketing Mix: Master the 4 Ps of marketing, Carmela Milano, 50Minutes.com, 2015.
5. Advanced Positioning, Flow, and Sentiment Analysis in Commodity Markets, Mark J. S. Keenan, Wiley, 2019.

E-RESOURCES :

1. <https://www.edx.org/course/services-marketing-concepts-applications>
2. <https://alison.com/course/diploma-in-services-marketing-integrating-people-technology-and-strategy>
3. <https://www.classcentral.com/course/swayam-services-marketing-concepts-applications-23797>
4. <https://ecornell.cornell.edu/courses/hospitality-and-foodservice-management/services-marketing-planning-and-management/>
5. https://onlinecourses.nptel.ac.in/noc20_mg12/preview

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand the concept of services and intangible products
- Evaluate the relevance of the services industry to other industries
- Examine the characteristics of the services industry and its modus operandi
- Investigate the significance and impact of quality in service-oriented environments.
- Visualise future changes in the Services Industry

Second Year

**ELECTIVE COURSE
A:MARKETING
X- RETAIL MANAGEMENT**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Build awareness of the retail industry, to foster career growth among people who work in retail
- Assess their own strengths and weaknesses to devise sustainable strategies to survive and grow in competitive markets
- Create and analyze retail metrics to monitor store performance and enhance retail staff productivity

UNIT – I :

Retailing – meaning, definitions, functions performed by retailers, Importance of retailing. Requisites for successful retailer. Forces affecting retail sector in India. The retail life cycle. The strategic Retail Planning process, Retailing mix. Issues in Retailing.

UNIT – II :

Traditional and modern formats of retail business – Marketing Concepts in Retailing – Consumer purchase behaviour – Cultural and Social group influence on Consumer Purchase Behaviour.

UNIT – III :

Retail Location strategies: Issue to be considered in site selection. Decisions on geographic locations of a retail store. Location site and types of Retail development. Types of planned shopping area. Factors involved in the location decision. Catchment area analysis.

UNIT – IV :

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions . Traffic flow and analysis – Population and its mobility – Exteriors and layout – Customer traffic flows and pattern – Creative display. Supply Chain Management – Warehousing – Role of IT in supply chain management.

UNIT – V :

Consumerism and ethics in Retailing, Retail Audits, e-Retailing, Application of IT to Retailing, Retail Equity, Technology in Retailing – Retailing through the Internet.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Retail Management – Practical: Traditional and modern formats of retail business – Mini project on e-Retailing – Group discussion.

TEXT BOOKS :

1. Retailing Management, Text and cases, SwapnaPradhan, Tata McGraw Hill Co, 2020.
2. Principles of retail management, Rosemary Varley and Mohamed Raffiq, Palgrave macmillan, ANE books PVT Ltd., 2018.
3. Retail management, Dunne Lusch, cengage learning, 2019.
4. Retail supply chain management, James B. Ayers and Mary Odegaard, ANE books PVT Ltd., 2015.
5. Retail Management, Chakradhar Publication, 2020.

REFERENCES :

1. Retailing management, Michael Barton and others, Tata McGraw Hill co, 2015.
2. Managing Retailing, Piyush Kumar Suiha, Oxford University press, 2018.
3. Retailing environment & operations, Andrew J. Newman and other, cengage learning, 2018.
4. International Retailing, Nicholas Alexander, Oxford University press, 2017.
5. Fundamentals of Retailing, KVS madaan, Tata McGraw Hill Co, 2019.

E-RESOURCES :

1. <https://alison.com/course/diploma-in-retail-management>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/retail-management>
3. <https://www.classcentral.com/course/swayam-retail-management-14274>
4. <https://www.coursera.org/courses?query=retail>
5. <https://www.edx.org/learn/retail>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Clarify the concept and related terms in retail management.
- Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- Understand various formats of retail in the industry.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy
- Learn how to deal with customers and understand their needs to sustain in the market.

Second Year

ELECTIVE COURSE

Semester-III

B: FINANCE

Code:

**I-- E-BANKING
(Theory)**

Credit: 3

COURSE OBJECTIVES :

- To describe fundamental concepts behind modern e-banking technologies
- To perform a risk assessment of an existing e-banking solution
- To test controls in an e-banking environment

UNIT – I ELECTRONIC BANKING :

Traditional Banking Vs E-Banking - Facets of E-Banking - E-Banking transactions - truncated cheque and Electronic cheque - Models for E-banking - complete centralized solution – features – CCS - Cluster approach – Hitech Bank within Bank Advances of E-Banking - Constraints in E-Banking.

UNIT – II ONLINE BANKING :

Introduction – concept and meaning - The electronic delivery channels - need for computerization – Automatic Teller Machine(ATM) – Electronic Fund Transfer(EFT) - uses – computerization in clearing houses – Tele banking - Banking on home computers –Electronic Money Transfer -uses of EMT.

UNIT – III UPDATING BANK SAVING ACCOUNTS :

Financial Transaction Terminals (FTT) - E- Cheque Magnetic Ink Character Recognition (MICR) and Cheques - E-Banking in India Procedure – Programmes – Components - How to go on net for Online Banking - advantages Limitations.

UNIT – IV E-BANKING SECURITY :

Introduction need for security – Security concepts - Privacy –Survey. Findings on security – Attack – Cybercrimes - Reasons for Privacy – Tampering - Encryption – Meaning The encryption process - Cryptogram - Cryptanalyst cryptography - Types of Cipher systems – Code systems – Cryptography – Cipher - Decipher Jumbling – Asymmetric - Crypto system - Data Encryption Standard (DES).

UNIT – V E-BUILDER SOLUTIONS :

Digital certificate - Digital Signature & Electronic Signature-E-Security solutions - solutions providers - E-locking technique - E-locking services - Netscape security solutions – Pry Zone - E- software security Internet – Transactions - Transaction security – PKI - Sierras Internet solutions – security devices - Public Key Infrastructure (PKI) - Firewalls Secure Ledger (FSL) - Secure Electronic Transaction(SET).

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to E-Banking - Practical: Studying different security devices(PKI, FSL, SET) - Mini Project on E-Banking security of different banks - Group discussions.

TEXT BOOK :

1. E-Banking, Kumar Ravindra, Pacific Books International, 2015
2. E-banking in India, Rimpi Jatana, Rajinder Kumar Uppal, New Century Publications, 2017.
3. E-banking Management: Issues, Solutions, and Strategies, Mahmood Shah and Steve Clarke, 2018.
4. Electronic banking, Allen H. Lipis, Springer, 2015.
5. Online Banking Security Measures and Data Protection, Shadi A. Aljawarneh, IGI global, 2016.

REFERENCE :

1. The Digital Banking Revolution, Luigi Wewege and Michael C. Thomsett, De Gruyter, 2019
2. E-banking and Emerging Multidisciplinary Processes: Social, Economical and Organizational Models, Mohammad Ali Sarlak, Asghar Abolhasani Hastiani, Business science reference, 2014.
3. Indian Banking in Electronic Era, Sanjay Kaptan, Sarup Book Publishers Pvt. Ltd., 2016.
4. The Rise and Development of FinTech, Robin Teigland, Claire Ingram Bogusz, Anthony Larsson, Taylor & Francis, 2017.
5. Handbook of Blockchain, Digital Finance, and Inclusion, Robert H. Deng, David Lowe, Elsevier, 2017

E-RESOURCES :

1. <https://www.careers360.com/courses-certifications/free-banking-courses>
2. <https://www.classcentral.com/course/edx-banking-financial-intermediation-concepts-risks-capital-regulation-11717>
3. <https://www.edx.org/learn/banking>
4. <https://www.udemy.com/topic/banking/>
5. <https://www.reed.co.uk/courses/free/banking/online>

COURSE OUTCOMES :

On completion of this course, the students will be able to

1. Understand the different e-banking services, such as account management, fund transfers, bill payments, and online applications for loans and credit cards.
2. Access the interface for usability, accessibility, and functionality to ensure a smooth customer experience.
3. Protect user data, prevent unauthorized access, and secure financial transactions.
4. Document the potential operational, financial, and reputational risks associated with the e-banking solution.
5. Verify the effectiveness of security controls, such as encryption protocols for data transmission and storage.

Second Year

**ELECTIVE COURSE
B: FINANCE
II- MUTUAL FUNDS**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the basic principles and concepts behind mutual funds including their structure, types, and various categories of funds
- Learn to analyze the risk-return profile of mutual funds and assess their performance
- Familiarize with the regulatory aspects governing mutual funds, including the role of the Securities and Exchange Board of India (SEBI) and compliance with various regulations.

UNIT – I :

The origin, meaning and growth of Mutual funds – Fund Units Vs shares. Types of Mutual fund schemes. The role of Mutual Funds. Organization of the Fund- Operation of the Fund – Net Asset Value.

UNIT – II :

Investors Protection and Mutual Fund Regulation: Investors Rights – Facilities available to Investors– Selection of a Fund – Advantages of Mutual Funds. Deregulation, Market Imperfection and Investment Risks– The need for Regulation – Regulation and Investors Protection in India.

UNIT – III :

Mutual Funds in India – UTI Schemes, SBI Mutual Fund, Other Mutual Funds –Selection of a Fund.

UNIT – IV :

Mutual Funds Industry in India – Size and Growth – Types and growth patterns of Mutual Funds –Reasons for slow Growth – Prospects of Mutual Fund Industry. Risk, Return and Performance of Funds, Scheme Selection.

UNIT – V :

Return on Investment-Calculation of simple, annualized and compounded Returns-Applicability of returns for different types of funds - SEBI norms for return representation of mutual funds in India - Factors that may affect mutual fund performance

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to E-Banking - Practical: Studying different scheme of Mutual funds in India - Mini Project on Factors affecting mutual fund performance - Group discussions.

TEXT BOOKS :

1. Securities and Exchange Commission. Mutual Funds and Exchange-traded Funds (ETFs). CreateSpace Independent Publishing Platform, 2016.
2. Birdthistle, W. A., & Morley, J. Research Handbook on the Regulation of Mutual Funds. EdwardElgar Publishing, 2018.
3. Bogle, J. C. Bogle On Mutual Funds: New Perspectives For The Intelligent Investor (Wiley Investment Classics) (1st ed.). Wiley, 2015.
4. R.Gorden and Natarajan: Emerging scenario of Financial Services (Himalaya), 2018.
5. V.K. Avadhani: Marketing of Financial Services (Himalaya), 2021.

REFERENCES :

1. K.G. Sahadevan and M.Thripairaju:“Mutual funds, data interpretation and Analysis”(PHI) 2017.
2. Fredman and Wiles: How Mutual Funds work (Prentice Hall of India), 2016.
3. H.Sadhak: Mutual Funds in India. (Response Books), 2022.
4. Duarte, J. The Everything Guide to Investing in Your 20s & 30s: Your Step-by-Step Guide to: Understanding Stocks, Bonds, and Mutual Funds * Maximizing Your Minimizing Your Investment Tax Liability (2nd ed.). Everything, 2019.
5. Schneider, D. Index Funds & ETFs: What they are and how to make them work for you. CreateSpace Independent Publishing Platform, 2017.

E-RESOURCES :

1. <https://www.udemy.com/course/mutualfunda2z/>
2. <https://quest.finology.in/courses/basics-of-mutual-funds>
3. <https://www.coursera.org/lecture/family-planning/mutual-funds-5rJe8>
4. <https://www.nseindia.com/learn/self-study-ncfm-modules-advanced-mutual-funds-module>
5. <https://simplehai.axisdirect.in/learn/courses>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Explain the fundamental principles of mutual funds as pooled investment vehicles.
- Familiarize with the types of mutual funds
- Interpret historical performance data of mutual funds and compare them against relevant benchmarks.
- Identify and assess the factors that contribute to a mutual fund's performance and how they relate to market conditions.
- Awareness of the regulatory framework governing mutual funds in India, with a focus on SEBI's guidelines and regulations.

Second Year

**ELECTIVE COURSE
B: FINANCE
III- STRATEGIC FINANCIAL
MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To develop the ability to analyze financial statements, assess financial health, and formulate comprehensive financial plans to support the organization's strategic goals.
- To understand the principles of capital budgeting and learn to evaluate investment opportunities, assess risk, and make optimal capital investment decisions.
- To acquire skills in budgeting, variance analysis, and performance measurement to effectively monitor financial performance and control costs.

UNIT – I :

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Types, Application, Uses and Limitations of Financial Models – Process of Financial Model Development.

UNIT – II :

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UNIT – III :

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring –Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

UNIT – IV :

Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

UNIT – V :

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Strategic Financial Management - Practical: Studying Business Alliances, Managing an Acquisition, Divestitures and Ownership Restructuring - Mini Project on Innovative Sources of Finance - Group discussions.

TEXT BOOKS :

1. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi. 2017
2. S Gurusamy, Financial Markets and Institutions, Thomson, 2019
3. Rajni Sofat & Preeti Hiro, Strategic Financial Management, Phi, Delhi, 2019
4. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2021
5. Blokdyk, G. Strategic financial management Third Edition. 5 STARCOOKS, 2022.

REFERENCES :

1. Shil, N. C., & Das, B. Financial Management: A Strategic Perspective (First ed.). SAGE Publications Pvt. Ltd, 2019.
2. Bryce, H. J. Financial and Strategic Management for Nonprofit Organizations, Fourth Edition (4thed.). De|G Press, 2017.
3. Kumar, R. Strategic Financial Management Casebook (1st ed.). Academic Press, 2016.
4. Ness, T. Strategic Financial Management. Willford Press, 2016.
5. Marsh, C. Financial Management for Non-Financial Managers (Strategic Success) (1st ed.). KoganPage, 2022.

E-RESOURCES :

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management>
2. <https://www.coursera.org/courses?query=financial%20management>
3. <https://www.edx.org/learn/financial-management>
4. <https://www.elearnmarkets.com/courses/display/strategic-financial-management>
5. <https://www.wiziq.com/course/166895-strategic-financial-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Identify financial strengths and weaknesses, enabling the formulation of strategic financial plans to address challenges and capitalize on opportunities.
- Identify and prioritize investment projects based on their strategic alignment, financial feasibility, and potential impact on the organization's growth and profitability.
- Conduct financial forecasting and scenario analysis to support long-term planning and align financial strategies with the organization's strategic goals.
- Conduct variance analysis to compare actual financial performance against budgeted figures, identifying areas of concern or areas where the organization is excelling.
- Understand and use alternative expressions of profit that start with a recognition of the impact on cash flow of the various stakeholders in a company

Second Year

**ELECTIVE COURSE
B: FINANCE
IV- FINANCIAL SERVICES
(Theory)**

Semester-III

Code:

Credit: 3

COURSE OBJECTIVES :

- Familiarize participants with the basics of financial services, including the functions of financial institutions, markets, and intermediaries.
- Understand the regulatory framework governing financial services, including relevant laws, compliance requirements, and the role of regulatory authorities in maintaining financial stability and consumer protection.
- Equip the students with required proficiency to enable them to work in banks and insurance companies.

UNIT – I :

Evolution of Financial Services –Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions –Banking Companies and Non-Banking Companies – Classification of Non-Banking Companies – Classification of Activities of Non-Banking Finance Companies- Fund Based Activities – Fee Based Activities – concepts, growth and trends of fee Based and Fund Based activities

UNIT – II :

Equipment Leasing: Overview, Legal & Tax Aspects, Lease Evaluation, Lease Accounting, Recent Development, International Leasing.

UNIT – III :

Hire Purchase & Consumer: Overview, Financial Evaluation of Hire Purchase, Accounting of Hire Purchase, Legal & Tax Aspects, Consumer Credit.

UNIT – IV :

Accessing Capital Market: Issue Management: Regulatory & Tax Framework, Issue Pricing Models –Equity and Debt Convertible Instruments, Financial Engineering, raising funds from the International Capital Markets, Assessing Money Markets.

UNIT – V :

Organization and functions of stock exchanges - regulation and control of stock exchanges - NSE, BSE, OTCEI, regional exchanges.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Financial Services- Practical: Studying Legal & Tax Aspects, Lease Evaluation and Lease Accounting - Mini Project on Financial Engineering, Raising funds from the International Capital Markets - Group discussions.

TEXT BOOKS :

1. Financial services M.Y Khan, Tata mcgraw Hill co., 2019.
2. Bhalla V.K. Management of Financial Services, Anmol. New Delhi, 2016.
3. Financial Services By Dr. S. Gurusamy Tata Mcgraw Hill Co, 2019.
4. Financial Services, By Nalini Prava Tripathy, PHI learning PVT ltd., 2017.
5. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., 2021.

REFERENCES :

1. Financial markets and Institutions by Jeff Madura, India Edition, Cengage Learning, 2016.
2. Stevens, C. Execute 90: Financial Services Edition. Bowker, 2021.
3. Tapscott, A. Financial Services Revolution: How Blockchain is Transforming Money, Markets, and Banking (Blockchain Research Institute Enterprise Series) (None ed.). Barlow Publishing, 2020.
4. Arslanian, H., & Fischer, F. The Future of Finance: The Impact of FinTech, AI, and Crypto on Financial Services (1st ed. 2019 ed.). Springer, 2019.
5. Duran, E. R. Financial Services Technology: Processes, Architecture, and Solutions, 2nd Edition(2nd ed.). Cengage Asia, 2017.

E-RESOURCES :

1. <https://www.edx.org/learn/finance>
2. <https://alison.com/tag/finance>
3. <https://corporatefinanceinstitute.com/collections/>
4. <https://study.com/academy/popular/free-online-finance-courses-certificates.html>
5. <https://pll.harvard.edu/subject/finance>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Demonstrate broad and coherent knowledge of banking, finance, investment analysis, portfolio management, accountancy, economics, quantitative methods, law, and financial services.
- Exercise informed business judgement within a professional setting, which emphasises ethical and responsible decision making.
- To integrate technical and conceptual knowledge, and interpersonal skills to work effectively within the Financial Services Industry.
- Apply financial and regulatory knowledge in real-world scenarios, making informed decisions and provide valuable services to customers in the banking.
- Think critically and creatively, to identify better solutions, within business constraints

Second Year

**ELECTIVE COURSE
B: FINANCE
V- SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Introduce students to stock market, stock options, and approaches to investing in the stock market and building stock portfolios.
- Provide students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.
- Encourage students to apply stock and option valuation models in portfolio management.

UNIT – I :

Calculation of Bond returns. Valuation of Bonds: Measures of Yield, Duration & Convexity, Measures of Risk, Determinants of Interest Rates and Theories on Term Structure, Bond Swaps.

UNIT – II :

Derivative Securities: Equity Options: Concept, Applications & Valuation, Economic Analysis, Industry Analysis.

UNIT – III :

Valuation of Equity Stocks: Approaches of Equity Stock Valuation, Index features, concept, applications and valuation.

UNIT – IV :

Valuation of Equity Stocks: Company Analysis, Technical Analysis, Efficient Markets Hypothesis.

UNIT – V :

Portfolio Management – The Conceptual Framework: Modern Portfolio Theory, Portfolio Management, Performance Evaluation of Portfolio, Applications of Options & Futures in Portfolio Management.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to the portfolio analysis - Practical: mock online trading, Mock portfolio construction, Group Discussion, Role Play.

TEXT BOOKS :

1. Security Analysis and Portfolio management By Punithavathy Pandian, Vikas publishing HousePVT Ltd., 2016.
2. Security Analysis and Portfolio Management with CAPM – By Dr. Sankara Narayanan – ANEBooks Chennai, 2019.
3. Security Analysis and Portfolio Management by RITTU Ahuja, Atlantic publishing Co., 2017.
4. Portfolio Management By Samir K. BARUA and others, Tata Mcgraw Hill, 2021.
5. Security Analysis and Portfolio Management, By S. Kevin, PHI learning PVT Ltd., 2022.

REFERENCES :

1. Investments, Special Indian Edition by ZVI Bodie and others Tata Mcgraw Hill, 2015.
2. Fundamentals of Investment Management Indian Edition, By HIRT and Block Tata Mcgraw HillCo., 2016.
3. Investment Management, By Vk. Bhalla S.Chand & Co., 2019.
4. Investment Analysis and Portfolio Management By Prasanna Chandra, Tata Mcgraw Hill Co.,2021.
5. I., P. B., & R., A. Security Analysis and Portfolio Management: Investment, Fundamental Security Analysis, Portfolio Management. LAP LAMBERT Academic Publishing, 2021.

E-RESOURCES :

1. <https://www.classcentral.com/course/swayam-security-analysis-portfolio-management-43656>
2. https://onlinecourses.nptel.ac.in/noc21_mg99/preview
3. <https://freevideolectures.com/course/3012/security-analysis-and-portfolio-management>
4. <https://www.udemy.com/course/securityanalysisportfoliomanagement/>
5. <https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management>.

COURSE OUTCOMES :

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

- Explore different avenues of investment.
- To understand security analysis.
- Apply the concept of portfolio management for better investment.
- Invest in less risk and more return securities.
- Analyze and evaluate portfolio performance.

Second Year

**ELECTIVE COURSE
B: FINANCE
VI- COMMERCIAL BANKING MANAGEMENT
(Theory)**

Semester-IV

Code:

Credit: 3

COURSE OBJECTIVES :

- To impart knowledge of the functions of commercial and thrift banking institutions as well as other financial service providers.
- To understand the evolution of banking, the organizational structure of banks, and how banking and other financially related legislation and regulation have impacted the operation of today's financial companies.
- Familiarize commercial bank operations, importance of risk management in their operations, and how they compete in the market place with other financial service providers

UNIT – I INTRODUCTION :

Meaning and types of banks - services provided by banks - bank and its competitors in the financial system - key trends affecting banks.

UNIT – II THE BANK REGULATORY ENVIRONMENT :

The need for regulation, banking regulations – commercial banking act (Banks and Financial Institutions Act), directives of RBI to commercial banks - Role of RBI in the regulation of commercial banks.

UNIT – III ORGANIZATION AND STRUCTURE OF COMMERCIAL BANKING INDUSTRY :

The organization and structure of the commercial banking industry - internal organization of banking firm; types of banking organizations: unit banking organizations, branch banking organizations, bank holding company organizations; and financial holding companies and bank subsidiaries.

UNIT – IV ESTABLISHING BANKS AND BANK BRANCHES :

Establishing a new bank - factors affecting the decision to establish a new bank- bank chartering process; opening a new branch; branch regulation, changing role of bank branches; establishing automated limited-service facilities; point-of-sale terminals; automated teller machines; home and office banking; telephone banking and call centers; internet banking- RBI policy on establishing banks and bank branches.

UNIT – V THE FINANCIAL STATEMENTS OF BANKS :

An overview of bank balance sheet and income statement - the balance sheet: the assets of a bank, liabilities of a bank; off-balance sheet items; income statement and its components – auditing - RBI guidelines on bank's financial statements.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Commercial Banking Management - Practical: studying in BankRegulatory Environment- Group discussions and Case Study on Banking Sector.

TEXT BOOKS :

1. Rose, P. S. & Hudgins, S. C. (2010). Bank management and financial services. New Delhi: Tata McGraw-Hill Education.
2. Gup, B. E. & Kolari, J. W. (2005). Commercial banking. New Delhi: Willey India.
3. Sivasubramaniam, A. (2020). Customers Perception towards Retail Banking Service of Commercial Bank. Van Haren Publishing.
4. Mohanty, A. R. (2014). Risk Management and Capital Measurement in Commercial Banks. Amsterdam University Press.
5. Kammert, J. L. (1981). International Commercial Banking Management. AMACOM.

REFERENCES :

1. McDonald, S. S. & Koch, T. W. Management of banking. The Dryden Press, HarcourtCollege Publishers.
2. Gestel, T. V. & Baesens, B. Credit risk management. New York: Oxford University Press.
3. Chatterjee, A. Credit management: A practical approach. New Delhi: Skylark Publications.
4. Koirala, P. Essentials of commercial bank management. Kathmandu: Ekta Books.

E-RESOURCES :

1. <https://www.classcentral.com/course/swayam-management-of-commercial-banking-17680>
2. https://onlinecourses.nptel.ac.in/noc21_mg15/preview
3. <https://www.coursera.org/courses?query=banking>
4. <https://www.moodyanalytics.com/course-catalog-learning-solutions/commercial-banking>
5. <https://www.careers360.com/courses-certifications/free-banking-courses>

COURSE OUTCOMES :

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

- Compare and contrast all types of regulations of the Commercial Banking Industry.
- Distinguish and classify all aspects of Commercial Bank.
- Analyze Asset-Liability Management Techniques and related hedging techniques.
- Familiarity with the key banking regulations and financial legislation that govern the operations of financial companies, ensuring stability, consumer protection, and adherence to ethical standards.
- Knowledge of the historical development of banking from ancient times to modern banking systems, including the evolution of financial instruments and practices.

Second Year

**ELECTIVE COURSE
B: FINANCE
VII- INSURANCE MANAGEMENT
(Theory)**

Semester-IV

Code:

Credit: 3

COURSE OBJECTIVES :

- Providing a thorough knowledge of insurance fundamentals
- Facilitation to understand different type of insurance business and their features
- Acquainting them with specific applications of both life and non-life insurance

UNIT – I :

Introduction – Meaning – Definition - Evolution of insurance – advantages and its importance – Features – Functions and principles of Insurance –Insurance organization in India – Recent developmentof insurance sector.

UNIT – II :

Legal dimensions of Insurance – LIC Act 1956 – IRDA 1999 – General Insurance Act 1972.

UNIT – III :

Insurance agent – procedure for becoming agent – pre requisites for obtaining license – duration of license –suspension, revocation and termination of agent – functions of agent – remuneration to agent - code of conduct and unfair practices.

UNIT – IV :

Life insurance – meaning – features – principles and functions – merits and demerits – Types of life insurance – Claims (Death and Maturity) – Surrender Value. Fire insurance – Health Insurance.

UNIT – V :

Marine Insurance – meaning – kinds – principles – types of marine policy – procedure for effective marine insurance – settlement of claims in marine insurance – Motor insurance – Rural insurance –Crop insurance – Natural calamities - Theft insurance- recent trends in insurance products.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Insurance Management - Practical: studying in pre requisites for obtaining license and duration of license - Group discussions and Case Study on – Natural calamitiesand Theft insurance.

TEXT BOOK :

1. Dr. P. K. Gupta-Insurance and Risk Management-Himalaya Publishing House, Mumbai, 2019.
2. Alexander, S., Breighner, M., & Drewes, J. M. Risk and Insurance Management Manual for Libraries, Updated. American Library Association, 2020.
3. Boggs, C. J. Insurance, Risk & Risk Management: The Insurance Professional's Guide to Risk Management and Insurance. Wells Publishing, Incorporated, 2022.
4. Rejda, G., & McNamara, M. Principles of Risk Management and Insurance, Global Edition (14th ed.). Pearson, 2021

REFERENCE BOOKS :

1. M.N.Mishra-Insurance Principles and Practices-S. Chand & Sons, New Delhi, IRDA 2018.
2. Periasamy P, Fundamentals of Insurance; Vijay Vijay Nicole Imprints (P) Ltd Insurance Regulatory Development Act 2015.
3. Guillaume, G. (2020). Insurance Risk Management and Reinsurance. Lulu.com.
4. Management Association, Insurance Data. Introduction to Data Management Functions and Tools: IDMA 201 Course Textbook (IDMA Associate Insurance Data Manager (AIDM) Designation Program) (First ed.). Technics Publications, 2017.

E-RESOURCES :

1. <https://alison.com/tag/insurance>
2. <https://www.classcentral.com/course/swayam-fundamental-of-insurance-19873>
3. <https://www.udemy.com/course/basics-of-life-insurance/>
4. <https://www.coursera.org/lecture/financial-markets-global/insurance-fundamentals-X6HV1>
5. <https://www.edx.org/learn/insurance>

COURSE OUTCOMES :

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

- Develop a comprehensive understanding of the fundamental principles and concepts of insurance, including risk, indemnity, insurable interest, and utmost good faith.
- Differentiate between life insurance and non-life insurance (general insurance) and understand their distinctive features, products, and purposes.
- Identify and analyze real-life scenarios where life insurance plays a crucial role, such as income protection, estate planning, retirement planning, and business continuity.
- Demonstrate knowledge of the basic components of an insurance contract, including policy terms, conditions, exclusions, and endorsements.
- Explore emerging trends and innovative insurance products in the market

Second Year

**ELECTIVE COURSE--
B: FINANCE
VIII- PROJECT MANAGEMENT
(Theory)**

Semester-IV

Code:

Credit: 3

COURSE OBJECTIVES :

- Understand project management design, development, and deployment
- Understand the implications, challenges, and opportunities of organizational dynamics in project management
- Understand how to manage project cost, quality, and delivery

UNIT – I INTRODUCTION TO PROJECT MANAGEMENT AND PROJECT SELECTION :

Objectives of Project Management- Importance of Project Management- Types of Projects
Project Management Life Cycle- Project Selection – Feasibility study: Types of feasibility Steps
in feasibility study.

UNIT – II PROJECT PLANNING AND IMPLEMENTATION :

Project Scope- Estimation of Project cost – Cost of Capital – Project Representation and
Preliminary Manipulations - Basic Scheduling Concepts - Resource Levelling – Resource
Allocation.

UNIT – III PROJECT MONITORING AND CONTROL :

Setting a base line- Project management Information System – Indices to monitor progress.
Importance of Contracts in projects- Teamwork in Project Management - Attributes of a good
project team – Formation of effective teams – stages of team formation.

UNIT – IV PROJECT CLOSURE :

Project evaluation- Project Auditing – Phases of project Audit- Project closure reports -
Guidelines for closeout reports.

UNIT - V SPECIAL TOPICS IN PROJECT MANAGEMENT :

Computers, e-markets and their role in Project management- Risk management Environmental
Impact Assessment.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Project Management - Practical: studying of financing risk
retention and Insurance Reinsurance - Group discussions and Case Study on – Methods of
financing risk retention

TEXT BOOKS :

1. Prasanna Chandra Projects: Planning, Analysis, Selection Implementation and Review,2015.
2. Simon, P. Project Management in the Hybrid Workplace. Racket Publishing, 2022.
3. Croft, C. Project Management QuickStart Guide: The Simplified Beginner's Guide to Precise Planning, Strategic Resource Management, and Delivering World Class Results. ClydeBank Media LLC, 2022.
4. Machiraju H R, Project Finance,2016.
5. Pahwa H P S, Project Financing: Policies, Procedures and Practice,2015.

REFERENCES :

1. ArthurWilliams C,Richard M Heins, Risk Management and Insurance McGraw Hill,2019.
2. Rusiom S. Davar: Executive Decision Making: Modern Concepts and Techniques,2015.
3. J.K.. Srivastava, G.V.Shenoy and SC. Shanna: Quantitative Techniques for Managerial andDecisionMaking,2017.
4. Pilcher.Roy: Appraisal and Control of Project Cost,2016.
5. Bob Hughes and Mike Cotterell, Software Project Management, TMH,2018.

E-RESOURCES:

1. <https://www.edx.org/learn/project-management>
2. <https://www.oxfordhomestudy.com/courses/project-management-courses-online/free-online-courses-with-certificates-in-project-management>
3. <https://www.udemy.com/topic/project-management/free/>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/project-management>
5. <https://www.simplilearn.com/learn-project-management-fundamentals-skillup>

COURSE OUTCOMES:

On completion of this course, the students will be able to:

- Understand project characteristics and various stages of a project.
- Gain conceptual clarity about project organization and feasibility analysis.
- Analyze the learning and understand techniques for Project planning, scheduling and ExecutionControl.
- Apply the risk management plan and analyse the role of stakeholders.
- Understand the contract management, project procurement, service level agreements and productivity.

Second Year

**ELECTIVE COURSE
B: FINANCE
IX -GLOBAL FINANCIAL MANAGEMENT**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the various stages of expansion overseas, in order to benefit from globalization.
- Familiarize the international monetary system and foreign exchange markets.
- Examine the Balance of Payments (BOP) data and determine its implications for international competition.

UNIT – I INTERNATIONAL FINANCIAL ENVIRONMENT :

The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

UNIT – II INTERNATIONAL FLOW OF FUNDS AND INTERNATIONAL MONETARY SYSTEM :

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate international flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT – III FOREIGN EXCHANGE MARKET :

Function and Structure of the Forex markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

UNIT – IV INTERNATIONAL FINANCIAL MARKETS AND INSTRUMENTS :

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements.

UNIT – V INTERNATIONAL PARITY RELATIONSHIPS & FORECASTING FOREIGN EXCHANGE RATE :

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to global financial management - Practical: studying foreign exchange rate - Group discussions and Case Study on – international financial market

TEXT BOOKS :

1. Jeff Madura , International Financial Management -, Cengage Learning 2008.
2. Eun& Resnick International Finance Management - Tata McGraw Hill. 4/e.
3. MadhuVij, International Financial Management –Excel BOOKS, 2010.
4. Apte P. G, International Financial Management – TMH, 2011,6/e.
5. Eiteman, Moffett and Stonehill, Multinational Business Finance –, Pearson, 2011, 12/e.

REFERENCES :

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

E-RESOURCES :

1. <https://www.coursera.org/courses?query=financial%20management>
2. <https://www.edx.org/learn/financial-management>
3. <https://alison.com/course/diploma-in-international-finance>
4. <https://coursesity.com/free-tutorials-learn/financial-management>
5. <https://www.mbacentral.org/free-online-finance-courses/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand international capital and foreign exchange market
- Identify and appraise investment opportunities in international environment
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
- Identify and evaluate foreign direct investment and international acquisition opportunities
- Develop strategies to deal with other types of country risks associated with foreign operations

Second Year

**ELECTIVE COURSE
B: FINANCE
X - MERCHANT BANKING
(Theory)**

Semester-IV

Code:

Credit: 3

COURSE OBJECTIVES :

- Provide an overview of merchant banking, its functions, and its role in the financial services industry.
- Gain insights into providing corporate finance solutions, financial restructuring, and strategic advisory services to corporate clients.
- Emphasize the importance of ethical practices, client confidentiality, and professionalism in merchant banking.

UNIT – I MERCHANT BANKING :

Introduction – An Overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act-SEBI Guidelines - FEMA- Relation with Stock Exchanges and OTCEI.

UNIT – II ISSUE MANAGEMENT :

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

UNIT - III FEE BASED SERVICES :

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.

UNIT – IV FUND BASED FINANCIAL SERVICES :

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT – V FUND BASED FINANCIAL SERVICES :

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to Merchant Banking - Practical: Studying Functions of Merchant Bank and Portfolio Management Services- Mini Project on Fund based Financial Services -Group discussions.

TEXT BOOKS :

1. M.Y. Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi, 2016
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi, 2018.
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2014.

REFERENCE BOOKS :

1. World Wealth Report by Capgemini and Merrill Lynch, 2017.
2. Dun & Bradstreet, Wealth Management, Tata McGraw-Hill education , 2019.
3. Robert D Manning, Credit card Nation, Basic Books, 2020.
4. Merchant Banking and Financial Services, Prof. Anil Agashe, Everest Publishing House, 2015.
5. Merchant Banking and Financial Services, Dr. S. Guruswami, Mc Graw Hill Education Pvt(Ltd) , Fourth edition, 2014.

E-RESOURCES :

1. <https://alison.com/tag/banking>
2. https://www.onlinenifm.com/module_detail/48/merchant-banking-nism-series-ix-certificate-course
3. <https://www.classcentral.com/course/edx-banking-financial-intermediation-concepts-risks-capital-regulation-11717>
4. <https://www.edx.org/learn/banking>
5. <https://corporatefinanceinstitute.com/course/introduction-to-banking-course/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Knowledge of banking and financial concepts, related to investment in primary market and secondary market.
- Familiarize the concepts of SEBI, FEMA, OTCEI, E-IPOs, FIs, MFs and FIIs.
- Understand the role and functions of the financial system, with reference to the macro economy.
- Demonstrate an awareness of the current structure and regulations of the Indian financial services sector.
- Evaluate and create strategies to promote financial products and services.

Second Year

**ELECTIVE COURSE
C: HUMAN RESOURCE MANAGEMENT
I- STRATEGIC HUMAN RESOURCE
MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the role, importance, fundamental concepts and principles of SHRM in organizational success
- Formulate and develop HR strategies aligned with organizational objectives that are closely aligned with the overall business strategy.
- Critically analyse HR and their application in workplace.

UNIT – I :

Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;

UNIT – II :

Environment Forecasting: Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.

UNIT – III :

Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implementation.

UNIT- IV :

Strategic Human Resource Processes: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; Strategically oriented compensation systems and employee development

UNIT – V :

New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategies for Future.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the International Human Resource Management - Practical: Studying Corporate social responsibility and sustainability in HR - Mini Project on HR practices in MNCs - role play, Group discussion.

TEXT BOOKS :

1. Human Resource Management, Dessler, Varkkey Gary, Biju, Pearson, 2020.
2. Strategic Human Resource Management, Jeffrey A. Mello, Cengage, 2019.
3. Strategic Human Resource Management, Rees, G., & Smith, P, SAGE Publications, 2021.
4. Human Resource Management (3rd Revised edition), Crawshaw, J., & Budhwar, P, SAGE Publications, 2017.
5. Gupta, A. D., Strategic Human Resource Management. Taylor & Francis, 2016.

REFERENCES :

1. Human Resource Management, Gary Dessler, PHI, New Delhi, 2014.
2. Strategic Human Resource Management, Charles R. Greer, Pearson Education, 2017.
3. Managing Human Resources, Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, PHI, 2017.
4. International Human Resource Management, Peter J. Dowling, Denice E. Welch, Randall S. Schuler, Thomson South-Western, 2018.
5. Human Resource Management, Wayne Mondy, Pearson, 2017.

E-RESOURCES :

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management>
2. <https://alison.com/course/strategic-human-resource-management-and-development>
3. <https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates>
4. <https://www.udemy.com/course/crash-course-in-hrm/>
5. <https://www.open.edu/openlearn/money-business/what-strategic-human-resource-management/content-section-0>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Analyze, evaluate the strategic role of HRM and its importance within an organization.
- Assess the global human resources environment in which the organization operates.
- Forecast the human resource strategic needs of the organization
- Perform job analysis and relation practices of the organization.
- Identify competency gaps in the organization.

Second Year

**ELECTIVE COURSE
C: HUMAN RESOURCE MANAGEMENT
II - PERFORMANCE MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the concepts and importance of performance management for driving individual and organizational performance.
- To design effective performance appraisal systems.
- To develop performance goals and indicators.
- Create an awareness of performance management principles.

UNIT - I PERFORMANCE MANAGEMENT – INTRODUCTION & HISTORICAL OVERVIEW:

Definition, characteristics, developments, and guiding principles.

UNIT - II PERFORMANCE MANAGEMENT PROCESS :

Performance planning, Corporate strategy and its linkage, key result areas (KRA) and key performance indicators (KPI), Agreement on performance expectation and goal setting, managing performance throughout the year, reviewing performance, Identifying performance gaps, Developing performance, Rewarding and recognition of performance.

UNIT – III PERFORMANCE MANAGEMENT ADMINISTRATION:

Administration of Performance management process, Developing formats and tools, Performance management cycle, Communication of process and follow ups, Performance development interventions, Role of HR Department, Line Managers Employees and the Top management.

UNIT - IV PERFORMANCE APPRAISAL:

What should be evaluated – a result or the means or both? Bench marking and setting performance standard, Preparation for performance appraisal interview, Dos and Don'ts of Performance appraisal, who should do performance appraisal? Immediate supervisor and immediate supervisor's supervisor; Peer & subordinate; Rating committee; Self (employee); 360-degree feedback system; Client feedback.

UNIT – V PERFORMANCE APPRAISAL: METHODS AND SYSTEM DESIGNS:

Various Methods: Graphic Rating Scale; Alternate Ranking Method; Paired Comparison; Force Distribution Method Critical Incident Method; Behaviorally Anchored Rating Scale (BARS); Management by Objective; 360 Degree Appraisal and Customer feedback system. Balanced Score Card

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the performance management - Practical: Studying Developing performance management cycle - Mini Project on performance appraisal- practices in MNCs - role play, Group discussion.

TEXT BOOKS :

1. Performance Management, Soumendra Narian Bagchi, Cengage Learning 2020.
2. Performance management, 3e, Herman Aguinis, Performance management, 3e, Pearson, 2019.
3. Performance Management, A S Kohli, T. Deb, Oxford Higher Education, 2018.
4. Prem Chadha, Performance Management, Macmillan, 2015.
5. Essentials of Performance Management, Anjali Ghanekar, Everest Publishing House, 2016.

REFERENCE BOOKS :

1. Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong, 2021
2. Human Resources Management, Gary Dessler & Biju Varkkey, 11th Edition. Performance Management, MACMILAN, India Prem Chandra, 2021
3. Performance Management and Appraisal system, T.V. Rao, 'HR Tool for Global Competitiveness, 2020
4. Managing Human Resources, Wayne F. Casio, TATA McGraw-Hill Edition, 2019.
5. Performance Management Systems: A Global Perspective, Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Routledge, 2018.

E-RESOURCES :

1. <https://alison.com/course/diploma-in-strategic-performance-management>
2. <https://www.classcentral.com/course/managing-employee-performance-5528>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/performance-management>
4. <https://www.coursera.org/courses?query=performance%20management>
5. <https://www.udemy.com/course/performance-management-systems-through-360-degree-feedback/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- To explain the concepts of performance management and different advantages of implementing well-designed performance management systems.
- To understand that performance management is an on-going process composed of several sub-processes.
- To understand different approaches to performance measurement.
- To design a performance management system.
- To understand and develop key skills involved in effective performance management.

Second Year

**ELECTIVE COURSE
C: HUMAN RESOURCE MANAGEMENT
III- ORGANIZATION DEVELOPMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand the basic theories upon which the field of OD rests.
- To understand the challenges of Structural Interventions
- To understand all aspects of the OD intervention process

UNIT-I THE NATURE OF ORGANIZATION DEVELOPMENT:

Overview of the Field of Organization Development: Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical approaches Values and Assumptions and Beliefs in OD: OD Values and Assumptions, Implications of OD and Assumptions

UNIT –II THEORY AND MANAGEMENT OF OD :

Foundations of Organization Development: Models and Theories of Planned Change, Systems Theory, Participation and Empowerment, Teams and Teamwork, Managing the OD Process: Diagnosis, Action Component – OD Interventions,

**UNIT-III TEAM, INTERGROUP AND THIRD-PARTY PEACEMAKING
INTERVENTIONS:**

Overview of OD Interventions: Classifying OD Interventions Team Interventions: Teams and Work Groups, Broad Team-Building Interventions, Process Consultation Interventions

**UNIT-IV COMPREHENSIVE OD INTERVENTIONS AND STRUCTURAL
INTERVENTIONS:**

Survey Feedback, Grid Organization Development, Schein Cultural System, Trans-organizational Development Structural Interventions: MBO, Quality Circles, TQM, High Performance Work Systems

UNIT-V T-GROUP TRAINING:

T-Groups, Behaviour Modeling, Life and Career Planning. Coaching and Mentoring Future and Organizational Development

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Organizational development- Practical: Studying Developing Process in organizing - Mini Project on Individual behavior in organization - practices in MNCs - roleplay, Group discussion

TEXT BOOKS :

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, NewDelhi,2021.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions :Managing Complex Change, Addison, - Wesley,2020.
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press,New York,2015 .
4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York ,2017.
5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, HarvardUniversity Press, Mass,2018.

REFERENCE BOOKS :

1. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth in Organisation, WheelerPublications, New Delhi,2021
2. Morgan, Gareth, Imagination, Response Books, New Delhi ,2020.
3. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi,2018.
4. Storey, John, International Cases in Human Resources Mangement, BeaconBooks, New Delhi,2019.
5. Venkataratnam C.S., Varma, Anil (ed): Challenge of Change: IndustrialRelations in IndianIndustry: Allied Pub. Ltd., New Delhi ,2018.
6. Kavitha Singh Organisational change and Development, Excel Books NewDelhi,2015.

E-RESOURCES :

1. <https://www.coursera.org/courses?query=organizational%20development>
2. <https://www.udemy.com/course/thinking-profoundly-about-organisational-development/>
3. <https://alison.com/course/organizational-change-managing-and-supporting-employees-revised>
4. <https://www.classcentral.com/course/swayam-organization-development-and-change-in-21st-century-19963>
5. <https://www.futurelearn.com/courses/essential-elements-od>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Analyze how these theories contribute to a deeper understanding of organizational behavior, change processes, and performance improvement.
- Identify and assess the various challenges and complexities associated with implementing structural interventions in organizations.
- Better understanding of change management model.
- Develop skills to facilitate and communicate OD interventions, considering stakeholder engagement and change communication strategies.
- Better understanding of change resistance and how to handle it.

Second Year

**ELECTIVE COURSE
C: HUMAN RESOURCE MANAGEMENT
IV-COMPENSATION MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the concept and importance of compensation management.
- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- Design rational and contemporary compensation systems in modern organizations.

UNIT – I INTRODUCTION TO COMPENSATION CONCEPTS :

Introduction to Compensation, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, Employees satisfaction and Motivation issue in compensation design. Establishing Internal, External and individual equally.

UNIT – II ESTABLISHING PAY VARIABLES AND WAGE BOARDS :

Strategic importance of variable in a day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

UNIT – III ISSUE RELATED TO COMPENSATION :

Dearness Allowance Concept-Emergence & Growth in India. Fringe Benefits and Supplementary Compensation- The role of fringe benefits in reward systems, retirement Plans including VRS / Golden Handshake Schemes.

UNIT – IV EXECUTIVE COMPENSATION :

Executive Compensation Systems in Multinational Companies and IT companies including ESOP.

UNIT - V COLLECTIVE BARGAINING AND EMERGING TRENDS :

Collective Bargaining Strategies – Long term settlements – Productivity Settlements – Knowledge on drawing up 12(3) and 8(1) settlement. Emerging Trends in IR due to LPG.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Compensation Management - Practical: Studying Golden Handshake Schemes - Mini Project on wage system on IT sectors - Group discussion

TEXT BOOKS :

1. Compensation, George T. Milovich and C.S. Venkatraman special Indian Edition, Tata McGrawHill, 2017.
2. Human Resource Management by C.B. Gupta sultanchand& sons, 2015.
3. Compensation Management Rewarding Performance, D.S.Upadhyay Global India Business Publications, 2018.
4. Compensation: Theory, Evidence and Strategic Implications, Barry Gerhart, Sage Publications,2019.
5. Reward Management, White Geoff, Taylor and Francis, Atlantic Publishers, 2019.

REFERENCES :

1. Scaling Up Compensation: 5 Design Principles for Turning Your Largest Expense into a Strategic Advantage, Harnish, V., & Ross, S., ForbesBooks, 2021.
2. The WorldatWork Handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement (2nd ed.). WorldatWork, & Cafaro, D., Wiley, 2017.
3. Strategic Compensation and Talent Management: Lessons for Managers, DeVaro, J. CambridgeUniversity Press, 2020.
4. Strategic Compensation: A Human Resource Management Approach (9th ed.), Martocchio, J.,Pearson, 2016.
5. The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategyand Design (6th ed.), Berger, L., & Berger, D., McGraw Hill, 2015.

E-RESOURCES :

1. <https://www.coursera.org/learn/compensation-management>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/compensation-management>
3. <https://www.classcentral.com/course/managing-employee-compensation-5510>
4. <https://www.mooc-list.com/tags/compensation>
5. <https://www.udemy.com/course/certification-in-compensation-management-administration/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Develop a compensation strategy, that fits in with the company's strategic goals, supports its culture and its managerial strategy
- Describe the link between reward systems and compensation
- Determine compensation values to establish actual values for jobs and individual employees
- Design and implement performance-based compensation programs that link individual and team performance with rewards.
- Implications for strategic compensation and possible employer approaches to manage legally required benefits

Second Year

ELECTIVE COURSE

Semester-III

**C: HUMAN RESOURCE MANAGEMENT
V- CHANGE MANAGEMENT**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the nature and dynamics of organizational change.
- To provide students with clear insights on how to effectively motivate people through corporate culture on organizational change.
- To equip them with effective skills and knowledge for managing and communicating change.
- Recognize the role of HR in change management.
- Identify ways that can positively lead and motivate people through cultural or organizational change.
- Stay updated on emerging trends and best practices in change management.

UNIT – I :

Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. The links between nature / type of change and nature / type of leadership required e.g. transactional Vs transformational. The role of corporate vision and strategy in change.

UNIT – II :

Theoretical frameworks, multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs The organizational change web, Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.

UNIT – III :

Culture and the change process: The personnel manager as a cultural change agent, handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change.

UNIT – IV :

Behavioral Implications of change: The manifest, intent and paradoxical consequences of change, the concept of resigned behavioral compliance. The positive and negative functions of resistance. Intended and unintended behavioural reaction to downsizing and delayering. Understanding and managing uncertainty and ambiguity in the change process.

UNIT – V :

Intervention Strategy, Structural, technological and process factors in intervention strategies. Advantages / limitations of change technologies and associated leadership models. Role of leadership in change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture. Trends and Challenges of leading change.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Change Management - Practical: Studying role of leadership in change process - Mini Project on challenges faced by different industries in change management - Group discussion.

TEXT BOOKS :

1. Change Management, V. Nilakani and S. Ramnaryan, Sage, 2017.
2. Organizational change, Tupper cawsly and Gene Deszca, Sage, 2019.
3. Management of Organizational change, K. Harigopal, Sage, 2018.
4. Managing Organizational change, Indian Edition, Palmer /dunfordlakin, Tata Mcgraw Hill Co.,2017.
5. Change Management, Radha R. Sharma, Tata Mcgraw Hill. Co., 2016.

REFERENCE :

1. The Theory and practice of change Management, By John Hayes, Palgrave Macmillan Co.,distributed by Ane books PVT Ltd., 2017.
2. Agile Change Management: A Practical Framework for Successful Change Planning and Implementation (2nd ed.), Franklin, M. Kogan Page, 2021.
3. HBR's 10 Must Reads on Change Management 2-Volume Collection, Harvard Business Review Press, 2021
4. The Hard and Soft Sides of Change Management: Tools for Managing Process and People (1sted.), Zukof, K., Association for Talent Development, 2021.
5. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change (5th ed.), Cameron, E., & Green, M., Kogan Page, 2019

E-RESOURCES :

1. <https://alison.com/course/introduction-to-change-management-revised>
2. <https://www.edx.org/learn/change-management>
3. <https://www.coursera.org/courses?query=change%20management>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/change-management>
5. <https://www.mooc-list.com/tags/change-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand the fundamentals of managing change.
- How to help people deal with change more effectively, maintaining their commitment and bringing them successfully through the change process.
- Understand the various types of change that affect organisations, and know how to draw on a range of professional approaches to support the effective delivery of the organisation's desired outcomes from each change initiative.
- Learn to identify and work with the stakeholders in a change initiative, and how to plan, execute and measure the effective communications required to build and maintain their engagement.
- Learn to assess the impacts of change, to develop effective change teams and to recognise and address resistance to change.

Second Year

ELECTIVE COURSE

Semester-IV

**C: HUMAN RESOURCE MANAGEMENT
VI- HUMAN RESOURCE ANALYTICS**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Develop problem solving skills using quantitative methods to analyze, segment and perform rootcause
- Understand emerging data and metric standards in HR and human capital as well their application, integration and impact upon financial and business outcomes with real-world HR and talent issues and available data in organizations today.
- Learn when and how to segment, test, and apply simple and advanced metrics to transform data into intelligence for insight and predictions.

UNIT – I HR ANALYTICS IN PERSPECTIVE :

Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system.

UNIT – II HRA FRAMEWORKS :

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.

UNIT – III BASICS OF HR ANALYTICS :

What is Analytics?, Basics of HR Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

UNIT – IV INSIGHT INTO DATA DRIVEN HRA :

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit, Techniques for establishing questions, building support and interest, obtaining data, Cleaning data, Supplementing data.

UNIT – V HR METRICS :

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the HRA Frameworks- Practical: Studying Developing HR metrics used in manufacturing companies. - Mini Project on HR Dashboards -practices in MNCs - role play, Group discussion

TEXT BOOKS :

1. HR Analytics Essentials You Always Wanted to Know, Dr. Michael Walsh, Vibrant Publishers,2017.
2. HR Analytics: Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheshwari, Wiley,2020
3. Hr Analytics: Understanding Theories and Applications, Dipak Kumar Bhattacharyya, SagePublications, 2017.
4. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, Wiley, 2015.
5. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2016.

REFERENCE :

1. The HR Scorecard: Linking People, Strategy, and Performance, Brian E. Becker, Mark A.Huselid, Mark A Huselid, David Ulrich, 2015.
2. HR Analytics: The What, Why and How, Tracey Smith the New HR Analytics: Predicting theEconomic Value of Your Company's Human, Jac FITZ-ENZ, 2016.
3. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data forDecisions, Second Edition, New York: W.H.Freeman, 2014.
4. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, DevelopingIncentives, and Improving Collaboration, C. Sesil James, Pearson, 2017.
5. HR Analytics and Innovations in Workforce Planning, Tony Miller, CABI Publishing, 2016.

E-RESOURCES :

1. <https://www.coursera.org/learn/human-resources-analytics>
2. <https://www.classcentral.com/course/human-resources-analytics-32615>
3. <https://www.udemy.com/course/hr-data-fundamentals/>
4. <https://courseconnected.com/free-online-hr-analytics-course/>
5. <https://ecornell.cornell.edu/certificates/human-resources/hr-analytics/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Demonstrate the role and importance of HR analytics
- Master the tools and techniques required for HR metrics.
- Understand the ethical considerations in HR analytics.
- Recognize the impact of change on HR processes and practices.
- Understand that the judgment of HR professional is essential.

Second Year

ELECTIVE COURSE

Semester-IV

**C: HUMAN RESOURCE MANAGEMENT
VII- TRAINING AND DEVELOPMENT**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the ethical considerations in training and development.
- Understand the role of employee development and career planning.
- Familiarize students with the training and development function.

UNIT – I :

HRD: Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India.

UNIT – II :

Development Human Capacity: Meaning and Scope of training, education and development. Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development. Training and Development: Role, Responsibilities and challenges to Training Managers.

UNIT – III :

Evaluating HRD: Human Resource Accounting- approaches, HR Audit and Bench marking, HR balanced scorecard, Assessment Center, Performance appraisal including 360-degree appraisal, Impact-assessment of HRD initiatives on Organizations.

UNIT – IV :

Human Resource Training and Development : Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Types of training: Internal and external, Outbound Training, Attitudinal training, Training effectiveness. HRD concepts, Subsystems of HRD: Human Resource Planning, Potential Appraisal, Career Planning & Succession Planning.

UNIT – V :

Recent Trends in HRD and OD: Training for trainers and HRD professionals, Promoting Research in HRD and OD. Impact of development in the other fields such as Psychology, Business Management, Communication and Information Technology,

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Course during the Semester concerned - Practical: Studying Training & Development of two Indian institutions in the lime-light- Mini Project on Training

and development – Inculcating the skill of developing the T&D module for organization - role play, Groupdiscussions.

TEXT BOOKS :

1. Handbook of Training and Development (Hrm in Action), Second edition, Steve, United Kingdom: Blackwell publisher Ltd, 2017.
2. Training & Development, B. Janakiram, Dreamtech Press, 2016.
3. Employee Training and Development, Raymond Noe, Amitabh Deo Kodwani, McGraw Hill Education, 2017.
4. Training And Development: Theories And Applications: Theory And Applications, Dipak Kumar Bhattacharyya, Sage, 2015
5. Training & Development, Steven A. Beebe, Timothy P. Mottet, K. David Roach, Pearson Education, 2019

REFERENCE BOOKS :

1. French W.L. & Bell, Jr, C.H., Organization Development: Behavioural Science Interventions for Organization Development. New Delhi: Prentice Hall of India.
2. Argyrs, Chris: Organizational Learning: A Theory of Action Perspective. Readings, Mass-Addison –Wesley
3. Khardelwal Anil K., Abraham, S.J., Verma K.K., Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur,
4. Maheshwari, B.L., Dharni, P. Sinha, Management of Change through HRD, National HRD Network, Hyderabad, Tata McGraw Hill
5. D.M. Silvera. Human Resource Development: The Indian Experience. New Delhi: New India Publications.

E-RESOURCES :

1. <https://www.coursera.org/courses?query=learning%20and%20development>
2. https://onlinecourses.nptel.ac.in/noc22_hs63/preview
3. <https://www.futurelearn.com/courses/training-development-work>
4. <https://www.classcentral.com/course/training-development-work-13772>
5. <https://www.udemy.com/topic/learning-and-development/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand the need and process of training needs analysis in organizations.
- Understand the process of designing a training programme and its evaluation.
- Understand various training methods and their applicability in different organizational situations.
- Comprehend the tools and techniques of management development.
- Analyse problems and provide solutions to enable effective presentation of input and activities

Second Year

ELECTIVE COURSE

Semester-IV

**C: HUMAN RESOURCE MANAGEMENT
VIII- PUBLIC RELATIONS MANAGEMENT**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand the Fundamentals of Public Relations.
- To explain the role of the public relations professional in the corporate environment.
- To describe the strategies, tactics, and techniques of public relations programs.
- To explore the use of digital platforms and social media in public relations.

UNIT – I :

Introduction to PR – Definition, Nature, Objectives of Public Relations, History and Development, Role of PR, PR associations. Emergence of Public Relations.

UNIT – II :

Public Relations Process, PR Problems, Elements of Public Relations, the Psychological factors that affect the perception of the public, decision making process.

UNIT – III :

Public Opinion Research, Functions of Public Relations Department, PR Professional Code. Relationship with the Government, Community and Shareholders, Promotion Programmes, Donations, Employee Publications, Guest Relations, Establishment of Relations with the Public.

UNIT – IV :

Media & Tools: Press, Radio, Television, Documentaries, Films. Company Literature: Annual reports, manuals Brochures Information bulletins, House Journals, News Letters, Direct mailing.

UNIT – V :

Advertising and Promotional Techniques: Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc., Lobbying, Managing Rumors & Leaks.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Public Relation Management - Practical: Studying Company Literature of two Indian institutions - Mini Project on Advertising and Promotional techniques – Group discussions.

TEXT BOOKS :

1. PR Planning and Management, Mohannad Alkhouli, 2019.
2. Handbook of Critical Public Relations, Jacquie L'Etang, David McKie, Nancy Snow, Jordi Xifra, Routledge publication, 2015
3. Public Relations Management, Ajit Pathak, Prabhat Prakashan Publication, 2018.
4. Effective public relations and media strategy by C., V. Narasimha Reddy – PHI learning India PVT Ltd., 2017.
5. Public Relations principles and practices with solution manual by Iqbal S. Sachdeva Oxford University Press, 2015.

REFERENCE :

1. Exploring Public Relations and Management Communication, 5th Edition, Tench, R., & Waddington, S., Pearson Education, 2020.
2. Cases in Public Relations Management: The Rise of Social Media and Activism (3rd ed.), Swann, P., Routledge, 2019.
3. Public Relations Management: A Team-Based Approach (2nd ed.), Witmer, D. F., & Swanson, D. J. Kendall Hunt Publishing, 2018.
4. Strategic Public Relations Management (Routledge Communication Series) (3rd ed.), Austin, E. W., Routledge, 2016.
5. Training in Interpersonal Skills: Tips for Managing People at Work, Robbins, Hunsaker, Pearson Education India, 2015.

E-RESOURCES :

1. <https://www.oxfordhomestudy.com/courses/online-pr-courses/free-public-relations-courses-online>
2. <https://pracademy.co.uk/course/introduction-to-pr-free-course/>
3. <https://alison.com/course/diploma-in-public-relations-revised>
4. <https://udemyfreecourses.org/category/public-relations>
5. <https://www.mooc-list.com/tags/public-relations>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Conversant comply with law and regulations in the field of public relations.
- Approach the dynamics of the field with an integrated perspective
- Explain the main concepts and their relationship
- Gain insights into building and maintaining effective relationships with media professionals.
- Be informed of, both practically and conceptually, in the field of public relations, advertising, brand communication, marketing communication, persuasive communication, communication management and corporate communication.
- Be informed of problems about public relations.

Second Year

ELECTIVE COURSE

Semester-IV

**C: HUMAN RESOURCE MANAGEMENT
IX- MANAGING INTERPERSONAL
EFFECTIVENESS**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the Importance of Interpersonal Relationships in HRM.
- Effective communication skills which are critical in such interpersonal relationships.
- It aids students in the development of personal strengths and self-awareness that contribute to communication skills and positive relationship.

UNIT – I SELF PERCEPTION AND SELF-PRESENTATION :

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

UNIT - II COMMUNICATION :

Communication & language, Non-verbal communication, proxemics (interpersonal space) paralanguage, kinesics, deception, detection, non-verbal leakage.

UNIT – III ATTITUDE AND ATTITUDE CHANGE :

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

UNIT – IV ENVIRONMENTAL INFLUENCE :

Territoriality, crowding, environmental quality and social behavior, impact on our surroundings.

UNIT – V QUALITY OF WORK LIFE (QWL) :

Quality of Work Life: Working and well being, the working woman and the stress on working women. Public health, aging and life quality using social psychology to improve quality of work life.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Managing Interpersonal Effectiveness - Practical: Studying influence of environmental factors on interpersonal management - Mini Project on QWL of two Indian companies – Group discussions.

TEXT BOOKS :

1. Behaviour in Organisations, Jerald Greenberg and Robert. A. Baron, PHI learning India, 2019.
2. Influencing and Interpersonal Effectiveness, Jacqueline Mansell, FCM Publishing, 2019.
3. Cultural Interpersonal Effectiveness, Trevor Sherman, 2020.
4. Organisational behavior, S. FayyazAhamed, Atlantic publishers, 2017.
5. Managing Interpersonal Effectiveness, P M Meera Mohiadeen, Nahidha Publication, 2018.

REFERENCE :

1. Essential social Psychology, Riso. R.J and Turner R.N., Thousand Oaks, CA; International Edition, Sage publication, 2014.
2. Organisational Behaviour, John. W. Newstrom, Tata Mcgraw Hill, Special Indian Edition, 2018.
3. Working Woman and the stress organisationalbehaviour, Steeven L. MC Shane, Tata Mcgrawhill. 2016
4. Network Marketing - Recruiting & Retailing Mastery: Negotiation, Walker, J. S., Jw Choices,2020.
5. Managing Negative Emotions: How to deal with anger, anxiety, and irritation anywhere andanytime, Neal, B., Independently published, 2018.

E-RESOURCES :

1. <https://alison.com/course/introduction-to-interpersonal-skills>
2. <https://www.oxfordhomestudy.com/courses/leadership-courses-online/free-interpersonal-skills-training>
3. <https://www.classcentral.com/course/swayam-interpersonal-skills-14135>
4. <https://www.futurelearn.com/courses/communication-and-interpersonal-skills-at-work>
5. https://onlinecourses.nptel.ac.in/noc19_hs36/preview

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Describe and critically analyse the components of effective interpersonal communication skills.
- Use self-analysis and reflections to examine personal communication styles, attitudes, beliefs and values that underlie them.
- Employ interpersonal communication skills to establish and enhance personal and work-basedrelationships.
- Utilize effective communication skills appropriate to the purpose, audience, and situation.
- Understand the drivers and motivators of others.

Second Year

**ELECTIVE COURSE
C:HUMANRESOURCE ANAGEMENT
X-GROUP DYNAMICS**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Demonstrate a basic understanding of different types of groups.
- Demonstrate an understanding of group leadership characteristics.
- Demonstrate abilities to identify the major characteristics of each of the stages of a group.

UNIT – I :

Groups and its formation – Formal and informal groups – Functions fulfilled by groups – Variables affecting the integration in groups of organization and personal needs.

UNIT – II :

Training for effective group membership – T Group training or sensitivity training – feedback to individuals for improving interpersonal competence goals, approaches and utilization of sensitivity training in Organizations.

UNIT – III :

Process of decisions making in groups – Problems and approaches for ‘consensus’ formation – effective meetings. Theory and model of interpersonal behaviour of C William Shutz – FIRO – B Test - its applications – Achieving group compatibility – Problems in Reaching compatibility.

UNIT – IV :

Use of groups in Organizations Vs Individual performance – Inter group Problems in Organizations – Inter group competition – Reducing competition through training – Conflict – Management of conflict- Preventing interpersonal conflict and inter group conflict - Achieving integration in groups.

UNIT – V :

Organization Development through better management of group dynamic – Team work development.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to Group Dynamics - Practical: Studying ‘consensus’ formation - MiniProject on FIRO – B test – Group discussions.

TEXT BOOK :

1. Group processes, India Edition, Donelson R. Forsyth, Cengage Learning, 2017.
2. Group Dynamics and Team Interventions: Understanding and Improving Team Performance, Timothy M. Franz, Wiley, 2018.
3. Group Dynamics, Donelson R. Forsyth, Cengage, 2017.
4. Conflict, Mediated Message, and Group Dynamics: Intersections of Communication, Stephen M. Croucher, Lexington Books, 2017.
5. Groups and Group Dynamics: Contact in the Intergroup and Prejudice, Edoardo Zeloni Magelli, Mind Books, 2020.

REFERENCE :

1. Group processes, India Edition, Donelson R. Forsyth, Cengage Learning, 2017.
2. Organisational Behaviour, S. Fayyaz Ahmed and others, Atlantic Publishers & Distributors (P) Ltd., 2018
3. Group Processes: Dynamics within and Between Groups (3rd ed.), Brown, R., & Pehrson, S., Wiley-Blackwell, 2019.
4. The Evolution of Human Cooperation and Community Development, August John Hoffman, Michelle Filkins, Saul Alamilla, Taylor Kruger, Lexington Books, 2021.
5. The Practice of Creativity: A Manual for Dynamic Group Problem-Solving, George M Prince, Steve Krug, Echo Point Books & Media, 2014.

E-RESOURCES :

1. <https://www.coursera.org/lecture/planning-organizing-supervisors/group-dynamics-g7lNj>
2. <https://www.classcentral.com/course/dynamics-group-communication-8908>
3. <http://www.openlearningworld.com/innerpages/Group%20Dynamics.htm>
4. <https://alison.com/topic/learn/119140/group-dynamics>
5. <https://courses.aiu.edu/GROUP%20DYNAMICS.html>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand the principles of group dynamics.
- Demonstrate understanding of group leadership styles and approaches, including characteristics of various types of group leaders and leadership styles
- Demonstrate understanding of theories of group counseling, including commonalities, distinguishing characteristics.
- Understanding group counseling methods, including group counselor orientations and behaviors, appropriate selection criteria and methods, and methods of evaluation of effectiveness
- Study the approaches used for other types of group work, including task groups, psycho educational groups, and therapy groups.

Second Year

ELECTIVE COURSE

Semester-III

D : SYSTEMS

I- E-BUSINESS

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand the basic Concepts of E- Business
- Familiarize about Intra business Applications.
- To Understand about e-marketing and electronic payment systems

UNIT – I INTRODUCTION :

Definitions of Electronic Business, Categories of E-business (b2b, b2c, b2a etc) Introduction to Whiteley's Model (Electronic Markets, EDI, Internet Commerce).Emerging cyber economy – Opportunities and challenges offered by internet – generic business models on the net-types and technology & economic changes.

UNIT - II INTRA BUSINESS APPLICATIONS :

Intra business applications: Online sales force automation, online customer service & support, virtual organization, logistics management, distribution & payment channel, corporate digital library network centric computing, EDI implementation & standards, software, network carrier & mode of information transmission, business applications.

UNIT – III MARKETING THROUGH THE INTERNET :

Marketing through the internet: Advertising & Marketing on the internet – Analysis of markets – Building of electronic market place of buyers & sellers, E-intermediaries, mercantile models – consumers & merchants perspective. E-Commerce & retailing – Case studies of products and services marketed on the internet.

UNIT – IV ELECTRONIC PAYMENT SYSTEMS :

Electronic payment systems & electronic cash E-Commerce & banking. Internet monetary payment & security requirements – confidentiality of payment information, payment information integrity, account holder & merchant authentication payment & purchase order process, account holder registration, merchant registration, account holder ordering, payment authorization, online e-cash anonymity, double spending, interoperability, electronic payment schemes – digital cash, credit cards, internet cheque, debit card, smart cards, financial EDI, E-Wallets, micro transactions, payment clearing service providers.

UNIT - V EMERGING TRENDS :

Emerging trends: Cyber communities – new communication paradigm, building infrastructure, gaining access, multi-sensory communications, mass markets / verticals / affinity groups,

e-governance. Legal & regulatory issues, global learning infrastructure, computer based education & training, digital copyrights.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying online customer service & support, virtual organization, logistics management, distribution & payment channel – Mini project on Legal & regulatory issues, global learning infrastructure, computer based education & training, digital copyrights – Group discussion.

TEXT BOOKS :

1. E-commerce, By Dr. M. MAMOUDI Maymand, Deep and Deep publications PVT Ltd.,2019
2. E-commerce, India Edition, Gary P. Schneider – Cengage Learning,2018.
3. Information Systems today Leonard Jessup / Joseph VALLACICH. PHI learning PVT Ltd.,2015
4. E-business in the 21st century – Realities and outlook by Junu XV and Mohamed Quaddus,Cambridge University Press India Ltd., 2016.
5. Lee, G., E-Commerce, E-Business and E-Service. Taylor & Francis,2015

REFERENCES :

1. Essentials of E-commerce Technology By V. Rajaraman – PHI learning PVT Ltd.,2019.
2. Introduction to Information Systems by Alexis Leon and Mathens Leon Tata Mcgraw hillCo.,2015
3. E-Commerce and Web Marketing by Hanson and Kalyanam, India Edition Cengage learning,2014.
4. Internet Marketing, By Mary Lou Roberts, India Edition, Cengage learning,2017.
5. Tavares, J. M. R. S., Mishra, B. K., Khari, M., Kumar, R., & Zaman, N. *Handbook of E-Business Security*. Taylor & Francis.,2020

E-RESOURCES :

1. <https://www.careers360.com/courses-certifications/free-banking-courses>
2. <https://www.classcentral.com/course/edx-banking-financial-intermediation-concepts-risks-capital-regulation-11717>
3. <https://www.edx.org/learn/banking>
4. <https://www.udemy.com/topic/banking/>
5. <https://www.reed.co.uk/courses/free/banking/online>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand the basic concepts of E-commerce
- Demonstrate a retailing in E-commerce by using the effectiveness of market research
- Understand Internet trading relationships, including Business to Consumer, Business-to-Business, Intra organizational etc.
- Understand the nuances of Electronic payment system
- Evaluate the key features of Cyber communities and Multi-sensory communications.

Second Year

ELECTIVE COURSE

Semester-III

D : SYSTEMS

II- INTERNET TECHNOLOGIES

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- This course is intended to teach the basics involved in publishing content on the World Wide Web.
- The course includes the ‘language of the Web’ – HTML, the fundamentals of how the Internet and the Web function, a basic understanding of graphic production with a specific stress on creating graphics for the Web, and a general grounding on more advanced topics such as programming and scripting.
- This will also expose students to the basic tools and applications used in Web publishing.

UNIT - I INTRODUCTION & WEB DESIGN :

Internet Communication Technologies - Networking Architecture – Protocols – Value Added Networks – Virtual Private Networks. Introduction to Web Technologies – Evolving Trends – Content Design – Graphics and Animation using Adobe Photoshop, Dream Weaver, Flash player, Shockwave – HTML Fundamentals.

UNIT - II CLIENT APPLICATION DEVELOPMENT :

Java Script : Variables – Literal Arrays – Expressions and Operators – Control Statements- Functions – Event Handling – Working with Layers – Controlling Page Appearance using Style Sheets – Providing Security with object Assigning. VB Script : Variables – Data types – Operators – Control Flow – Error Handling – Event Programming, Procedures – Forms – Controls – Active X objects.

UNIT – III WEB ARCHITECTURE AND WEB SERVERS :

Overview of components – Tuning and Load balancing – Network Architecture – Architecture Security, E-commerce architecture models – MS Internet Information Server –Distributed Internet Architecture – Microsoft Transaction Server – Visual Age of Java – Net Objects fusion – Websphere Web logic – Net Commerce - Netscape Application Server – Cold Fusion – Silver Stream – Vignette Story Server – Broad Vision one – to – one Enterprise.

UNIT – IV SECURITY :

Need for Computer Security – Protecting resources – Types of risks – Security Strategies, Mechanisms for Internet Security – Security Tools, Enterprise Level Security, Encryption, PKI (Public Key Infrastructure), Fire Walls, Digital Certificate (X.509), Digital Certificate servers (entrust, netscape, verisign, oracle), Secure Socket Layer, LDAP (Light Weight Directory Access Protocol).

UNIT - V ADVANCED CONCEPTS :

Dynamic HTML – Extended Markup Language – Wireless Markup Language – Virtual Reality

Modeling Language – Wireless Application Protocol – Voice Over Internet Protocol – Component Object Model – Common Object Request Broker Architecture – Java Beans – Enterprise Java Beans.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying Client Application Development, Web Architecture and Web Servers – Mini project on Virtual Reality Modeling Language and Wireless Application Protocol – Group discussion.

TEXT BOOKS :

1. The Internet Book by Douglas E Comer, India Edition, PHI Learning PVT Ltd.,2019
2. Introduction to Information Systems, Alexis Leon and Mathews Leon by Tata McgrawHill.Co.,2018
3. Internet for Everyone, By Alexis Leon and Mathews Leon,Vikas Publishing House PVT Ltd.,2015
4. Information Systems Today, By Leonard Jessup and Joseph Vallacich. PHI learning PVT Ltd.,2017
5. Miller, J. B. Internet Technologies and Information Services, 2nd Edition. ABC-CLIO,2015.

REFERENCES :

1. Sutherland, K. ,Understanding the Internet: A Clear Guide to Internet Technologies,Taylor & Francis., 2017.
2. Miller, J. B., Internet Technologies and Information Services,Libraries Unlimited,2019.
3. Freire, M., & Pereira, M. ,Encyclopedia of Internet Technologies and Applications. Information Science Reference, 2017.
4. Comer, D., & Laverell, W. D. (2005). Hands-on Networking with Internet Technologies. Prentice Hall,2018.
5. Cellary, W., & Iyengar, A. (2002). Internet Technologies, Applications and Societal Impact. Springer Publishing,2015.

E-RESOURCES :

1. <https://www.coursera.org/browse/information-technology>
2. <https://alison.com/courses/it>
3. <https://www.classcentral.com/course/openhpi-web-technologies-3517>
4. <https://www.edx.org/learn/information-technology>
5. <https://www.zdnet.com/education/computers-tech/free-online-certificate-courses/>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand a web page and identify its elements and attributes.
- Create web pages using X HTML and Cascading Style Sheets.
- Build dynamic web pages, using JavaScript (Client side programming).
- Create XML documents and Schemas
- Capability to make own web site and host their own web site on internet.

Second Year

ELECTIVE COURSE

Semester-III

D : SYSTEMS

III- ENTERPRISE RESOURCE PLANNING

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on practice of theory in Applications and Practical-oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.

UNIT – I :

Introduction - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be considered in planning design and implementation of cross functional integrated ERP systems.

UNIT – II :

ERP Solutions and Functional Modules - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business Process Management. Overview of ERP modules - sales and Marketing, Accounting and Finance, Materials and Production management.

UNIT – III :

ERP Implementation - 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: Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT – V :

Emerging Trends on ERP - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Issues Related to the Enterprise Resource Planning - Practical: Studying ERP Solutions and Functional Modules - Mini Project on Emerging Trends on ERP - role play, Group discussions.

TEXT BOOKS :

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2017.
2. Ellen Monk and Bret Wagner, Concepts in Enterprise Resource Planning 4th Edition, 2021.
3. Justin Lee Goldston, Critical Success Factors in Enterprise Resource Planning Implementation in U.S. Manufacturing, DBC publishing, 2019.
4. Gerardus Blokdijk, Enterprise resource planning a complete guide, 5STARCOoks, 2021.
5. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2018.

REFERENCE :

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2018
2. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2019.
3. Vinod Kumar Grag and N.K. Venkita krishnan, ERP- Concepts and Practice, Prentice Hall of India, 2nd edition, 2016.
4. Summer, ERP, Pearson Education, 2018.
5. Odd Joran Sagegg and Erlend Alfnes, ERP Systems for Manufacturing Supply Chains: Applications, Configuration, and Performance 1st Edition, Auerbach Publications, 2020.

E-RESOURCE :

1. <https://www.coursera.org/lecture/advanced-manufacturing-enterprise/enterprise-resource-planning-erp-MAUTK>
2. <https://www.udemy.com/course/erp-4-free/>
3. https://education.oracle.com/learn/saas-erp/pPillar_644
4. <https://alison.com/course/enterprise-resource-planning-and-management>
5. <https://www.linkedin.com/learning/topics/sap-erp>

COURSE OUTCOMES :

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

- Make basic use of enterprise software, and its role in integrating business functions
- Plan and manage the pre-implementation face of ERP systems.
- Analyse the strategic options for ERP identification and adoption.
- Design the ERP implementation strategies.
- Create reengineered business processes for successful ERP implementation.

Second Year

**ELECTIVE COURSE
D : SYSTEMS
IV- WEB TECHNOLOGY**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Understand the fundamental concepts of a IoT, M2M, CDP
- Apply the knowledge with Connected ECO System.
- Analyze and design a network Management and connected devices management.

UNIT – I INTRODUCTION COMMUNICATION TO DIGITAL :

Definition, Introduction to Digital Communication - Concept of The Internet of Things (IoT) - Machine-To-Machine Communication (M2M) - Computing Varieties- Key Trends in Technology - Moore's Law - Security in The Cloud -Data Encryption - Public Key Cryptography.

UNIT – II TECHNOLOGY ECO-SYSTEM AND CDP :

Introduction and Concept of Technological Eco System - Connected Device Platform (CDP) - Application Enablement Platform (AEP) - Data Acquisition -Methods and Challenges in Acquiring Data - Recent System Lockdowns -Smart Services - Collaborations Over Cloud.

UNIT – III CONNECTED ECO-SYSTEM: M2M & OEM :

Concept of Application Domains - Core Application Domains of Cloud and IoT - M2M - OEM Definition and Advantages - Value Chain - Challenges in Connected Eco System.

UNIT – IV ECONOMIC TRENDS NETWORKS AND SECURE :

Identifying Macro Economic Trends in IoT - Economic Assessment of Social Networks - Metcalfe's Law - Wireless Network Platforms - Mobile Virtual Network Operators (MVNO) - Security Vitals in Network Connections.

UNIT – V NETWORK MANAGEMENT :

Definition of Network Management - Network Management Concepts –Collusion Detection - Jam Code - Managing Ethernet Connections – Data Packet Transfers - Connected Devices Management.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying Technology Eco-System and networking – Mini project on Collusion Detection, Jam Code and Managing Ethernet Connections –Group discussion.

TEXT BOOKS :

1. David H.,Gonzalo S., Patrick G,Rob B., and Jerome H.,” IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things” ,Pearson Education, New Delhi,2017.
2. Godbole, A. S., & Kahate, A. , Web Technologies. McGraw-Hill Education,2018
3. Srinivasan, M. ., Web Technology. Pearson Education India.2020
4. Kogent Learning Solutions Inc. (with Cd), & Solutions, K. L. , Web Technologies: Html, Javascript, Php, Java, Jsp, Asp.Net, Xml And Ajax, Black Book (With Cd). Amsterdam University Press.2019.
5. Jackson, J. C. , Web Technologies. Prentice Hall,2017.

REFERENCES :

1. Daniel Kellmerit and Daniel Obodovski,,”The Silent Intelligence: The Internet of Things”, Lightning Source Inc,2015.
2. Perry Lea,,” IoT and Edge Computing for Architects: Implementing edge and IoT systems from sensors to clouds with communication systems, analytics, and security”,Packt Publishing Limited, 2 nd edition, India,2020.
3. Tatnall, A. (2009). Web Technologies: Concepts, Methodologies, Tools, and Applications. Information Science Reference.
4. Godbole, A. S., & Kahate, A. S. G. A. , Web Technologies: Tcp/ip to Internet Application Architectures. McGraw-Hill Education,2022.

E-RESOURCES :

1. <https://www.udemy.com/course/object-oriented-programming-in-c-m/>
2. <https://www.freecodecamp.org/news/learn-object-oriented-programming-oop-in-c-full-video-course/>
3. <https://www.edx.org/course/object-oriented-programming>
4. <https://www.classcentral.com/course/c-object-oriented-design-59004>
5. <https://www.mygreatlearning.com/academy/learn-for-free/courses/oops-concepts-in-c>

COURSE OUTCOMES :

- Gather business requirements for organizations looking to implement IoT
- Scrutinize administration and Security protocols based on their optimality
- Quantify the value of a network such as social media and other network systems and secure the system.
- Build basic projects in a web-based ecosystem
- Correlate basic network knowledge and its relevance in web technologies.

Second Year

ELECTIVE COURSE

Semester-III

D : SYSTEMS

V- DECISION SUPPORT SYSTEM

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To impart knowledge about fundamental terms, concepts and theories, associated with Decision Support Systems.
- To study various concepts associated with computer support system for organizational decision making.
- To discuss and develop skills in the analysis, design and implementation of computerized Decision Support Systems.

UNIT – I DECISION SUPPORT SYSTEM :

Decision concept – Steps – Decision Support System – Components – Characteristics – Clarifications and applications.

UNIT – II MODEL MANAGEMENT :

Modeling process – types of models – optimization simulation – Heuristic Descriptive – Predictive model case – modeling languages – model directory – model base management system model execution – integration and command processing – model package.

UNIT – III DATA MANAGEMENT SYSTEM :

Data Base – Sources of Data – Data directory – Data Structure and Data Base Language – Query Facility Data Management System – DBMS as DSS development Tool.

UNIT – IV DIALOG MANAGEMENT :

User Interface – Graphics – Multimedia – visual interactive modeling – natural language processing – speech recognition and understanding – Issues in user interface.

UNIT – V DEVELOPMENT OF DECISION SUPPORT SYSTEM :

Development process – software and hardware – data Acquisition – Model acquisition – dialog development – Integration – Testing and validation – Training and Implementation.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying Model Management and Data Management System – Mini project on dialog development, Integration, Testing and validation, Training and Implementation – Group discussion.

TEXT BOOKS :

1. Eksioglu, S. D. (2022). Developing Spreadsheet-Based Decision Support Systems (2nd ed.). Dynamic Ideas LLC.
2. Wallace, M. (2020). Building Decision Support Systems: using MiniZinc (1st ed. 2020 ed.). Springer.
3. Chantre, G. R., & González-Andújar, J. L. (2020). Decision Support Systems for Weed Management (1st ed. 2020 ed.). Springer.
4. Sugumaran, R. (2020). Spatial Decision Support Systems (1st ed.). CRC Press.
5. Cypko, M. A. (2020). Development of Clinical Decision Support Systems using Bayesian Networks: With an example of a Multi-Disciplinary Treatment Decision for Laryngeal Cancer (1st ed. 2020 ed.). Springer Vieweg.

REFERENCES :

1. Sharda, R., Delen, D., & Turban, E. Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (11th ed.). Pearson, 2019.
2. Berner, E. S. Clinical Decision Support Systems: Theory and Practice (Health Informatics) (3rd ed. 2016 ed.). Springer, 2016.
3. Sauter, V. L. Decision Support Systems for Business Intelligence, Second Edition (2nd ed.). Wiley, 2018.
4. Turban, E., Aronson, J. E., Liang, T., & McCarthy, R., V. Decision Support Systems and Intelligent Systems (7th ed.). Prentice Hall, 2019.
5. Marakas, G. M. Decision Support Systems In The 21st Century (Subsequent ed.). Pearson College Div, 2021.

E-RESOURCES :

1. <https://alison.com/course/models-for-decision-support-systems>
2. <https://www.coursera.org/lecture/business-intelligence-tools/decision-support-systems-video-lecture-E8P9x>
3. <https://www.classcentral.com/course/swayam-decision-support-system-for-managers-19837>
4. https://onlinecourses.nptel.ac.in/noc20_mg59/preview
5. <https://www.edx.org/learn/decision-making>

COURSE OUTCOMES :

- Provides students with the main concepts of Decision Support System (DSS) and management sciences
- To understand the components of DSS and the main players who participate in the decision process.
- Study different types of modeling and analysis.
- Explain key areas contributing to DSS such as knowledge acquisition, expert system and knowledge base systems
- Study group decision support and groupware technologies within organizations

Second Year

ELECTIVE COURSE

Semester-IV

D : SYSTEMS

VI- SOFTWARE PROJECT MANAGEMENT

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To introduce primary important concepts of software project management.
- To get familiar with the different activities involved in Software Project Management.
- To know how to successfully plan and implement a software project management activity and to complete a specific project in time with the available budget.

UNIT – I SYSTEM ANALYSIS & DESIGN :

Overview of system analysis & Design : Introduction to different methodologies & Structured system analysis – Details of SDLC approach – E.R. diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration - Entity Life histories (ELH).

UNIT - II SYSTEM IMPLEMENTATION :

System implementation & maintenance : Implementation Strategies – SW / HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

UNIT – III PROJECT DEVELOPMENT & DATABASE DESIGN :

Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

UNIT – IV SOFTWARE PROJECT MANAGEMENT :

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring the measurement of progress.

UNIT – V SOFTWARE PROJECT MANAGEMENT :

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control – standards' & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying System Analysis and Implementation – Mini project on Quality assurance & control, standards' & documentation – Group discussion.

TEXT BOOKS :

1. Software Engineering Principles and practice by WamanS.Jawadekar Tata Mcgraw Hill Co.,2019.
2. Database Management systems Alexis Leon & Mathews Leon, Vikas Publishing House PVTLtd.,2017.
3. Software Project Management by S.A. Kelkar, PHI learning India PVT Ltd.,2020.
4. Software project management (2 volumes set) by Prof. SN. Singh and SL. Gupta – Global Indiapublications PVT Ltd., New Delhi.,2015.
5. Blokdyk, G. ,Software Project Management a Clear and Concise Reference. Emereo Pty Limited,2018.

REFERENCES :

1. Mahmood, Z., Software Project Management for Distributed Computing. Springer Publishing,2017.
2. Ahmed, A. ,Software Project Management. Amsterdam University Press,2016.
3. Villafiorita, A. ,Introduction to Software Project Management. Amsterdam University Press,2016.
4. Ruhe, G., & Wohlin, C. ,Software Project Management in a Changing World. Springer Publishing2015
5. Blokdyk, G. ,Software Project Management a Clear and Concise Reference. Emereo Pty Limited,2018.

E-RESOURCES :

1. <https://alison.com/course/introduction-to-software-project-management>
2. <https://www.classcentral.com/course/swayam-software-project-management-14294>
3. <https://www.edx.org/learn/project-management>
4. <https://www.coursera.org/courses?query=software%20project%20management>
5. <https://www.mygreatlearning.com/academy/learn-for-free/courses/project-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Identify the different project contexts and suggest an appropriate software project management strategy.
- Practice the role of professional ethics in successful software project Management
- Identify and describe the key phases of project management.
- Determine an appropriate project management approach through an evaluation of the businesscontext and scope of the project.
- Sketch various facts sets for better understanding of software development

Second Year

**ELECTIVE COURSE
D : SYSTEMS
VII- RELATIONAL DATABASE
MANAGEMENT SYSTEM**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To enable students to get familiar with fundamental concepts of Database Management system
- To recognize the importance of Oracle and Visual basics and its applications.
- To learn the techniques in Building larger programs.

UNIT - I INTRODUCTION TO RDBMS AND ORACLE :

Basic concepts of Relational Data Model – Introduction to SQL – Normalization. Creating tables – data types – data functions – conservation and transformation functions – queries and subqueries.

UNIT - II ADVANCED CONCEPTS OF ORACLE :

Changing data – advanced use of functions and variables – creating, dropping, altering tables and views – SQL (Structured Query Language) plus – accessing remote data –building reports – authority allocation – triggers and procedures.Data dictionary – design and performance issues.

UNIT – III INTRODUCTION TO VISUAL BASIC :

Introduction to basics – variable and values – drawing on the screen – building programs – adding menu bar – using array variable – building clock programs.

UNIT – IV BUILDING LARGER PROGRAMS :

Designing and building larger programs – address – book interfacing – working with multiple records - searching, printing, sorting and deleting – data management and control tool box for controls, forms, drawing fonts, and miscellaneous.

UNIT - V PROJECT DEVELOPMENT :

Selection of a Client / Server based application – design the project and tools – development using Oracle and Visual Basic – demo and review.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying Designing and building larger programs - Mini project on development using Oracle and Visual Basic – Group discussion.

TEXT BOOKS :

1. Oracle Database 11g By Satish Asnani – PHI learning India PVT Ltd., 2019
2. Programming with visual basic 6.0 by Mohamed Azam – Vikas publishing house PVT Ltd., Chennai, 2018.
3. Database Management System Oracle SQL and PL / SQL by Pranabkumar Dasguptal PHILearning India PVT Ltd., 2017.
4. Database system concepts by Peter Rob & Carlos Coronel India Edition, Cengage learning Chennai, 2015.
5. Banet, B. A., Davis, J. R., & Marshak, R. T., Data Base Management Systems. McGraw-Hill Education, 2015.

REFERENCES :

1. Oracle PL / SQL programming by Laksman Bulusu, cengage learning, Chennai.
2. Database Management Systems By Gerald V. Post – Tata Mcgraw Hill Co.
3. Database Management Systems By Alexis Leon and Mathews Leon – Vikas Publishing House PVT Ltd.
4. Logan, J. J., & Bassler, R. A., The Technology of Data Base Management Systems. College Readings, 2016.
5. Portugal, P. , Advanced Oracle DBMS Packages: The Definitive Reference (Oracle In-Focus) (First ed.). Rampant Tech Press, 2013.

E-RESOURCES :

1. <https://www.edx.org/learn/relational-databases>
2. <https://www.classcentral.com/course/relational-database-12430>
3. <https://www.coursera.org/learn/introduction-to-relational-databases>
4. <https://www.udacity.com/course/intro-to-relational-databases--ud197>
5. <https://www.mygreatlearning.com/academy/learn-for-free/courses/database-management-systems-dbms>

COURSE OUTCOMES :

- Understand the basic principles of database management systems.
- Apply the Knowledge of Oracle
- Summarize the usage of Visual Basic.
- Describe project development techniques.

Second Year

ELECTIVE COURSE

Semester-IV

D : SYSTEMS

**VIII- OBJECT ORIENTED PROGRAMMING
and C++**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand how C++ improves C with object-oriented features.
- To learn how to design OOD Systems.
- To learn the syntax and semantics of the C++ programming language

UNIT - I INTRODUCTION :

Traditional Programming approaches – Straight – Run Programming & structured Programming techniques – Limitations of Traditional Approaches – Object Oriented Approach – Objects – Classes – Data encapsulation – Data abstraction – Inheritance – Code Reusability – Polymorphism – Object Oriented Languages.

UNIT – II OBJECT ORIENTED ANALYSIS AND DATA MODELING :

Object Oriented Analysis & Data Modeling – Object Oriented Concepts, Object Oriented Analysis Modeling – Object Oriented design concepts, object oriented design methods, class & object definition, refining operations, program components & interfaces.

UNIT – III DESIGNING OF OOD SYSTEMS :

Notation for OOD, Implementation detailed design, An Alternative Object Oriented Design strategy, integrating OOD with SA/SD.

UNIT – IV C++ BASICS :

C++ Programming basics – classes & objects, constructor & destruction, Overloaded constructors, Access specifies, static class data, Inheritance, Base Class & Derived class constructors, overriding member functions, class hierarchies, abstract base class, public & private inheritance, levels of inheritance, multiple inheritance.

UNIT - V ADVANCED CONCEPTS :

Polymorphism, operator overloading, Virtual functions, Dynamic or Late binding, abstract classes, virtual base classes, friend functions static functions, Templates classes, Programming development in C++ demonstration & presentation.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying Object Oriented Analysis and Data Modeling – Mini project on Programming development in C++ demonstration & presentation – Group discussion.

TEXT BOOKS :

1. C++ and object oriented programming paradigm by ebasishJawa, PHI learning India PVTLtd.,2017.
2. Object Oriented Programming with C++ by Balagurusamy – Tata Mcgraw Hill Co.,2016.
3. Programming with ANSI C++ by BhushaTrivedi with solution manual Oxford University press,Chennai,2020.
4. Object Oriented Programming using C++ by Joyce Farrell, Cengage learning, India edition,2015.
5. Palakollu, S. M., Practical System Programming with C. Apress,2020.

REFERENCES :

1. Programming with C++ by D. Ravichandran – Tata Mcgraw Hill Co.,2015.
2. C++ programming Today by Barbara Johnson, India Edition PHI learning India Edition,2016.
3. Introduction to Object Oriented Programming and C++ By ISRD Group, Tata McgrawhillCo,2018.
4. Object Oriented Programming with C++ by RohitKhuranaVikas publishing house PVT Ltd.,2019.
5. Reddy, M., & Stock, S. R.,API Design For C++ (1st edition). Elsevier Gezondheidszorg , 2014.

E-RESOURCES :

1. <https://www.udemy.com/course/object-oriented-programming-in-c-m/>
2. <https://www.freecodecamp.org/news/learn-object-oriented-programming-oop-in-c-full-video-course/>
3. <https://www.edx.org/course/object-oriented-programming>
4. <https://www.classcentral.com/course/c-object-oriented-design-59004>
5. <https://www.mygreatlearning.com/academy/learn-for-free/courses/oops-concepts-in-c>

LEARNING OUTCOMES :

- Create simple programs using classes and objects in C++.
- Implement Object Oriented Programming Concepts in C++.
- Develop applications, using OOD.
- Implement Object Oriented Programs, using templates and exceptional handling concepts
- Understand about Polymorphism, operator overloading and Virtual functions.

Second Year

ELECTIVE COURSE

Semester-IV

**D : SYSTEMS
IX -BIG DATA ANALYTICS**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To provide the knowledge and necessary skills for taking up job roles in big data analytics.
- Understand the Big Data Platform and its Use cases
- Apply analytics Using Big data Technology and Tools.

UNIT – I INTRODUCTION TO BIG DATA ANALYTICS & DATA SCIENCE :

What is big data-Why big data matters- Big data and business - Big data sources- Machine data Vs Human generated data -drivers of big data-Analytic data sets- Big data dimensions-Volume, variety and velocity- Industry examples of big data- impact of cloud computing- Evolving concept of Data Science-learning from knowing-agility- multidisciplinary focus- scale & convergence leading to Data Science-Data Scientist-How is a data scientist different from a Statistician

UNIT – II THEORIES AND METHODS :

The evolution of big data analytics- Look (Search, Indexing and Memory) - Listen (Streams, Information and Language, Analyzing Sentiment and Intent) – Learn (Classification, Clustering, and Mining, Information Extraction) - Connect (Reasoning: Logic and its Limits, Dealing with Uncertainty)- Predict: Forecasting, Neural Models, Deep Learning- Collaborative filtering- Large graph analysis-Text mining- Volume Trending- Influencer Identification- In-Memory Analytics

UNIT – III TECHNOLOGY AND TOOLS :

Big data storage and computation- Massive Data Analytics: parallel algorithms-online learning algorithms-locality sensitive hashing- Hadoop & Map Reduce Paradigms-CAP Theorem- Introduction to NoSQL persistence layer and its importance to handle massive data- Types of NoSQL databases - Column family, Graph, Name value pairs etc-Hbase / Cassandra/ Neo4js- Basic introduction to tools like R / Mahout / Giraffe-Building the big data capabilities- Security, compliance and auditing- data privacy and ethics

UNIT – IV BIG DATA ANALYTICS COMPONENTS :

Unsupervised feature learning and deep learning, Ontology, Similarity measures, Shingles and minhashing, Locality sensitive hashing, Dimension reduction, Streaming, Clustering in high Dimensional Space, Web link analysis, Graph search.

UNIT – V APPLICATIONS OF BIG DATA ANALYTICS :

Big data use in Digital Decoding consumer intent- decoding customer sentiments from comments- Big data use in Telecom and location based intelligence marketing- Applications in CPG-Big data use in Utility-banking and financial services- healthcare- Internet retail.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Course - Practical: Studying big data of two Indian corporate in the lime-light- Mini Project on big data- Group Discussions

TEXTBOOKS :

1. F.J.Ohlhorst, Big Data Analytics: Turning Big Data into Big Money, Wiley, 2012
2. J. Liebowitz, Big Data and Business Analytics, CRC Press, 2013
3. M.Minelli, M.Chambers, and A.Dhiraj, Big Data Big Analytics, John Wiley & Sons, 2013
4. J.Stanton, Introduction to Data Science, Syracuse University, 2013
5. Bernaud Marr, Big Data: Using SMART Big Data, Analytics and Metrics To Make Better Decisions and Improve Performance , Wiley, 2015.

REFERENCES :

1. D. Paul, D. Yeates, J.Cadle, Business Analysis, 2 nd Edition, British Informatics Society, 2010.
2. Tony Morgan, Addison Wesley Business Rules and Information Systems: Aligning IT with Business Goals, 2017.
3. Henrik Rodgers “Master Analytical Thinking: Improve Logic, Develop Intelligent Reasoning, Upgrade Your Decision Making Skills and Find Solutions to Complex Problems That Others Simply Miss Out Paperback – Import”, 2019.
4. Tausifa Jan Saleem, Mohammad Ahsan Chishti (Editor), Big Data Analytics for Internet of Things, Wiley, 2021.
5. Ramakrishna, Priya, Tiwari., “The Journey of a Business Analyst Simplified “ e book, winks publications, 2021.

E-RESOURCES :

1. <https://www.mooc-list.com/course/introduction-big-data-coursera>
2. <https://www.coursera.org/projects/business-analysis-process-management>
3. <https://www.coursera.org/specializations/business-analytics>
4. <https://www.coursera.org/projects/business-analysis-using-spreadsheets>
5. <https://www.coursera.org/learn/big-data-management?specialization=big-data>

COURSE OUTCOMES :

- Understand what is Big Data Analytics
- Understand the benefits that Big Data can offer to businesses and organisations
- Understand conceptually how Big Data is stored.
- Understand how Big Data can be analyzed to extract knowledge
- Describe the components necessary to build a Big Data Analytics System

Second Year

ELECTIVE COURSE

Semester-IV

**D : SYSTEMS
X -DATA WAREHOUSING AND DATA
MINING**

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand data warehouse concepts, architecture, business analysis and tools
- To understand data pre-processing and data visualization techniques
- To study algorithms for finding hidden and interesting patterns in data

UNIT – I DATA WAREHOUSING, BUSINESS ANALYSIS AND ON-LINE ANALYTICAL PROCESSING (OLAP) :

Basic Concepts - Data Warehousing Components – Building a Data Warehouse – Database Architectures for Parallel Processing – Parallel DBMS Vendors - Multidimensional Data Model – Data Warehouse Schemas for Decision Support, Concept Hierarchies -Characteristics of OLAP Systems – Typical OLAP Operations, OLAP and OLTP.

UNIT – II DATA MINING – INTRODUCTION :

Introduction to Data Mining Systems – Knowledge Discovery Process – Data Mining Techniques – Issues – applications- Data Objects and attribute types, Statistical description of data, Data Pre- processing – Cleaning, Integration, Reduction, Transformation and discretization, Data Visualization, Data similarity and dissimilarity measures.

UNIT – III DATA MINING - FREQUENT PATTERN ANALYSIS :

Mining Frequent Patterns, Associations and Correlations – Mining Methods- Pattern Evaluation Method – Pattern Mining in Multilevel, Multi-Dimensional Space – Constraint Based Frequent Pattern Mining, Classification using Frequent Patterns

UNIT – IV CLASSIFICATION AND CLUSTERING :

Decision Tree Induction - Bayesian Classification – Rule Based Classification – Classification by Back Propagation – Support Vector Machines — Lazy Learners – Model Evaluation and Selection- Techniques to improve Classification Accuracy. Clustering Techniques – Cluster Analysis- Partitioning Methods - Hierarchical Methods – Density Based Methods - Grid Based Methods – Evaluation of clustering – Clustering high dimensional data- Clustering with constraints, Outlier analysis-outlier detection methods.

UNIT – V WEKA TOOL :

Datasets – Introduction, Iris plants database, Breast cancer database, Auto imports database - Introduction to WEKA, The Explorer – Getting started, Exploring the explorer, Learning algorithms, Clustering algorithms, Association–rule learners.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary Developments Related to – Practical: Studying on Data Mining, Frequent Pattern Analysis and Frequent Pattern Analysis – Mini project on Learning algorithms and Clustering algorithms – Group discussion.

TEXT BOOKS :

1. Alex Berson and Stephen J.Smith, —Data Warehousing, Data Mining & OLAP, Tata McGraw –Hill Edition, 35th Reprint 2016.
2. K.P. Soman, Shyam Diwakar and V. Ajay, —Insight into Data Mining Theory and Practicel,Eastern Economy Edition, Prentice Hall of India, 2017.
3. Ian H.Witten and Eibe Frank, —Data Mining: Practical Machine Learning Tools and Techniquesl, Elsevier, Second Edition, 2019.
4. Jiawei Han and Micheline Kamber, —Data Mining Concepts and Techniquesl, Third Edition,Elsevier, 2012.
5. Singh, I. Data Mining & Warehousing. Khanna Publishing House, 2022.

REFERENCES :

1. Pal, R., & Pal, N. Data Warehousing- Data Mining. Independently published, 2021.
2. Jones, H. Data Science: The Ultimate Guide to Data Analytics, Data Mining, Data Warehousing, Data Visualization, Regression Analysis, Database Querying, Big Data for Business and MachineLearning for Beginners. Bravex Publications, 2020.
3. Lakshmanan, V., & Tigani, J. Google BigQuery: The Definitive Guide: Data Warehousing, Analytics, and Machine Learning at Scale (1st ed.). O’Reilly Media, 2019.
4. Bhatia, P. Data Mining and Data Warehousing: Principles and Practical Techniques (1st ed.). Cambridge University Press, 2019.
5. Tan, P., Steinbach, M., Karpatne, A., & Kumar, V. Introduction to Data Mining (2nd Edition) (What’s New in Computer Science) (2nd ed.). Pearson, 2018.

E –RESOURCES :

1. <https://www.edx.org/learn/data-warehouse>
2. https://www.vssut.ac.in/lecture_notes/lecture1428550844.pdf
3. <https://www.skillrary.com/data-warehousing-and-data-mining>
4. <https://www.coursera.org/courses?query=data%20warehouse>.
5. <https://www.udemy.com/topic/data-warehouse/>

COURSE OUTCOMES :

- Design a Data warehouse system and perform business analysis with OLAP tools.
- Apply suitable pre-processing and visualization techniques for data analysis
- Apply frequent pattern and association rule mining techniques for data analysis
- Apply appropriate classification and clustering techniques for data analysis
- Ability to apply acquired knowledge for understanding data and select suitable methods for dataanalysis.

Second Year

ELECTIVE COURSE

Semester-III

E : OPERATIONS

I - SUPPLY CHAIN MANAGEMENT

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To develop an understanding of basic concepts and role of logistics and supply chain management in business.
- To understand how supply chain drivers, play an important role in redefining value chain excellence of Firms.
- To develop analytical and critical understanding & skills for planning, designing and operations of supply chain.

UNIT – I :

Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications.

UNIT – II :

Flow Management and its importance-Management of material flow in the supply chain, Management of information flow, Management of cash flow and value flows, Customer Service strategy, Bench marking, best practices.

UNIT – III :

Customer relationship Management, Out-bound logistics resources planning and management, Quickresponse systems in Manufacturing.

UNIT – IV :

Management of in-bound logistics, E-supply chain, Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Values of Supply Chain.

UNIT – V :

Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies. Supply chain cost analysis. Supply chain performance measures. Issues in Global supply chain

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Supply Chain Management - Practical: Key Enablers in SupplyChain Improvement - Values of Supply Chain. - Group discussions and Case Study on E-supply chain

TEXT BOOKS :

1. Supply chain management – John T. Ment Z FR By Response Books, a division of Sage Publications. www.sagepublications.com, 2021.
2. Supply chain management – Rahul V. Altekar, By PHI learning PVT Ltd., 2019.
3. Supply chain management, India Edition John J. Coyle and others. Cengage learning, 2018.
4. Supply chain management By Narayan Rangaraj and others, Tata mcgraw Hill. Co., www.tatamcgrahill.com, 2020.
5. Khan, S. A., Zaman, S. I., & Zaman, S. A. (2022). Supply Chain Management Issues and its Resolutions: Cases from an Emerging Economy. Eliva Press.

REFERENCES :

1. World class supply chain management India Edition, By Burt – Dobler – Starling Tata McgrawHill Co., 2021.
2. Introduction to supply chain management Robert B. and others India Edition, PHI learning PVT Ltd., 2016.
3. Designing and Managing The Supply chain, concepts, strategies and case studies by David Simchilevi, Ravi shankar and others Special Indian Edition, Tata Mcgraw Hill Co., 2015.
4. Supply Chain Management : Concepts Techniques and practices – by Lingli Cambridge university press International Edition. www.cambridgeindia.org., 2015.
5. Langley, J. C., Novack, R. A., Gibson, B., & Coyle, J. J. (2020). Supply Chain Management: A Logistics Perspective(11th ed.). Cengage Learning., 2020.

E-RESOURCES :

1. <https://alison.com/courses/supply-chain-management>
2. <https://www.oxfordhomestudy.com/courses/supply-chain-courses-online/free-online-courses-in-logistics-and-supply-chain>
3. <https://www.oxfordhomestudy.com/courses/supply-chain-courses-online/free-online-courses-in-logistics-and-supply-chain>
4. <https://www.coursera.org/courses?query=supply%20chain>
5. <https://www.udemy.com/course/supply-chain-management-for-beginners/>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Understand the fundamentals of supply chain, role of drivers and demand forecasting.
- Apply various techniques of inventory management and their practical situations.
- Analyze how supply chain decisions related to facility location, can be applied to various industries and designing the supply chain.
- Understand warehousing management system and transportation, practised in various industries
- Understand logistics and supply chain strategies and create value generation, by utilising IT applications

Second Year

ELECTIVE COURSE

Semester-III

E : OPERATIONS

II- ADVANCED OPERATION RESEARCH

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Improve the ability to rigorously use mathematical models.
- Cultivate an ability to analyse the structure and mathematically model of various complex system occurring in industrial applications.
- Develop knowledge of the mathematical structure of the most commonly used deterministic linear optimization models.

UNIT – I :

Non Linear Programming – Nonlinear programming problems of general nature – one variable unconstrained optimization Multi variable unconstrained optimization – Karush Kuhn Tucker (KKT) conditions for constrained optimization – its Applications in Management. Separable programming and its Applications in Management. Quadratic Programming – convex programming – geometric programming – Fractional programming and its Application in Management.

UNIT – II :

Markov chains – Formulation – Kolmogorov Equation – steady state conditions – Markov chain modelling through Graphs – communication networks – weighted diagraphs – classification of states of Markov chain – Long Run properties of Markov chains.

UNIT – III :

Integer Programming – Formulation – Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut Approach to solve Binary Integer Programming (BIP). Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network, Dispatching shipments, scheduling and its interrelated activities.

UNIT – IV :

Dynamic Programming (DP) – Applications of DP in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, optimal sub – dividing – solving LPP using Dynamic programming Technique.

UNIT – V :

Network Models – Terminologies – shortest path model – minimum spanning tree problem - Maximal flow problem – Minimum cost flow problem. Replacement and maintenance Analysis – Types of Maintenance – Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Replacement and maintenance Analysis - Practical: Determination and problems of Economic life of an Asset.

TEXT BOOKS :

1. Introduction to Operations Research (Concepts and cases), By Frederick S. Hillier and Gerald J. Lieberman (Eighth Edition), Tata Mc-Graw Hill Education Private Limited (Special Indian Edition), 2016.
2. Operation Research (Second edition), By R. Paneerselvam, PHI Learning Private Ltd., New Delhi., 2017.
3. Operations Research (Algorithms and Applications), By Rathindra P. Sen, 2020., PHI Learning Private Ltd., New Delhi., 2019.
4. Kumar, A., & Ram, M. (2022). Operations Research: Methods, Techniques, and Advancements (Advanced Research in Reliability and System Assurance Engineering) (1st ed.). CRC Press.
5. Bhunia, A. K., Sahoo, L., & Shaikh, A. A. (2021). Advanced Optimization and Operations Research (Springer Optimization and Its Applications) (1st ed. 2019 ed.). Springer.

REFERENCES :

1. Safarova, K. (2021). The Operations Management Journal: Learn the skills used by the leading management consulting firms, such as McKinsey, BCG, et al. (Strategy Journals). Independently published.
2. Publishers, V., & McDonough, A. (2020). Operations and Supply Chain Management Essentials You Always Wanted to Know (Self-Learning Management Series). Vibrant Publishers.
3. Patty, B. W. (2016). Handbook of Operations Research Applications at Railroads (International Series in Operations Research & Management Science, 222) (Softcover reprint of the original 1st ed. 2015 ed.). Springer.
4. Bronson, R., & Naadimuthu, G. (2017). Schaum's Outline of Operations Research (2nd ed.). McGraw Hill.
5. Rardin, R. L. (2018). Optimization in Operations Research, 2Nd Edition. Pearson India.

E-RESOURCES :

1. <https://www.coursera.org/learn/operations-research-modeling>
2. <https://www.edx.org/course/operations-research-an-active-approach>
3. <https://www.classcentral.com/course/swayam-operations-research-14219>
4. <https://www.mooc-list.com/tags/operations-research>
5. <https://freevideolectures.com/course/2678/advanced-operations-research>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Identify and develop operational research models, from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimisation problems.
- Use mathematical software to solve the proposed models.
- Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes of Management.
- Be able to build linear programming models, logical integer programming models, and piece- wise linear programming models

Second Year

ELECTIVE COURSE

Semester-III

E : OPERATIONS

III- MANAGEMENT CONTROL SYSTEMS

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Identify relevant issues of the design, implementation and follow-up of an organisation's controlsystem
- Understand the basic components of management control systems design
- Relate the effective design, implementation and uses of a management control system given arange of relevant contingent factors

UNIT – I :

Nature of Management control – Control in organisations – phases of management control system – Management control Vs Task control.

UNIT – II :

Control and organisational Behaviour – Types of organisations and their implications – Types of control and variations in controls based on organisational structure and design.

UNIT – III :

Goals and strategies – Key variables in Management control Design and their types – key Result Areas.

UNIT – IV :

Management control structure – Expense control – profit centers – Transfer pricing –Investment centers – Management control process – Programming and budgeting – Analysing reporting – Performance evaluation.

UNIT – V :

M.I.S. for management control – Systems theory and management control – Installation of Management Information & Control System – Structured and unstructured decision – Implication for control.Special management control situations – Multinational companies – Service organisation – Non-profit organisations – Multi–Project organisation.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Management Control Systems - Practical: Installation of Management Information & Control System - Group discussions and Case Study on Special management control situations.

TEXT BOOKS :

1. Management control systems By N. Ghosh – PHI learning private Ltd., 2018.
2. CEng, O. R. (2022). Building Management Systems Explained: Advanced Control For Smart Buildings. Independently published.
3. Management control systems by Joseph A. Maciariello and other, India Edition PHI learning PVT Ltd., 2017.
4. Anthony, R. V. N. G. (2022). Management Control Systems (12th ed.). McGraw-Hill.
5. Merchant, K., & der Stede, V. W. (2017). Management Control Systems: Performance Measurement, Evaluation and Incentives (4th ed.). Financial Times Press.

REFERENCE BOOKS :

1. Management control system by Robert N. Anthony and Vijay Govindarajan, Tata Mcgraw Hill –special Indian Edition, 2020.
2. van der Stede, K. M. A. W. (2018). Management Control Systems, 4Th Edition (4/e ed.). Pearson India.
3. Anthony , Robert N. (2014). Management Control Systems (UK Higher Education Business Accounting) (UK ed.). McGraw-Hill Higher Education.
4. Weikum, G., & Vossen, G. (2021). Transactional Information Systems: Theory, Algorithms, and the Practice of Concurrency Control and Recovery (The Morgan Kaufmann Series in Data Management Systems) (1st ed.). Morgan Kaufmann.
5. Anthony, R. N., & Govindarajan, V. (2016). Management Control Systems (The Irwin Series in Graduate Accounting)(8th ed.). Richard D Irwin.

E-RESOURCES :

1. <https://iversity.org/en/courses/controlling-a-critical-success-factor-in-a-globalised-world>
2. <https://www.edx.org/learn/operations-management>
3. <https://www.youtube.com/watch?v=Nxm91PWskwI>
4. <https://www.gla.ac.uk/coursecatalogue/course/?code=ACCFIN4004>
5. <https://alison.com/tag/quality-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Understand the basic components of management control systems design
- Relate the effective design, implementation and uses of a management control system given range of relevant contingent factors
- Appreciate the ways in which management control systems must fit within a given context.
- Critically analyse the effectiveness of a management control system within new economies (given technology disruptions, distributed work forces, extended supply chains, and hybrid robotic and human workforces etc.,)

Second Year

**ELECTIVE COURSE
E : OPERATIONS
IV- MATERIALS MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand how the knowledge of materials management can be an advantage to logistics and supply chain operations.
- To sensitize the students on the materials management functions like Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping, Distributing, and Standardizing.
- To realize the importance of materials, both in the form of product and service.

UNIT – I :

Material management-meaning, advantages. Codification. Purchase management-Objectives, Functions, responsibilities and duties of purchase department .8R's of Purchasing. Kardex system.Methods of purchasing. Buying procedure.

UNIT – II :

Scope of vendor development, stages in source selection, vendor rating- criteria, methods of rating.

UNIT – III :

Spare parts management- definition, classification of spares, problems and issues in spares management. Store keeping – types of stores, benefits, store location, store layout, principles in storesmanagement.

UNIT – IV :

Definition, objectives of material handling, Importance, principles of material handling. symptoms of poor material handling, Material handling equipment, symbols, costs.

UNIT – V :

Out sourcing, Make or buy decisions. Value engineering. Stores material accounting-Bin card, storesrelated ledgers. Recent development in material handling.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Materials management - Practical: poor material handling, principles of material handling - Group discussions and Case Study on Store keeping.

TEXT BOOKS :

1. Materials Management procedures Text and cases, By A.K. Datta, PHI Learning India, www.phindia.com, 2019.
2. Materials Management Text and cases, PHI learning India, New Delhi, 2018.
3. Materials Management case study and solutions by H. Kaushal Macmillan India Ltd., 2017.
4. Purchasing and materials management – NK Nair Vikas Publishing House PVT Ltd., 2020.
5. Material Management: An Integrated approach by Dr. Pawan Arora Global India PublicationsPVT Ltd., New Delhi. Email : info@globalindiapublications.com, 2016.

REFERENCE BOOKS :

1. Cox, D. B. (2022). Hazardous Materials Management Desk Reference (2nd). Academy of Certified Hazardous.
2. Blokdyk, G. (2022). Management Material handling Third Edition. 5STARCOoks.
3. Chapman, S., Arnold, T., Gatewood, A., & Clive, L. (2016). Introduction to Materials Management (8th ed.). Pearson.
4. Kamali, A. (2019). Technology Trends in Materials Management: A Systematic Review of the Use of Technology in Materials Management to Achieve Competitive Advantages. Xlibris Us.
5. McDonald, S. C. (2019). Materials Management: An Executive's Supply Chain Guide (1st ed.). Wiley.

E-RESOURCES :

1. <https://www.udemy.com/course/materials-management-inventory-control/>
2. <https://www.classcentral.com/course/swayam-management-of-inventory-systems-17681>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/inventory-management>
4. <https://www.materialsmanagement.info/materials-management-courses/index.htm>
5. <https://alison.com/course/applied-operations-management-inventory-models-revised>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Identify the scope for integrating materials management function with the logistics and supplychain operations.
- Integrate the organization wide materials requirement to develop an overall plan (MRP).
- Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.
- Apply various purchasing method and inventory controlling techniques into practice.
- Analyze the materials in storage, handling, packaging, shipping, distributing and standardizing.

Second Year

**ELECTIVE COURSE
E : OPERATIONS
V- MAINTENANCE MANAGEMENT**

Semester-III

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To familiarize the definition, objectives and strategies of maintenance function.
- Understand the main forms of maintenance and their application.
- To allow students to solve the main maintenance management problems and to help them make the best decisions.

UNIT – I MAINTENANCE CONCEPTS :

Objectives and functions of Maintenance – Maintenance Strategies – Organisation for Maintenance – Five Zero Concept

UNIT – II FAILURE DATA ANALYSIS :

MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

UNIT – III MAINTENANCE PLANNING AND REPLACEMENT DECISION :

Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management. Optimal interval between preventive replacement of equipment subject to break down, group replacement.

UNIT – IV MAINTENANCE POLICIES :

Fixed Time Maintenance – Condition based Maintenance. Operate to failure – Opportunity Maintenance – Design out maintenance.

UNIT – V RECENT TECHNIQUES :

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Maintenance Concepts - Practical: Total productive maintenance -Group discussions on maintenance policies and Case Study on Emerging Trends.

TEXT BOOKS :

1. Mishra RC and Pathak K, Maintenance Engineering and Management, PHI, 2nd edition, 2021.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2015.
3. Stephens, M. P. Productivity and Reliability-Based Maintenance Management, Second Edition (2nd ed.). Purdue University Press, 2022.
4. Reliabilityweb.com. Strategic Maintenance Management Body of Knowledge. Reliabilityweb.com, 2022.
5. Palmer, R. Maintenance Planning and Scheduling Handbook, 4th Edition (4th ed.). McGraw Hill, 2019.

REFERENCE BOOKS :

1. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing, 2nd edition, 2013.
2. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited, 2019.
3. Rich, L. D. Building & Property Maintenance Log Book: Maintenance checklist plan, log book and guideline for projects, rooms of preventing and solving problem. Independently published, 2019.
4. Angeles, R., & Nelms, C. R. World Class Maintenance Management: The 12 Disciplines (2nd ed.). CreateSpace Independent Publishing Platform, 2018.
5. Dolce, J. E. Analytical Fleet Maintenance Management, 3rd Edition (3rd ed.). SAE International, 2019.

E-RESOURCES :

1. <https://alison.com/course/facility-management-maintenance-and-repairs>
2. <https://www.oxfordhomestudy.com/courses/facilities-management-courses/free-facilities-management-courses-online>
3. <https://www.classcentral.com/course/swayam-bme-025-condition-monitoring-and-maintenance-management-32802>
4. <https://www.pemac.org/education/mmp-program>
5. <https://www.mooc-list.com/tags/maintenance>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Present modern basic maintenance theory, especially related to industrial challenges within terminology, maintenance management, concepts, indicators, CMMS, modern analyses within maintenance and maintenance optimization.
- Understand and follow the most updated technology and the future of mechanical system, as well as its impacts to the economy, social and environment
- Choose the best quantitative reliability and optimization techniques as a decision support system as far as maintenance strategies are concerned.
- Integrating proven methodologies to enhance management processes, such as benchmarking and business process reengineering.

Second Year

**ELECTIVE COURSE
E : OPERATIONS
VI- ROBUST DESIGN**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- Formulate measures of performance of a system or quality characteristics which are to be made robust to noise affecting the system.
- To synthesize and select design concepts for robustness.
- To identify noise factors whose variation may affect the quality characteristics.

UNIT – I INTRODUCTION :

Introduction to robust design - Robust Design and Experiments - Planning of experiments - Overview of quality by design - Quality loss function - ANOVA rationale -Single Factor Experiments.

UNIT – II FACTORIAL EXPERIMENTS :

Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2^K and 3^K factorial designs -Fractional factorial design.

UNIT – III SPECIAL EXPERIMENTAL DESIGNS :

Randomized blocks - Latin square design - Blocking and confounding - Response Surface Method - Nested designs.

UNIT – IV ORTHOGONAL EXPERIMENTS :

Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT – V MAKING THE DESIGN ROBUST :

Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Global Business Environment - Practical: Studying robust design methods followed in different Countries - Group discussions and Case Study on Emerging Trends of robust design.

TEXT BOOKS :

1. Douglas. C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons, 8th edition, 2022.
2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2015.
3. Amundsen, M. Design and Build Great Web APIs: Robust, Reliable, and Resilient (1st ed.).Pragmatic Bookshelf, 2020.
4. Coe, M. A. Robust Systems Engineering for Medical Device Design. Independently published,2019.
5. Gu, D., Petkov, P. H., & Konstantinov, M. M. Robust Control Design with MATLAB® (Advanced Textbooks in Control and Signal Processing) (2nd ed. 2013 ed.). Springer, 2017.

REFERENCE BOOKS :

1. Nicolo Belavendram, Quality by Design: Taguchi techniques for industrial Experimentation,Prentice Hall ,2019.
2. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 2019.
3. Arner, M. Statistical Robust Design: An Industrial Perspective (1st ed.). Wiley, 2017.
4. Jen, E. Robust Design: A Repertoire of Biological, Ecological, and Engineering Case Studies (Santa Fe Institute Studies on the Sciences of Complexity) (1st ed.). Oxford University Press, 2017.
5. Sidi, M. J. Design of Robust Control Systems: From Classical to Modern Practical Approaches (Original Edition 2001 ed.). Krieger Pub Co, 2020.

E-RESOURCES :

1. <https://alison.com/course/six-sigma-introduction-to-taguchi-methods-and-robust-design-revised-2018>
2. <https://www.coursera.org/lecture/response-surfaces-mixtures-model-building/robust-design-iZlxB>
3. <https://www.classcentral.com/course/swayam-quality-design-and-control-10034>
4. <https://www.edx.org/course/product-design-prototyping-testing>
5. https://www.researchgate.net/publication/347858318_Taguchi_Method_as_a_Robust_Design_Tool

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Effectively plan the framework for experimentation
- Explain basic terminologies used in Robust Design
- Use the Robust design methodology to minimize the sensitivity of a technical response parameter to variations in a set of component design parameters,
- Use the Robust design methodology to minimize the sensitivity of a technical response parameter to variations in a set of technical interaction parameters,
- Use the Robust design methodology to minimize the sensitivity of an interactive response

Second Year

**ELECTIVE COURSE
E : OPERATIONS
VII- LEAN MANUFACTURING**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand principles of lean management and factors that contribute to organizational wastes, examine ways to eliminate wastes and develop improved organizational processes.
- To understand how lean management today represents a profound change in the competitive business culture and a leading indicator of excellence in the organization.
- To understand ways by which implementing lean management in organizations can improve product & processes without adding any more money, people, equipment, inventory or space and aim for perfection

UNIT – I :

Evolution of lean thinking – Craftsman era, Mass Production era and Lean thinking.

UNIT – II :

Lean Principles : The value - Value stream mapping – Flow – Pull - Perfection

UNIT – III :

From thinking to action : Lean Leap Tool – Kit - TQM Concepts and Tools – QFD, FMEA Robust Design concepts; SPC, QC circles and KAIZEN approaches Six – Sigma philosophy and Methodologies - Cellular Layouts.

UNIT – IV :

Creating Lean Enterprise – Organization and Implementation steps. - Examples from Manufacturing Industries. - Examples from service Industries and Software Industry.

UNIT – V :

The Future – Lean Network, 5-S, Workplace organization, Total Productive Maintenance, Process mapping/ Value stream mapping, Work cell. Objective and benefits of Secondary lean tool, Cause and Effect diagram, Pareto chart, Spider chart, Poka yoke, Kanban, Automation, Single minute exchange of die (SMED), Design for manufacturing and assembly, Just in time (JIT), Visual workplace, OEE

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the lean manufacturing - Practical: Studying total quality management- Group discussions and Case Study on Emerging Trends of Manufacturing Industries.

TEXT BOOKS :

1. Lean materials planning and execution India Edition – Cengage learning by Donald H. Sheldon.,2019.
2. Lean manufacturing implementation by Dennis P. Hobba. Cengage learning.
3. Total Quality Management by SK. Mandal Vikas publishing., 2018.
4. Simplified Lean manufacture – By N. Gopala krishnan – PHI learning Private Ltd., 2020.
5. Mitra A., “Fundamentals of Quality Control and Improvement”, PHI, 2nd Ed., 2016.
6. K C Jain and A K Chitale , “Quality Assurance and Total Quality Management (ISO 9000, QS9000 ISO 14000)” by, Khanna Publishers .

REFERENCE BOOKS :

1. J Evans and W Linsay, The Management and Control of Quality, 6'th Edition, Thomson, 2015
2. Besterfield, D H et al., “Total Quality Management”, 3rd Edition, Pearson Education, 2018.
3. D. C. Montgomery, Design and Analysis of Experiments, John Wiley & Sons, 6th Edition,2014
4. Dale H.Besterfiled, “Total Quality Management”, Pearson Education Asia., 2020.
5. Poornima Charantimath, “Total Quality Management”, Pearson Education Asia 3. Tapan Bose“Total Quality Management”, Pearson Education, 2021.

E-RESOURCES :

1. <https://www.coursera.org/courses?query=lean%20manufacturing>
2. <https://www.edx.org/course/lean-production>
3. <https://www.classcentral.com/course/edx-lean-production-8447>
4. <https://leanscape.io/courses/lean-six-sigma-certification-free/>
5. <https://www.mooc-list.com/tags/lean-manufacturing>

COURSE OUTCOMES :

On completion of this course, the students will be able to

- Understand issues involved in developing lean manufacturing techniques.
- Apply lean techniques to bring competitive business culture for improving organization performance
- Analyze how lean techniques can be applied to manufacturing and service industry
- Developing lean management strategy for Supply chain management
- Understand how lean technique can create value generation for organization.

Second Year

**ELECTIVE COURSE
E : OPERATIONS
VIII- WORLD CLASS MANUFACTURING**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand the concept of world class manufacturing and dynamics of material flow.
- To familiarize the students with the concepts of Business excellence and competitiveness.
- To apprise the students with the need to meet the current and future business challenges.

UNIT – I STRATEGIC DECISIONS IN MANUFACTURING MANAGEMENT :

Choice of Technology, Capacity - Layout / Automation in Material handling systems - Emerging trends

UNIT – II AGGREGATE PLANNING AND MASTER PRODUCTION SCHEDULING :

Materials Requirement Planning (MRP) - Manufacturing Resources Planning (MRP – II) - Implementation Problems / Indian experience

UNIT – III REVIEW OF OPERATIONS SCHEDULING PROCESS :

Job Shop Scheduling - Batch Production Scheduling - Flow Production Line Balancing

UNIT – IV JUST-IN-TIME SYSTEMS :

Pull System – Use of Kanban - JIT Purchase – Source Development, Buyer – seller relations - Indian Experience

UNIT – V TOTAL PRODUCTIVE MAINTENANCE :

Objective of TPM – Total System effectiveness- Break-down maintenance- Preventive Maintenance -Productive Maintenance Predictive Maintenance - Condition Monitoring System - Maintenance Prevention - Maintainability Improvement - Reliability Improvement - Total Employee Involvement and Small Group Activities.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Global manufacturing management - Practical: Studying Materials Requirement Planning in different Countries - Group discussions and Case Study on Emerging Trends.

TEXT BOOKS :

1. Production and operations managements by R. Panneerselvam, PHI learning India Ltd., www.phiindia.com, 2019.
2. Operations Management with DVD in the Book by William J. Stevenson, Special Indian Edition, Tata Mcgraw Hill Co. Chennai. Email : mark_pani@mcgrawhill.com
3. World Class Manufacturing by B.S. Sahay and others Macmillan publishers India Ltd., Chennai. Phone : 044 – 22384231.
4. Rubrich, L., Watson, M., & Fayad, V. (2019). Implementing World Class Manufacturing - Third Edition: The Complete Guide Including Policy Deployment and Developing a Lean Culture. (3rd ed.). WCM Associates LLC.
5. Miller, W. B., & Schenk, V. L. (2014). All I Need to Know About Manufacturing I Learned in Joe's Garage: World Class Manufacturing Made Simple (Revised ed.). Bayrock Press.

REFERENCES :

1. Industrial Engineering and Management by OP. Khanna, Dhanpatrai publications PVT Ltd., New Delhi, 2016.
2. Operations Management – By James R. Evans. David A. Collier, India Edition Cengage learning, Chennai, 2019.
3. Operations Management by Norman Gaither Greg Frzier, India Edition, cengage learning, Chennai, 2018.
4. Essentials of operations management by Scott.T. Young, sage South Asia Edition. www.sagepublications.com, 2020.
5. Progressive manufacturing, India Edition, By Soli.J Engineer, Cengage learning, 2021.

E-RESOURCES :

1. <https://alison.com/course/manufacturing-strategy-achieving-world-class-manufacturing>
2. <https://www.udemy.com/course/world-class-manufacturing-lean-thinking/>
3. <https://www.ed.youth4work.com/Course/288-World-Class-Manufacturing-Online-Course>
4. <https://www.careers360.com/courses-certifications/vskills-certified-world-class-manufacturing-practices-manager-course>
5. <https://www.toolingu.com/training/online>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Understand recent trends in manufacturing.
- Demonstrate the relevance and basics of World Class Manufacturing.
- Understand customization of products for manufacturing.
- Understand the implementation of new technologies.
- Compare the existing industries with WCM industries

Second Year

**ELECTIVE COURSE
E : OPERATIONS
IX- TOTAL QUALITY MANAGEMENT**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To understand the concept of Quality, TQM and its framework.
- To make awareness about the Importance and Implication of Quality on Business.
- To Implement Quality Implementation Programs.

UNIT – I :

Total quality Management – Definition – Scope of TQM. Dimensions and ingredients of quality, Dimensions of product quality, Dimensions of service quality. TQM Framework - Contributions of Deming, Juran and Crosby.

UNIT – II :

Steps in implementing TQM. Advantages , Limitations and barriers to TQM Implementation. TQC- Meaning, factors affecting TQC.

UNIT – III :

Strategic tools for TQM – Bench Marking, Business Process Reengineering, Six sigma, JIT, QFD, Taguchi's quality engineering, Failure mode and Effect analysis. Poka yoke.

UNIT – IV :

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback. TQM Culture. Quality circles. Quality audits.

UNIT – V :

The ISO 9000 SERIES, Need for ISO 9000- ISO 9000-2000 , Process of obtaining ISO Certification, Advantages of ISO certification, New version of ISO standards. Documentation, ISO 14000 – Concepts, Requirements and Benefits.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the quality system of different countries- Practical: Studying TQM Culture in different Countries - Group discussions and Case Study on Quality audits.

TEXT BOOKS :

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd., 2017.
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd., 2021.
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd., 2015.
4. Total Quality Management, James. R. Evans, India Edition, Cengage learning, 2018.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Anebooks PVT Ltd., www.anebooks.com, 2016.

REFERENCES :

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning, 2016.
2. Juran's Quality Planning and Analysis for Enterprise Quality, India Edition by Tata Mcgraw HillCo., 2016.
3. Quality Control and Management By Evans and Lindsay India Edition, Cengage learning, 2019.
4. Production and operations Management – PANEERSELVEM R, 2020.
5. Spath, P. (2017). Applying Quality Management in Healthcare: A Systems Approach, FourthEdition (Fourth ed.). Health Administration Press.

E-RESOURCES :

1. <https://alison.com/course/understanding-cost-of-quality-and-tqm-tools-revised-2018>
2. <https://www.coursera.org/lecture/supply-chain-management/total-quality-management-wLrvy>
3. https://onlinecourses.nptel.ac.in/noc20_mg34/preview
4. <https://www.udemy.com/course/total-quality-management-tqm-certification/>
5. <https://www.mygreatlearning.com/academy/learn-for-free/courses/quality-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Realise the importance and significance of quality
- Manage quality improvement teams
- Identify requirements of quality improvement programs
- Choose appropriate statistical techniques for improving processes
- Develop research skills, that will allow them to keep abreast of changes in the field of TotalQuality Management

Second Year

**ELECTIVE COURSE
E : OPERATIONS
X- BUSINESS PROCESS MANAGEMENT**

Semester-IV

Code:

(Theory)

Credit: 3

COURSE OBJECTIVES :

- To introduce business process management and related concepts
- Recognize the vital role that business processes play in any business
- Appreciate the role of technology in process management

UNIT – I INTRODUCTION :

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 :

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 – graph based – semantic business process management – business process modeling notation

UNIT –III PROCESS CHOREOGRAPHY & QUALITY MANAGEMENT :

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.

UNIT – IV ARCHITECTURES AND METHODOLOGIES :

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 :

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.

UNIT – VI CURRENT CONTOURS (For Continuous Internal Assessment only) :

Contemporary issues Related to the Global Business Environment - Practical: Studying Business process management of Different Countries - Group discussions and Case Study on Emerging Trends.

TEXT BOOKS :

1. Mathias Weske, Business Process Management Concepts, Languages and Architecture, Springer, 2nd edition, 2017.
2. Brocke and Rosemann, Handbook on Business Process management Introduction, Methods and Information Systems, Springer, 2015.
3. Jeston, J. Business Process Management: Practical Guidelines to Successful Implementations (5th ed.). Routledge, 2022.
4. Benedict, T., Kirchmer, M., Scarsig, M., Frantz, P., Saxena, R., Morris, D., & Hilty, J. BPM CBOK Version 4.0: Guide to the Business Process Management Common Body Of Knowledge. Independently published, 2019.
5. Harmon, P. Business Process Change: A Business Process Management Guide for Managers and Process Professionals (4th ed.). Morgan Kaufmann, 2019.

REFERENCES :

1. Brocke and Rosemann, Handbook on Business Process management Strategic Alignment, Governance, People and Culture, Springer, 2017.
2. Naresh varma, Business process Management Profiting from Process, Global India Publications, 2019.
3. Jeston, J. Business Process Management: Practical Guidelines to Successful Implementations (4th ed.). Routledge, 2018.
4. Dumas, M., Rosa, L. M., Mendling, J., & Reijers, H. A. Fundamentals of Business Process Management (2nd ed. 2018 ed.). Springer, 2018.
5. Boutros, T., & Purdie, T. The Process Improvement Handbook: A Blueprint for Managing Change and Increasing Organizational Performance (1st ed.). McGraw Hill, 2019.

E-RESOURCES :

1. <https://alison.com/course/diploma-in-business-process-management-revised>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/business-process-management>
3. <https://www.udemy.com/course/business-process-management-course-by-flokzu/>
4. <https://www.coursera.org/lecture/organization/introduction-to-business-process-management-mVpmo>
5. <https://www.mooc-list.com/tags/business-process-management>

COURSE OUTCOMES :

On completion of this course, the students will be able to:

- Apply the BPM concepts as a precursor to business process restructuring.
- Synthesise the principles of organisational strategy and process design.
- Analyse the performance of existing processes and identify process improvement.
- Propose business solutions in written and verbal forms for process innovation and redesign projects.
- Create a BPM implementation strategy and plan for an organization.
