

SONA COLLEGE OF TECHNOLOGY, SALEM-5

(An Autonomous Institution)

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM and SYLLABI

[For students admitted in 2021-2022]

M.B.A Regulation 2021


Approved by BOS and Academic Council meetings

SONA COLLEGE OF TECHNOLOGY, SALEM
(An Autonomous Institution)
Courses of Study for MBA Semester I under Regulations 2021 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credit	Total Contact Hours
Theory							
1	P21MBA101 ✓	Organisational Behaviour ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
2	P21MBA102 ✓	Managerial Economics ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
3	P21MBA103 ✓	Accounting for Managers ✓	3 ✓	1 ✓	0 ✓	4 ✓	60 ✓
4	P21MBA104 ✓	Business Statistics ✓	3 ✓	1 ✓	0 ✓	4 ✓	60 ✓
5	P21MBA105 ✓	Business Law ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
6	P21MBA106 ✓	Entrepreneurship Development ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
Practical							
7	P21MBA107 ✓	Business Communication ✓	0	0	4	2 ✓	60 ✓
8	P21MBA108 ✓	Community Development Programme ✓	0	0	4	2 ✓	60 ✓
Total Credits						24	
Open Elective							
N/A							

Approved by


Chairperson, MBA BOS
Dr. P.K. Anjani


Member Secretary, 28/10/21
Academic Council
Dr. R. Shivakumar


Chairperson,
Academic Council & Principal
Dr. S.R.R. SENTHIL KUMAR

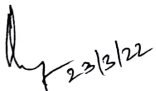
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HOD i/c - MBA, I Semester MBA Students and Staff, COE

SONA COLLEGE OF TECHNOLOGY, SALEM
(An Autonomous Institution)
Courses of Study for MBA Semester II under Regulations 2021 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credit	Total Contact Hours
Theory							
1	P21MBA201	Operations Research for Business Decisions	3	0	0	3	45
2	P21MBA202	Business Research Methods	2	0	2	3	60
3	P21MBA203	Marketing Management	3	0	0	3	45
4	P21MBA204	Financial Management	3	0	0	3	45
5	P21MBA205	Human Resource Management	3	0	0	3	45
6	P21MBA206	Operations Management	3	0	0	3	45
7	P21MBA207	Information Systems	3	0	0	3	45
Practical							
8	P21MBA208	Corporate Social Responsibility and Ethics*	0	0	4	2	60
9	P21MBA209	Data Analysis using Spread sheets	0	0	4	2	60
*Self-Study					Total Credits		25 ✓
Open Elective							
N/A							

Approved by


Chairperson, MBA BOS
Dr. P.K. Anjani


Member Secretary, 23.3.22
Academic Council
Dr. R. Shivakumar


Chairperson,
Academic Council & Principal
Dr. S.R.R. SENTHIL KUMAR

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MBA
III Sem

SONA COLLEGE OF TECHNOLOGY, SALEM

(An Autonomous Institution)

Courses of Study for MBA Semester III under Regulations 2021 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credit	Total Contact Hours
Theory							
1	P21MBA301	Strategic Management	3	0	0	3	45
2	P21MBA302	Creativity and Innovation	3	0	0	3	45
3	P21MBA***	Elective 1	3	0	0	3	45
4	P21MBA***	Elective 2	3	0	0	3	45
5	P21MBA***	Elective 3	3	0	0	3	45
6	P21MBA***	Elective 4	3	0	0	3	45
7	P21MBA***	Elective 5	3	0	0	3	45
8		Elective 6	3	0	0	3	45
	noc22_mg66	NPTEL - Working Capital Management					
	noc22_mg74	NPTEL - Operations and supply chain management					
	noc22_mg102	NPTEL - Performance And Reward Management					
	noc22_mg105	NPTEL - Soft Skills For Business Negotiations And Marketing Strategies					
Practical							
9	P21MBA303	Summer Internship (4 weeks)	0	0	4	2	60
Open Elective							
10	P21GE601	Yoga and Wellness Management	2	0	2	3	60
	P20MCA601	Python Programming					
Total Credits						29	

Approved by

[Signature]
Chairperson, MBA BOS
Dr. P.K. Anjani

[Signature]
Member Secretary, 14-8-22
Academic Council
Dr.R.Shivakumar

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Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

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MBA
IV
2021-Batch


Sona College of Technology, Salem
(An Autonomous Institution)

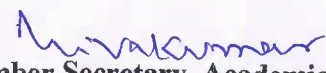
Courses of study for MBA IV Semester under Regulations 2021

Branch: Master of Business Administration

S.No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credits	Total Contact Hours
Practical							
1	P21MBA401	CAPSTONE (Project work)	0	0	24	12	360
Total						12	

Approved by


Chairperson, MBA BOS
Dr.P.K. Anjani


Member Secretary, Academic Council
23/1/23
Dr.R.Shivakumar


Chairperson, Academic Council & Principal
Dr.S.R.R.Senthil Kumar


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SONA COLLEGE OF TECHNOLOGY, SALEM
(An Autonomous Institution)
Courses of Study for MBA Semester I under Regulations 2021 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credit	Total Contact Hours
Theory							
1	P21MBA101 ✓	Organisational Behaviour ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
2	P21MBA102 ✓	Managerial Economics ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
3	P21MBA103 ✓	Accounting for Managers ✓	3 ✓	1 ✓	0 ✓	4 ✓	60 ✓
4	P21MBA104 ✓	Business Statistics ✓	3 ✓	1 ✓	0 ✓	4 ✓	60 ✓
5	P21MBA105 ✓	Business Law ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
6	P21MBA106 ✓	Entrepreneurship Development ✓	3 ✓	0 ✓	0 ✓	3 ✓	45 ✓
Practical							
7	P21MBA107 ✓	Business Communication ✓	0	0	4	2 ✓	60 ✓
8	P21MBA108 ✓	Community Development Programme ✓	0	0	4	2 ✓	60 ✓
Total Credits						24	
Open Elective							
N/A							

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Academic Council
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Dr. S.R.R. SENTHIL KUMAR

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P21MBA101	Organisational Behaviour	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the overview of organizational behavior and its scope. 2. Interpret the Individual level behavior of employees in organizations 3. Analyze the group level behavior of employees in organizations. 4. Apply the concepts of Leadership and power in practice. 5. Evaluate the dynamics of organizational behaviour to enhance effectiveness. 					
<p>UNIT – I PURPOSE AND SCOPE</p> <p>Organizational Behavior – Nature – Scope – Disciplines Contributing – Challenges and Opportunities – OB Models.</p>					9
<p>UNIT – II INDIVIDUAL BEHAVIOUR</p> <p>Attitudes – Components – Types – Emotions and Moods – Emotional Intelligence – Personality – Determinants – MBTI – Big Five – Other traits. Values – Value system – Hofstede’s value dimensions – Learning – theories – Organization behavior modification – Perception – process – Attribution theory – Short cuts in perception – Decision Making – Common biases and errors in decision making. Motivation and its theories – Job characteristics model – Effects on work behavior.</p>					9
<p>UNIT – III FOUNDATION OF GROUP BEHAVIOUR</p> <p>Organization Structure – Types – Groups – Formation – Types of groups – Stages in group development – Concepts of group – Group Dynamics – Group decision making – Techniques – Team building – Types – Interpersonal relationships – Johari Window – Communication and Control.</p>					9
<p>UNIT – IV LEADERSHIP AND POWER</p> <p>Leadership – Leader Vs Manager – Styles – Theories of leadership – Power – Sources – Politics – factors – Consequences of power – Impression Management – Conflicts and Negotiations.</p>					9
<p>UNIT – V ORGANIZATION SYSTEM</p> <p>Organizational Culture – Factors influencing – Organizational Change – Forces – Types – Lewin’s model of Change – Resistances to change – Organizational Development – Stress Management.</p>					9
THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS			

Textbook:

1. Stephen P. Robbins, Organizational Behaviour, Edition 18th, Pearson Publication, 2019.

Reference Books:

1. Fred Luthans, Organizational behavior, 12th edition, McGraw hill Publication, 2015.
2. Udai Pareek, Understanding Organizational Behavior, 4th edition, Oxford Publication, 2018.
3. Mc Shane & Von Glinov, Organizational Behavior, 9th edition, McGraw hill Publication, 2020.
4. Schermerhorn, Hunt and Osborn, Organizational behavior, 12th edition, John Wiley, 2011



**Head of the Department I/c.
Management Studies,
Soṇa College of Technology,
Salem-636 005.**

P21MBA102	Managerial Economics	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Introduce the concepts of scarcity and efficiency. 2. Explain principles of micro economics relevance to managing an organization. 3. Appreciate the functioning of both product and input markets as well as the economy. 4. Describe principles of Macroeconomics. 5. Understanding of economic environment of business. 					
<p>UNIT – I INTRODUCTION</p>					9
<p>The themes of economics – Scarcity and efficiency – Three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs Economic efficiency – Economic growth & stability – Micro economies and Macro economies – The role of markets and government – Positive Vs negative externalities.</p>					
<p>UNIT – II CONSUMER AND PRODUCER BEHAVIOUR</p>					9
<p>Market – Demand and Supply – Determinants – Market equilibrium – Elasticity of demand and supply – Consumer behaviour – Consumer equilibrium – Approaches to consumer behaviour – Production – Short – run and long – run Production Function – Returns to scale – Economies Vs Diseconomies of scale – Analysis of cost – Short – run and long – run cost function – Relation between Production and Cost function.</p>					
<p>UNIT – III PRODUCT AND FACTOR MARKET</p>					9
<p>Product market – Perfect and imperfect market – Market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.</p>					
<p>UNIT – IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS</p>					9
<p>Macro – economic aggregates – Circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.</p>					

UNIT – V AGGREGATE SUPPLY AND THE ROLE OF MONEY

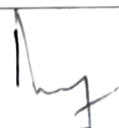
Short – run and Long – run supply curve – Unemployment and its impact – Okun’s law – Inflation and its impact – Reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short – run and long – run – Supply side policy and management – Money market – Demand and supply of money – Money – Market equilibrium and National income – The role of monetary policy..

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.

Reference Books:

1. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
2. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
3. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
4. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.


Head of the Department I/c.
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Salem-636 005.

P21MBA103	Accounting for Managers	3	1	0	4
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Acquire knowledge in the basics of Accounting. 2. Analyze the financial statements of Business 3. Apply the cost concepts and tools in decision making. 4. Make decision making based on management and cost accounting information. 5. Use technology in accounting. 					
<p>UNIT – I Introduction</p> <p>Introduction to Financial, Cost and Management Accounting – Accounting Cycle – Accounting Equation – Accounting Conventions and Concepts – GAAP – IFRS – Analyzing transaction – Preparing Trail balance – Preparation of Final Accounts of Sole Proprietorship – Simple Problems – Introduction to Environmental accounting – Introduction to Human Resource accounting.</p>					12
<p>UNIT – II Financial Statement Analysis</p> <p>Financial Statement Analysis – Tools of Financial Statement Analysis – Ratio Analysis Interpretation of ratio for financial decisions making – Preparation of Cash Flow Statement and Fund Flow Statement – Simple Problems.</p>					12
<p>UNIT – III Cost Accounting</p> <p>Elements of Cost – Cost Classification – Cost Control & Cost reduction – Preparation of cost sheet – Job costing – Process costing (excluding Interdepartmental Transfer and Equivalent production) – Joint and By product costing and Contract costing, Operating costing – Simple Problems –Introduction to the concepts of Activity Based costing.</p>					12
<p>UNIT – IV Marginal and Standard Costing</p> <p>Basics of Cost Volume Profit (CVP) analysis – BEP analysis – Application of marginal costing in decision making: Acceptance of Special order, Key limiting factor, Make/Buy decision and Sales mix – Basic framework of budgeting – Preparation of flexible and cash budgets – Simple Problems – Zero based budgeting</p> <p>Standard costing – Setting standard costs – Analysis of variance: Material variance and Labour variance – Simple Problems.</p>					12

UNIT – V Accounting Software

12

Introduction to Tally – Basic features – Undervalue, Preparation of Ledger accounts on Tally – Preparation of Invoices – subsidiary books – Display of final accounts – Analyzing the Financial Statement Using MS Excel.

THEORY: 45 HOURS

TUTORIAL: __15_ HOURS

TOTAL: 60 HOURS

Textbook:

1. Dhanesh K Khatri, Accounting for Management, Mc Graw Hill, 2nd edition, 2017.
2. N. Maheshwari & S.K.Maheshwari, “A Text Book of Accounting for Management”, Vikas Publication House Pvt Ltd, 4th edition, 2014.
3. A. Murthy & S.Gurusamy, Management Accounting Theory and Practice, Vijay Nicole Imprints Pvt Ltd, 5th edition 2013.
4. S. Ramanathan, Accounting for Management, Oxford University, 1st Edition, 2014.

Reference Books:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 17th edition, Tata Mc Graw Hill, 2014.
2. Ronald W. Hilton & David E. Platt, Managerial Accounting Creating Value in a Dynamic Business Environment, Mc Graw Hill Education, 10th edition, 2014.
3. M.Y.Khan & P.K.Jain, Management Accounts : Text, Problems & Case, Tata Mc Graw Hill Publishing Co Ltd, 7th Edition, 2012.
4. Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, NewDelhi, 5th edition, 2010.
5. Ashok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2005.
6. Pandikumar, Management Accounting – Theory and Practice, Excel Books 2009.


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Salem-636 005.**

P21MBA104	Business Statistics	3	1	0	4
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the applications of statistics and apply the concepts and theory of probability in management practice 2. Apply Parametric hypothesis testing tools for data analysis in business management 3. Apply Non – Parametric hypothesis testing tools for data analysis in business management 4. Analyze and interpret the correlation and regression between the variables 5. Compute index numbers and apply forecasting techniques for time series data. 					
<p>UNIT – I Probability Theory</p> <p>Scope and Importance of Statistics in Business – Basic definitions and rules for probability – conditional probability independence of events – Baye’s theorem, and random variables – Probability distributions: Binomial, Poisson and Normal distributions</p>					12
<p>UNIT – II Inferential Statistics</p> <p>Hypothesis testing – meaning, steps, Type 1 and Type II Error – Statistic and parameter – one sample and two sample tests for means and proportions of large samples (z – test) – one sample and two sample tests for means of small samples (t – test) – F – test for two sample standard deviations – ANOVA one and two way</p>					12
<p>UNIT – III Non – Parametric Tests</p> <p>Chi – square tests for independence of attributes and goodness of fit – Sign test for paired data – Rank sum test – Mann Whitney U test and Kruskal Wallis test – One sample run test</p>					12
<p>UNIT – IV Correlation and Regression</p> <p>Types of correlation – Karl Pearson’s coefficient of Correlation – Spearman’s Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares</p>					12
<p>UNIT – V Index Numbers and Time Series</p> <p>Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index – Classification of index numbers – Base year and current year Un – weighted index numbers – Weighted</p>					12

index numbers – Cost of Living Index Numbers of Consumer Price Index Components of Time Series – Long term trend or secular trend – Seasonal variations – Cyclic variations – Moving Average – Exponential Smoothing and irregular variations.

THEORY: 45 HOURS

TUTORIAL: 15 HOURS

TOTAL: 60 HOURS

Textbook:

1. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

Reference Books:

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
2. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012
3. Richard I. Levin and David S. Rubin, 'Statistics for Management', Prentice Hall of India, 7th edition, 2011
4. G C Beri, " Business Statistics", Tata Mc Graw Hill Publishing Company Ltd., 3rd edition, 2010
5. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011[D3]



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P21MBA105	BUSINESS LAW	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the elements of contract and its remedies for breach of contract in business affairs 2. Analyze legal issues in buying and selling of movable property. 3. Understand partnership as business organization and analyze role of law in commercial transactions 4. Identify and apply laws pertaining to registration and operations of a company 5. Examine consumers rights and familiarize cyber laws 					
<p>UNIT – I INDIAN CONTRACT ACT, 1872</p> <p>Key definitions – Essential elements of Contract – Classification of contract – Formation of Contract – Performance of contract – Discharge of contract – Breach of contract and remedies – Contingent and Quasi Contract. Case study</p> <p>Contract of Agency: Nature of Agency – Creation of Agency – Delegation of Agents authority – Rights and Liabilities of Principal and Agent – Termination of Agency</p>					9
<p>UNIT – II SALE OF GOODS ACT, 1930</p> <p>Sale of Goods Act: Definitions – Essential elements of contract of sale – Classification of goods – Doctrine of Caveat Emptor – Difference between condition and warranty – Rule of Transfer of Title on sale – Transfer of Title by Non – owners – Rules as to delivery of goods – Rights of buyer and seller – Rights of unpaid seller – Auction sale – Remedies for breach of contract of sale. Case study</p>					9
<p>UNIT – III INDIAN PARTNERSHIP ACT,1932</p> <p>Indian Partnership Act: Definition – Test of partnership – Formation of partnership – Kinds of partners – Registration of firms – Rights, Duties and Liabilities of Partners – Re – constitution of firm – Dissolution of partnership firm. Case study</p> <p>NEGOTIABLE INSTRUMENTS ACT, 1881</p> <p>NI Act: Definition and characteristics of Negotiable Instrument – Parties to negotiable instruments – Presumptions as to Negotiable Instruments – Essential features of Promissory note, Bill of Exchange and Cheque – Holder and Holder in due course – Discharge of Negotiable Instrument – Dishonour of Cheque</p>					9

UNIT – IV COMPANY LAW 2013**9**

Company Law: Nature and types of companies – Formation – Memorandum of Association – Articles of Association – Prospectus – Power, duties and liabilities of Directors – Winding up of Companies. Case study

UNIT – V CONSUMER PROTECTION ACT, 1986 & INFORMATION TECHNOLOGY ACT 2000 [D4]**9**

Consumer Protection Act: Definitions of Consumer, Defect, Deficiency, Unfair trade practice, restrictive trade practices – Consumer Rights – Procedure for consumer grievances redressal – Consumer dispute redressal machineries and Forums – Remedies available to consumers. Case study

IT Act 2000: Digital Signature – Digital Signature Certificate – Electronic Governance – Electronic Records – Certifying Authorities – Penalty & Adjudication – Introduction to Cyber Laws – Cybercrimes.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Ravinder Kumar, Legal aspects of business, Cengage Learning, 5th edition 2021

Reference Books:

1. Kapoor N.D, Elements of Mercantile Law, Sultan Chand & Sons, 38th edition 2020
2. N. D. Kapoor, Elements of Company Law, Sultan Chand and sons, 2018
3. Avtar Singh, Business Law, Eastern Bok company, 11th edition 2018



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P21MBA106	Entrepreneurship Development	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Generate small business idea from the existing gaps in the market. 2. Able to ascertain the opportunity from the idea, conduct feasibility studies in various micro and macro aspects of small business development, select a type of ownership. 3. Understand how to finance, protect, and insure a business, thereby culminating in the preparation of a business plan which can raise funds. 4. Decide on how to get benefit from utilizing the facilities and resources provided by both central and state level institutions in small business development. 5. Engage in analysing the critical situations and constructing a viable option to solve emerging issues in sustaining the business till the end. 					
<p>UNIT – I Entrepreneurship in the New Era</p> <p>Entrepreneurs/Small-Business Owners: Emerging trends: The Internet & E-commerce, Types of entrepreneurs; Corporate Entrepreneurship, Women entrepreneurs – Nature, Growth, Concepts and Sustainability.</p>					6
<p>UNIT – II Entrepreneurial Perspectives</p> <p>Entrepreneurial Individual, Sources of research on Entrepreneurs, Common Entrepreneurial characteristics, Confrontation with risk, Stress & Entrepreneurial Ego; Entrepreneurial Motivation; Developing Individual Innovation, Imagination & Creativity, Creative Problem Solving, Ethics, Entrepreneurship, & Law, Social responsibility challenge, Learning about resources, Technology / Know how- Sources / Plans, Funding- various options, Infrastructure, Mentoring, Planning.</p>					9
<p>UNIT – III Entrepreneurial Venture Creation</p> <p>Opportunity Assessment, Opportunity mapping, Idea validation, introduction to Lean Canvas and Minimum Viable Product – (MVP) aspects, Challenges of New-Venture Start-Ups, Pitfalls in selecting new ventures, Critical factors for New Venture Division – (NVD), Failures of New Ventures, New Venture Evaluation process, John Mullin’s Seven Domain Model, Feasibility Plan; Sustainable Competitive Advantage, Examining the use of business incubator; Entrepreneurial Ventures and Marketing Intelligence Research; Business Plan.</p>					12

UNIT – IV Entrepreneurial Challenges in Start-Ups

11

Legal forms of Entrepreneurial Organizations, Identifying legal structures, Specific forms of Partnerships and Corporations: Debt versus Equity, Venture Capital Market, Informal RiskCapital, Governmental initiatives to foster entrepreneurship across sectors, Funding opportunities for start-ups, Business Incubation and its benefits.

UNIT – V Entrepreneurial Growth & Development

7

Strategic Planning and Entrepreneurship: Nature of Planning in emerging firms, Strategic Planning, Value of Strategic Planning: The Entrepreneurial Edge, Implementing Strategic Plan: Venture Development Stages: Entrepreneurial Ventures: Management succession challenge, Developing a succession strategy; Harvest strategy: Liquidity events – Initial Public Offer (IPO), Complete sale and closure of the venture.

THEORY: _45_ HOURS**TUTORIAL: _0_ HOURS****TOTAL: _45_ HOURS****Textbook:**

1. Donald F. Kuratko, T.V. Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning, 1st Edition, (2012).
2. Hisrich, Peters, Shepherd, Entrepreneurship, McGraw Hill, 10thedition, (2017).
3. Kuratko, Hodgetts, Entrepreneurship - Theory, Process and Practice, Cengage Learning, 10thedition, (2017).

Reference Books:

1. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, Revised edition, (2019),
2. Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, Tata Mc Graw Publications 9th edition, (2019).
3. Timmons, Spinelli, New Venture Creation, McGraw Hill, 9thedition, (2017).
4. Bruce R Barringer, Entrepreneurship: Successfully Launching New Ventures, Pearson Education 4thedition, (2011).


**Head of the Department I/c.
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P21MBA107	Business Communication	0	0	4	2
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Communicate confidently and effectively 2. Demonstrate active listening skills 3. Use language efficiently to face interviews, participate in group discussions and make public speeches. 4. Write business letters and draft business reports. 					
UNIT – I – Listening					12
<ul style="list-style-type: none"> ● Ear training ● Listening and typing ● listening and sequencing of sentence ● Filling in the blanks ● Listening and answering questions. 					
UNIT – II – Reading					12
<ul style="list-style-type: none"> ● Filling in the blanks ● Cloze exercises ● Vocabulary building ● Reading passages and answering questions. 					
UNIT – III – Speaking					12
<ul style="list-style-type: none"> ● Correct Pronunciation ● Sound recognition exercises ● Common errors in Spoken English. ● Building confidence 					
UNIT – IV – Writing					12
<ul style="list-style-type: none"> ● e – mail, memo ● Business letters ● Proposal, report writing ● Drafting circulars, agenda ● Preparing abstracts for technical articles 					

UNIT – V – Communication Skills**12**

- Creating effective PPTs – presenting the visuals effectively
- Oral Presentations – Using appropriate body language in professional contexts – gestures, facial expressions, etc.
- Preparing job applications – writing covering letter and résumé
- Applying for jobs online – email etiquette
- Participating in group discussions – understanding group dynamics – brainstorming the topic – mock GD
- Training in soft skills – persuasive skills – people skills – questioning and clarifying skills

THEORY: 0 HOURS**PRACTICAL: 60 HOURS****TOTAL: 60 HOURS****Textbook:**

1. Rajendra Pal, Korlaharli – “Business Communication”, Sultan Chand Publications.

Reference Books:

1. English and Soft Skills. Dhanavel, S.P. Hyderabad: Orient BlackSwan Ltd. 2010.
2. How to Prepare for Group Discussion and Interview, Corneilssen, Joep. New Delhi: Tata – McGraw – Hill, 2009.
3. Group Discussion and Team Building D’Abreo, Desmond A. Mumbai: Better yourself books, 2004.
4. The ACE of Soft Skills, Ramesh, Gopalswamy, and Mahadevan Ramesh. New Delhi: Pearson, 2010.
5. Corporate Soft Skills, Gulati, Sarvesh. New Delhi: Rupa and Co. 2006.
6. Presentation Skills for Students, Van Emden, Joan, and Lucinda Becker. New York: Palgrave Macmillan, 2004.
7. Dictionary of Common Errors, Turton, N.D and Heaton, J.B. Addison Wesley Longman Ltd., Indian reprint 1998.


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P21MBA108	Community Development Program	0	0	4	2
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Identify the social, cultural framework of the community 2. Address the challenges with suitable solutions in the identified community 3. Engage in field work and create awareness among the community on policies in practice 4. Prepare a report. 					
<p>Contents</p> <ol style="list-style-type: none"> 1. Dynamics of the community: Social, Economic and Cultural (10 hours) 2. Identify the challenges in the community (5 Hours) 3. Setting Goals and social Mapping (5 Hours) 4. Developing approaches, methods, plans and proposals (10 hours) 5. Engagement with the community: Execution of the plans (20 hours) 6. Report Preparation (10 Hours) 					60
THEORY: 0 HOURS	Practical : _60__ HOURS	TOTAL: 60 HOURS			

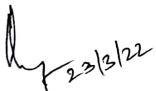

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SONA COLLEGE OF TECHNOLOGY, SALEM
(An Autonomous Institution)
Courses of Study for MBA Semester II under Regulations 2021 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credit	Total Contact Hours
Theory							
1	P21MBA201	Operations Research for Business Decisions	3	0	0	3	45
2	P21MBA202	Business Research Methods	2	0	2	3	60
3	P21MBA203	Marketing Management	3	0	0	3	45
4	P21MBA204	Financial Management	3	0	0	3	45
5	P21MBA205	Human Resource Management	3	0	0	3	45
6	P21MBA206	Operations Management	3	0	0	3	45
7	P21MBA207	Information Systems	3	0	0	3	45
Practical							
8	P21MBA208	Corporate Social Responsibility and Ethics*	0	0	4	2	60
9	P21MBA209	Data Analysis using Spread sheets	0	0	4	2	60
*Self-Study					Total Credits		25 ✓
Open Elective							
N/A							

Approved by


Chairperson, MBA BOS
Dr. P.K. Anjani


Member Secretary, 23.3.22
Academic Council
Dr. R. Shivakumar


Chairperson,
Academic Council & Principal
Dr. S.R.R. SENTHIL KUMAR

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HOD i/c - MBA, II Trimester MBA Students and Staff, COE

P21MBA201	OPERATIONS RESEARCH FOR BUSINESS DECISIONS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to understand and apply the concepts of,</p> <ol style="list-style-type: none"> 1. Apply Linear programming in product mix decisions 2. Examine transportation and assignment in logistics and job allocation 3. Apply Game theory and heuristics of decision making in real time scenarios 4. Apply Network Analysis and job sequencing in Manufacturing/Service set-up 5. Use Queuing and replacement theories in real time scenario optimization 					
<p>UNIT – I INTRODUCTION TO LINEAR PROGRAMMING (LPP)</p> <p>Application of quantitative techniques in management decision making situations. Linear Programming formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase).</p>					9
<p>UNIT – II TRANSPORTATION PROBLEM & ASSIGNMENT PROBLEM</p> <p>Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian Method. Travelling Salesman problem.</p>					9
<p>UNIT – III DECISION THEORY AND GAME THEORIES</p> <p>Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, methods of matrices and graphical solutions for solving a game.</p>					9
<p>UNIT – IV NETWORK ANALYSIS AND SEQUENCING MODELS</p> <p>Terminology- Concepts- Rules for drawing network diagram-CPM Computations- Finding critical path- Float- PERT Computations- Computation of earliest and latest allowable times- Probability of meeting the scheduled dates- difference between PERT and CPM. Job Sequencing algorithm (Johnson') - n jobs through 2 machines, n jobs through 3 machines and n jobs through m machines.</p>					9

UNIT – V QUEUING THEORY AND REPLACEMENT MODELS**9**


Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals Replacement Models (With and without time value of money) – Group Replacement Model.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. J K Sharma, "Operations Research – Theory & Applications", Macmillan Publishers India Ltd., 6th edition, (2017)

Reference Books:

1. Operations Research, Taha Hamdy A., Pearson Publishing, ninth Edition, (2018)
2. Quantitative Techniques in Management, Vohra N D, McGraw Hill Education, 1st edition, (2021)



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P21MBA202	BUSINESS RESEARCH METHODS	2	0	2	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the scientific research process 2. Write research proposals and use appropriate research design for the suitable background 3. Apply methodological research to solve organizational problems 4. Analyze data and find solutions to the problems. 5. Prepare research reports and carry out research on ethical grounds. 					
UNIT – I INTRODUCTION TO BUSINESS RESEARCH					9
<p>Business Research– Definition and Importance – the research process – Types of Research (Exploratory, Descriptive and causal Research) - Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics– the role of theory in research.</p>					
UNIT – II RESEARCH DESIGN AND MEASUREMENT					9
<p>Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design –Concept and Construct– Variables in Research – Measurement and scaling – Different scales –Validity and Reliability of instrument.</p>					
UNIT – III DATA COLLECTION IN RESEARCH					9
<p>Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument — Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods- Sampling Errors.</p>					
UNIT – IV DATA PREPARATION AND ANALYSIS					9
<p>Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications (No Problems) of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.</p>					

UNIT – V REPORT AND ETHICS IN BUSINESS RESEARCH

9

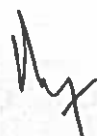
Research report –Types – Contents of report – need for executive summary – chapterisation – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report– Ethics in research – Subjectivity and Objectivity in research.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 12th Edition, Tata Mc Graw Hill, New Delhi, 2018.

Reference Books:

1. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
2. Uma Sekaran and Roger Bougie, Research methods for Business: A skill building approach, 7th Edition, Wiley India, New Delhi, 2016.
3. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.


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P21MBA203	MARKETING MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the concept of marketing, marketing environment and prepare a marketing plan. 2. Apply the concepts of consumer decision making and STP (segmentation, Targeting, Positioning) strategies to gain competitive advantage. 3. Analyze product and pricing strategies in marketing. 4. Analyze the distribution and promotion strategies of firms. 5. Discuss the evolving concepts of Marketing and marketing ethics. 					
<p>UNIT – I INTRODUCTION</p> <p>Marketing – Scope of Marketing -Marketing Concepts–Marketing Plan -Marketing environment: Internal and External – Marketing mix.</p>					8
<p>UNIT – II BUYER BEHAVIOUR AND ANALYSING MARKETING OPPORTUNITIES</p> <p>Consumer Behaviour – Factors influencing consumer behaviour-Buying Decision Making process -Business Markets- participants in buying process-stages in buying process- Customer relationships management – Customer acquisition, Retaining, - Market Segmentation – Targeting and Positioning</p>					8
<p>UNIT – III PRODUCT AND PRICING DECISIONS</p> <p>Product Concepts- Product Mix –New product Development and Management- Product life cycle – Packaging- Labeling– Branding- Competitive strategies- Services Marketing. Pricing- Setting the Price- Methods- Ethical aspects of Pricing</p>					12
<p>UNIT – IV MARKETING CHANNELS AND PROMOTION DECISIONS</p> <p>Marketing channels- functions- channel design decisions-Channel integration - intermediaries-Channel conflict-Retailing, Wholesaling and logistics. Integrated Marketing Communication- Advertising- Sales promotion- Direct marketing- Public Relations-Personal Selling</p>					12

UNIT – V TRENDS IN MARKETING**5**

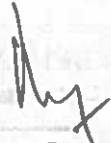
Tapping Global markets- Marketing Ethics- Social Media Marketing- Bottom of the pyramid- Introduction to Marketing Analytics.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2017

Reference Books:

1. Rajan Saxena, Marketing Management, Mcgrawhill, 6th Edition, 2020.
2. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2016



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P21MBA204	FINANCIAL MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the time value of money concept and the role of a financial manager. 2. Analyse the Capital budgeting process and valuation methods in the process of financial decisions 3. Evaluate cost of capital, significance of leverage, distribution and implications of dividend to shareholders. 4. Analyze the requirement and management of working capital and sources of short term finance 5. Analyze the various avenues available to generate long term funds for investments through capital markets and other sources 					
<p>UNIT – I INTRODUCTION TO FINANCIAL MANAGEMENT</p>					9
<p>Nature – Scope - Functions of Finance Management – Introduction to Financial Analytics- Role of a Finance manager – Concepts of Risk and Return- Single asset and of a portfolio – Time value of money: Compounding and discounting.</p>					
<p>UNIT – II INVESTMENT DECISIONS</p>					9
<p>Capital Budgeting – Principles and Techniques – Nature of Capital budgeting - Investment evaluation criteria: NPV, IRR, PI, payback, discounted payback, ARR- Cost of capital, opportunity cost of capital, Cost of Equity, Debt, and WACC.</p>					
<p>UNIT – III FINANCING AND DIVIDEND DECISIONS</p>					9
<p>Financial and operating leverage- Meaning -- Measures - Financial leverage and shareholder's risk & return - Combined leverage - EBIT-EPS analysis - Capital structure – Theories : Net Income Approach, Net Operating Income Approach, MM Approach- Dividend theory: Walter & Gordon model, MM hypothesis - Factors determining dividend policy - Forms of dividend - Types of dividend policies.</p>					
<p>UNIT – IV WORKING CAPITAL MANAGEMENT</p>					9
<p>Principles of Working capital: Concepts – Needs – Determinants - Issues and estimation of Working capital - Receivables Management - Inventory Management - Cash Management -</p>					

Working Capital Finance.

UNIT – V LONG TERM SOURCE OF FINANCE

9

Indian capital and stock market - New issues market Long term finance: Shares, debentures, Term loans, Lease, Hire purchase, Venture capital- Fintech, and Private equity.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

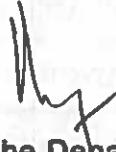
TOTAL: 45 HOURS

Textbook:

1. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 14th edition, 2017.
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 2017.

Reference Books:

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13th Edition, 2014.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 13th edition, Cengage Learning 2013.
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2014.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011.


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P21MBA205	HUMAN RESOURCE MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the challenges for Human Resource department. 2. Apply the concept of Recruitment and selection in organizations. 3. Design and develop effective training and development program. 4. Prepare an effective appraisal process for any organization. 5. Plan and implement effecting pay structure. 					
UNIT – I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT					9
<p>Meaning, Importance, Function, objectives, Difference between PM and HRM, roles of HR manager, Line and staff function, Evolution, models, Strategic human resource management, International human resource management, HR Analytics, Current Trends and Challenges, Job analysis, process of job analysis, Methods of Collecting job related data, Preparation of job description and Specification, Workforce planning and forecasting. Case Study</p>					
UNIT – II RECRUITMENT AND SELECTION					9
<p>Recruitment, Importance, Internal and external sources of Recruitment, Recruitment Process Outsourcing (RPO), Recruitment Yield, Talent Management Process, Selection, importance, process, types of selection test and interviews, Conducting effective interview, Biases and errors in the selection. Case Study</p>					
UNIT – III TRAINING AND DEVELOPMENT					9
<p>Orienting and on-boarding new employees, Training Vs Development, types of training, Training need analysis, Designing and implementing training programs, methods of Training, Evaluation of Training programs, Krickpatrick’s method, E-Training. Case Study.</p>					
UNIT – IV PERFORMANCE APPRAISAL					9
<p>Basics, Importance, Performance Management Vs Performance Appraisal, Traditional and Modern methods of appraisal, Implementation of Appraisal process, bottlenecks in performance appraisal, Conducting appraisal interviews, Potential Appraisal, Career</p>					

development, Balance score card, Grievance redressal system. Case Study.

9

UNIT – V COMPENSATION MANAGEMENT

Job Evaluation, Introduction and Objectives, structure of Compensation management, factors affecting pay level, Components of pay structure in India, Types of Incentives and fringe benefits. Case Study

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

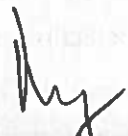
TOTAL: 45 HOURS

Textbook:

1. Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Publication., Fifteenth Edition.2019

Reference Books:

1. VSP Rao ,Human Resource Management, VSP Rao, Excel Book publication ,Fifth Edition,2019
2. Aswathappa , Human Resource Management , McGraw Hill Education , Seventh Edition,2019
3. BohlanderSnell , Principles of Human Resource Management , Cengage Learning, Sixteenth Edition.,2019


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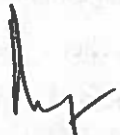
P21MBA206	OPERATIONS MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the different types of production, operations decisions and strategies. 2. Analyze the process design for new product and make forecasts. 3. Examine the facility location and layout 4. Apply the fundamentals of Work study and Productivity improvement techniques 5. Apply World Class Manufacturing Techniques 					
UNIT – I INTRODUCTION TO OPERATIONS MANAGEMENT					9
<p>Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, Production system – Concept, Productivity, Operation strategy – different types of production systems and operation decisions</p>					
UNIT – II PRODUCT, SERVICE AND PROCESS DESIGN DECISION ANALYSIS					9
<p>Forecasting, Developing New Product, Improving Design of Existing Product – Designing and Developing of New Services – Process Selection, Types of process design - Factors affecting Process Design Decisions.</p>					
UNIT – III FACILITY LOCATION AND LAYOUT					9
<p>Location selection, Plant Layout – Concept, Types- Product and Process Layouts, Factors affecting Plant layout and location decisions , Essentials of Ideal layout</p>					
UNIT – IV WORK AND MOTION STUDY AND PRODUCTIVITY IMPROVEMENT TECHNIQUES					9
<p>Concept and Role of work study - Work study procedure - Work measurement. Ergonomics - JIT and Kanban system - Business Process Reengineering - Value analysis.</p>					
UNIT – V INTRODUCTION TO WORLD CLASS MANUFACTURING TECHNIQUES					9
<p>Total Quality Management - 5S concepts-Supply Chain Management - Lean Manufacturing - Agile Manufacturing –Six Sigma- Introduction to Analytics.</p>					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	

Textbook:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12 e,2010

Reference Books:


1. Norman Gaither and Gregory Frazier, Operations Management, Cengage Learning, 2015
2. S N Chary, Production and Operations Management Tata McGraw- Hill Publishing, 9e, 2015



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P21MBA207	INFORMATION SYSTEMS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Analyse the role of Management Information Systems in modern organizations 2. Explain the relationship between information systems and their impact on decision – making in organizations 3. Evaluate the process of information as a resource in business organizations 4. Analyse the importance of implementation and control of IPR related issues in IT 5. Apply information systems in managerial decision making. 					
<p>UNIT – I Management Information systems</p> <p>Definition - Evolution - Functions of Management Information Systems - Information Concepts - Information Technology - Establishing Framework - Types of Information Systems - Business Model - Conceptual Model- Architecture</p>					8
<p>UNIT – II System Development: Modern Information Systems and Functional Business Systems</p> <p>System Concepts- System Development Life Cycle- Models - Prototyping - Structured Methodologies – Designing Computer Based Methods - Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER) Database Concepts- DBMS-RDBMS - OODBMS - Data Warehousing and Data Mart - Information Systems: Functional Areas - Production systems , Human Resources , Finance & Marketing</p>					10
<p>UNIT – III Notions of Decision Support Systems</p> <p>Decision Support Systems - Enterprise Information Systems - Executive Information Systems - Expert Systems - Knowledge Management Systems - Geographic Information Systems- Managing International Information Systems - Enterprise Resource Planning- e-Business - e-governance –CRM-Data Mining - Business Intelligence</p>					9
<p>UNIT – IV Security, Control and Reporting</p> <p>Quality Assurance in Information Systems -Cost Benefit Analysis - Assessing Values and Risk of Information Systems - IT Ethics - Intellectual Property, Copyright & Patent- Impact of Information Technology on Individuals , Organizations and Society-Introduction to IoT, Quantum computing, Block chain.</p>					9

UNIT – V Management Challenges , Computer Crime and System Security			9
Cyber Law and IT Act 2000 - Types of Cybercrimes - Identification of system vulnerability - Security Management of Information Technology - Auditing IT Security - Global Management of Information Technology			
THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS	
Textbook:			
1. James O'Brien, George M Marakas, Ramesh Behl, Management Information systems, Tata McGraw-Hill, 11 th edition , 2019			
Reference Books:			
1. Kenneth C Laudon, Jane P Laudon and Sahil Raj , Management Information systems, Pearson education, 16 th edition , 2019			
2. Effy Oz, Management Information Systems, Cengage learning, 6 th Edition , 2013			
3. Waman S Javadekar, Management Information Systems – Texts and cases – A global Digital Enterprise Perspective - Tata McGraw – Hill, 5 th Edition			
4. Indrajit Chatterji, Management Information Systems, Prentice Hall of India, 2 nd Edition			
5. Rahul De , MIS: Managing Information Systems in Business. Government and Society, Wiley India , 2 nd Edition , 2018			


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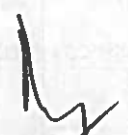
P21MBA208	CORPORATE SOCIAL RESPONSIBILITY AND ETHICS	0	0	4	2
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the legal importance of CSR and Corporate citizenship behavior 2. Analyze the role of CSR in Indian & global business context and understand the issues in the society 3. Apply the Indian, culture, values and ethics and practice professional ethics 4. Apply ethical principles in business. 					
<p>Corporate Social Responsibility:</p> <ol style="list-style-type: none"> 1. CSR and Company's act,2013 2. Corporate citizenship behavior 3. Corporate Social responsibility and stakeholders 4. CSR in Indian & Global Perspective 5. CSR and Environmental issues 6. Case Study on CSR 7. Sustainable development <ul style="list-style-type: none"> • Brundtland commission • Triple bottom line approach • Business models <p>Ethics:</p> <ol style="list-style-type: none"> 8. Indian Values and Value systems 9. Role of Indian Ethos in Managerial Practices 10. Culture and Ethics 11. Professional Ethics 12. Business Ethics: <ul style="list-style-type: none"> • Ethics in Marketing and advertising • Ethics in Finance and Accounting • Ethics in Information and Communication Technology • Ethics in Human Resource Management • Ethics in Production Management 					
Practical: 60 HOURS		TUTORIAL: 0 HOURS		TOTAL: 60 HOURS	

Textbook:

1. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press India, Latest edition.

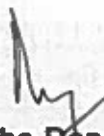
Reference Books:

1. Laura P. Hartman and Joseph R. Desjardins, Business Ethics: Decision making for personal integrity and social responsibility, McGraw Hill, 2nd edition, 2013.
2. Paul Griseri and Nina seppala, Business Ethics and Corporate Social Responsibility, Cengage Learning EMEA, 2010.
3. Sri Urip, CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets, John Wiley & Sons, 2011.
4. Philip Kotler and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, John Wiley & Sons, 2011.
5. Ronald Francis and Mukti Mishra, Business Ethics-An Indian perspective, Tata McGraw Hill.
6. Sanjay K. Aggarwal, Corporate Social Responsibility in India, Response Books (Sage Publication), 2008.
7. Michael Hopkins, Corporate Social Responsibility and International Development: Is Business the Solution? Earth scan, 2007.


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P21MBA209	DATA ANALYSIS USING SPREAD SHEETS	0	0	4	2
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the Excel user interface, entering, grouping and formatting data. 2. Apply formulas and functions to perform calculations on data 3. Analyse the financial applications in decision making 4. Interpret the data using pivot table and create dashboard, record Macros. 					
<p>List of Experiments</p> <ol style="list-style-type: none"> 1. Functions; Text Functions- LEN, CONCATENATE, Logical Functions- IF, AND, SUMIF, SUMIFS, SUMPRODUCT, DSUM, COUNTIF, COUNTIFS, IF, IFERROR, COUNT, DCOUNTA, OR 2. Formatting Techniques: Conditional Formatting, Naming Ranges and Cells & Auto-Filter and Advanced Data Filtering 3. Random Number generation 4. Formulas for Financial Applications PV, PMT, NPER, RATE 5. Pivot Table: Create Pivot Tables, Sorting Data, Multiple Sorting, Generating subtotals & Formatting, Creating and Designing Charts Building Primary and secondary Axis chart, Radar Charts, Water fall charts, Football Field charts, Gantt Chart 6. Lookup & Reference Functions - VLOOKUP, HLOOKUP, INDEX & MATCH 7. What-If Analysis, Use of Goal Seek and Scenarios Manager 8. VBA and Macros: Introduction to Macros, How to run a Macro, Recording macros and viewing generated code Running Macros using menu command, Assigning a Keyboard shortcut, Assigning macro to a toolbar, menu or button. 9. Creating Dashboard for Business Decision making. 10. Working with Correlation and Regression 					
PRACTICAL: 60 HOURS		TUTORIAL: 0 HOURS		TOTAL: 60 HOURS	
<p>Textbook:</p> <ol style="list-style-type: none"> 1. John Walkenbech, Excel 2016 Bible, John Wiley & Sons, 1 st Edition, 2015. 					
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Ahsan Sheikh, 2016, MS Excel Tool of MS Office Advance Spread Sheet, Amazon Asia-Pacific Holdings Private Limited 					

2. Daniella Stein Fairhurst, Using Excel for Business Analysis, Wiley, 1st Edition, 2015.
3. Michael Alexander, Excel 2016 power Programming with VBA, John Wiley & Sons, 1 st Edition, 2016.



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MBA
III Sem

SONA COLLEGE OF TECHNOLOGY, SALEM

(An Autonomous Institution)

Courses of Study for MBA Semester III under Regulations 2021 (CBCS)

Branch: Master of Business Administration

S. No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credit	Total Contact Hours
Theory							
1	P21MBA301	Strategic Management	3	0	0	3	45
2	P21MBA302	Creativity and Innovation	3	0	0	3	45
3	P21MBA***	Elective 1	3	0	0	3	45
4	P21MBA***	Elective 2	3	0	0	3	45
5	P21MBA***	Elective 3	3	0	0	3	45
6	P21MBA***	Elective 4	3	0	0	3	45
7	P21MBA***	Elective 5	3	0	0	3	45
8		Elective 6	3	0	0	3	45
	noc22_mg66	NPTEL - Working Capital Management					
	noc22_mg74	NPTEL - Operations and supply chain management					
	noc22_mg102	NPTEL - Performance And Reward Management					
	noc22_mg105	NPTEL - Soft Skills For Business Negotiations And Marketing Strategies					
Practical							
9	P21MBA303	Summer Internship (4 weeks)	0	0	4	2	60
Open Elective							
10	P21GE601	Yoga and Wellness Management	2	0	2	3	60
	P20MCA601	Python Programming					
Total Credits						29	

Approved by

[Signature]
Chairperson, MBA BOS
Dr. P.K. Anjani

[Signature]
Member Secretary, 14-8-22
Academic Council
Dr.R.Shivakumar

[Signature]
Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

Copy to:

HOD i/c - MBA, III Semester MBA Students and Staff, COE

SONA COLLEGE OF TECHNOLOGY, SALEM
(An Autonomous Institution)
Courses of Study for MBA Semester III under Regulations 2021 (CBCS)
Branch: Master of Business Administration

MARKETING MANAGEMENT ELECTIVES						
Theory						
Course Code	Courses	Category	L	T	P	C
P21MBA501	Services Marketing	PE	3	0	0	3
P21MBA502	Consumer Behaviour	PE	3	0	0	3
P21MBA503	Integrated Marketing Communication	PE	3	0	0	3
P21MBA504	Retail Management	PE	3	0	0	3
P21MBA505	Sales and Distribution Management	PE	3	0	0	3
P21MBA506	Digital Marketing	PE	3	0	0	3
P21MBA507	Product and Brand Management	PE	3	0	0	3
P21MBA508	Customer Relationship Management	PE	3	0	0	3
P21MBA509	Marketing Research	PE	3	0	0	3
P21MBA510	Marketing Analytics	PE	3	0	0	3
P21MBA511	International Marketing	PE	3	0	0	3
FINANCE MANAGEMENT ELECTIVES						
Theory						
P21MBA512	Merchant Banking and Financial Service	PE	3	0	0	3
P21MBA513	Security Analysis and Portfolio Management	PE	3	0	0	3
P21MBA514	Banking Management	PE	3	0	0	3
P21MBA515	Financial Modelling	PE	2	0	2	3
P21MBA516	Derivatives Management	PE	3	0	0	3
P21MBA517	Risk Management and Insurance	PE	3	0	0	3
P21MBA518	Microfinance	PE	3	0	0	3
P21MBA519	Personal Finance and Financial Planning	PE	3	0	0	3
P21MBA520	Fintech and Emerging Technologies	PE	3	0	0	3
P21MBA521	International Finance	PE	3	0	0	3
HUMAN RESOURCE MANAGEMENT ELECTIVES						
Theory						
P21MBA522	Competency Mapping and Performance Management	PE	3	0	0	3
P21MBA523	Talent Acquisition and Employer Branding	PE	3	0	0	3
P21MBA524	Industrial Relations and Labour Welfare	PE	3	0	0	3
P21MBA525	HR Analytics	PE	3	0	0	3
P21MBA526	Conflict and Negotiation Skills	PE	3	0	0	3
P21MBA527	Strategic Human Resource Management	PE	3	0	0	3
P21MBA528	Compensation Management	PE	3	0	0	3
P21MBA529	Organizational Change and Development	PE	3	0	0	3

SONA COLLEGE OF TECHNOLOGY, SALEM

(An Autonomous Institution)

Courses of Study for MBA Semester III under Regulations 2021 (CBCS)

Branch: Master of Business Administration

OPERATIONS MANAGEMENT ELECTIVES						
Theory						
P21MBA530	Total Quality Management	PE	3	0	0	3
P21MBA531	Logistics and Supply Chain Management	PE	3	0	0	3
P21MBA532	Services Operation Management	PE	3	0	0	3
P21MBA533	Business Process Reengineering	PE	3	0	0	3
P21MBA534	World Class Manufacturing	PE	3	0	0	3
P21MBA535	Enterprise Resource Planning	PE	3	0	0	3
P21MBA536	Project Management	PE	3	0	0	3
P21MBA537	Technology Management	PE	3	0	0	3
P21MBA538	Maintenance Management	PE	3	0	0	3
FAMILY BUSINESS MANAGEMENT ELECTIVES						
Theory						
P21MBA539	Family Business and Entrepreneurship	PE	3	0	0	3
P21MBA540	Professionalisation of Family Business	PE	3	0	0	3
P21MBA541	Entrepreneurial Finance and Venture Capital	PE	3	0	0	3
P21MBA542	Business Plan and Proposal Writing	PE	3	0	0	3
P21MBA543	Social Entrepreneurship	PE	3	0	0	3
P21MBA544	International Business Management	PE	3	0	0	3
BUSINESS ANALYTICS						
P21MBA545	Business Analytics	PE	3	0	0	3
P21MBA546	R Programming	PE	2	0	2	3
P21MBA547	Social & Web Analytics	PE	3	0	0	3
P21MBA548	Business Intelligence	PE	3	0	0	3
P21MBA549	Business Forecasting and Econometrics (Using R)	PE	3	0	0	3
P21MBA550	Healthcare Data Analytics	PE	3	0	0	3
NPTEL						
noc22_mg66	Working Capital Management	PE	3	0	0	3
noc22_mg74	Operations and supply chain management					
noc22_mg102	Performance And Reward Management					
noc22_mg105	Soft Skills For Business Negotiations And Marketing Strategies					


HOD -MBA

P21MBA301	STRATEGIC MANAGEMENT	3	0	0	3
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Course Outcomes: At the end of the course, the students will be able to,

1. Understand the basics of strategy and its implications in an organization and community
2. Discuss the importance of business scenario in the competitive arena by doing environment analysis
3. Analyze the stability and durability of different strategic alternatives under various levels
4. Demonstrate the implementation of strategies and matching the strategy with organizational structure and control systems.
5. Analyze the current trends and new challenges in the environment

UNIT – I. STRATEGY AND PROCESS

9

Concept of Strategy -Levels of strategy- Strategic Management- Characteristics – Process – Stakeholders in business and their roles in Strategic Management - Meaning of Strategic Intent, Vision, Mission , and its characteristics, Business Definition using Abell's Framework, Objectives and Goals - Linking Vision, Mission to Objectives- Critical Success factors(CSF), Key Performance Indicators(KPI), Key Result Areas(KRA) – Corporate Governance - Role of corporate governance in Strategy Management

UNIT – II. ENVIRONMENT ANALYSIS

9

Analyzing Company's Internal Environment:- Evaluating company's Resources, Capabilities, Core Competencies, Distinctive Competencies, Competitive advantage and its sources - Durability of Competitive advantage – Building Blocks of Competitive advantage – National Context and Competitive advantage
 Analyzing Company's External Environment :- Analyzing Macro environment – Porters Five Force Model - Preparing an Environmental Threat and Opportunity Profile – Strategic Group analysis -Value Chain:- Primary and Secondary activities - Portfolio analysis :- Business Portfolio analysis – BCG Matrix – GE 9 Cell Model

UNIT – III. STRATEGIC CHOICES

9

Functional Strategies:- Efficiency, Quality, Innovation and Customer Responsiveness - Business Strategies:- Low cost, Differentiation, Focus- Global Strategies:- Competitive

pressure and its types – International, Multidomestic, Global, Transnational Strategies - Corporate Strategies:- Stability, Growth Strategies – Diversification – Joint Venture – Merger- Acquisition – Takeover – Vertical and Horizontal Integration - Strategic alliances – Green Field Development - Building and Restructuring Strategies:- Why Restructure – Exit Strategies – Retrenchment Strategy - Turn around Strategy - Causes

9

UNIT – IV. STRATEGY IMPLEMENTATION AND EVALUATION

Strategy Implementation: – Process – Barriers to implementation , McKinsey’s 7S Framework – Mint berg’s 5P’s - Organizational Structure and Control System:- Entrepreneurial, Functional, Divisional, SBU, Matrix, Network – Control System – Levels of control system - Matching Structure and Control to Strategy:- Functional level, Business level, Global level and Corporate level - Implementing Strategic Change :- Corporate Culture - Change – Resistance to change – Managing Politics, Power and Conflict – Resolution Strategies - Strategy Evaluation:- Use of Balance Scorecard approach for evaluation

9

UNIT – V. OTHER STRATEGIC ISSUES

Blue & Red Ocean Strategy – Meaning, Principles of blue ocean strategy – Difference between blue and red ocean strategy - Business Models: - Meaning and Components of business models, New business models of companies and their Strategies - Not-Profit-Organizations and their strategies - Corporate Social responsibility – Business Ethics.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

TOTAL: 45 HOURS

Textbook:

1. Charles W. L. Hill, Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning – 9th Edition, 2012.
2. Azar Kazmi, Adela Kazmi, Strategic Management, Mcgraw Hill 2020-5th edition

Reference Books:

1. Thompson, Strickland, Gamble and Gain, Crafting and Executing Strategy, The Quest for Competitive advantage, Mcgraw Hill – 22nd edition.
2. Thomas L Wheelen, J. David Hunger and Krish Rangarajan, Strategic Management and Business Policy, Pearson Education – 15th edition, 2018.

P21MBA302	CREATIVITY AND INNOVATION	0	0	4	2
Course Outcomes: At the end of the course, the students will be able to, <ol style="list-style-type: none"> 1. Provides insights about approaches to creativity and innovation 2. Understanding of heuristic models and its applications 3. Enhances the knowledge of nature of creativity 4. Ability to apply creativity in problem solving 5. Knowledge about radical and disruptive models of innovation 					
UNIT – I. INTRODUCTION					12
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, - Components of Creativity, Methodologies and approaches, individual and group creativity, - Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.					
UNIT – II. MECHANISM OF THINKING AND VISUALIZATION					12
Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and - Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, - shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation - aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking.					
UNIT – III. CREATIVITY					12
Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.					
UNIT – IV. CREATIVITY IN PROBLEM SOLVING					12
Generating and acquiring new ideas, product design, service design – case studies and					

hands - on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities.

12

UNIT – V. INNOVATION

Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption —Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation.

THEORY: ** HOURS

TUTORIAL: ** HOURS

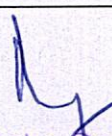
TOTAL: 60 HOURS

Textbook:

1. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999

Reference Books:

1. Geoffrey Petty,” How to be better at Creativity”, The Industrial Society 2012
2. Clayton M. Christensen Michael E. Raynor,” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 2007
3. Semyon D. Savransky,” Engineering of Creativity – TRIZ”, CRC Press New York USA,” 1st edition 2000
4. CSG Krishnamacharyalu, Lalitha R Innovation management, Himalaya Publishing House 2013

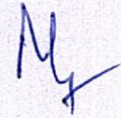

Head of the Department,
Management Studies.
Sona College of Technology
Salem — 636 005.

P21MBA501	SERVICES MARKETING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the role of services marketing and service consumption 2. Apply the concepts of service design and development. 3. Design Blue print for the services. 4. Apply the concepts of building customer relations and service recovery 5. Analyse service quality by using relevant tools. 					
<p>UNIT – I Introduction</p> <p>Evolution and growth of service sector –Four Broad Categories of Services -7 P’s of Services Marketing-Characteristics of Services-Challenge in services Marketing. Understanding Service consumers –Three Stage model of Service consumption –service market segmenting, targeting and positioning</p>					9
<p>UNIT – II Service Design and Development</p> <p>Creating Service Products - The Flower of Service - Branding Service Firms, Products, and Experiences - Service Facility location - The Role of Intermediaries – Franchising- Service Pricing Strategy -Ethical Concerns in Service Pricing - The Services Marketing Communication Mix</p>					9
<p>UNIT – III Managing The Customer Interface</p> <p>Service Process –Services Blueprint - Service Process Redesign - Customer Participation in Service Processes – Self Service Technologies (SST) – Managing Demand and capacity- Service environment – cycles of failure, mediocrity and success.</p>					9
<p>UNIT – IV Customer Relationship</p> <p>Understanding the customer –the wheel of loyalty –Customer Relationship Management – Complaint Handling and service recovery- service recovery system – service guarantees.</p>					9
<p>UNIT – V Service Excellence</p> <p>service Quality – Gap Model- Measuring Service Quality - Tools to Analyze and Address Service Quality Problems – creating a world-class service organization</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Textbook:					

1. Christopher H.Lovelock, JochenWirtz, Jayanta Chatterjee, Services marketing People, Technology, Strategy, Pearson, 8th edition, 2018

Reference Books:

1. Vinnie Jauhari, Kirti Dutta, Services Marketing Text and Cases, Oxford University Press, 2nd Edition, 2017.
2. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D.Gremler, Ajay Pandit , Services marketing - Integrating customer focus across the firm , SIE, McGraw Hill Education, 6th edition, 2013.
3. GovindApte, Services Marketing, Oxford University Press, Latest Edition.
4. RajendraNarugndkar, Services Marketing Text and Cases, McGraw Hill Education, 3 rd Edition, 2010.



Head of the Department,
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Salem — 636 005,

P21MBA502	CONSUMER BEHAVIOUR	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine concepts, models and applications of consumer behavior. 2. Apply the concepts of consumer perception, learning theories, and attitudes in consumer behavior. 3. Analyse consumer personality and motivation with respect to consumer decision making 4. Analyse the influence of family, culture, subculture and cross culture on consumer Behaviour 5. Assess the dynamics , challenges of online consumer behaviour and consumer protection 					
UNIT – I INTRODUCTION TO CONSUMER BEHAVIOUR					8
Consumer Behaviour – concepts, challenges and need for studying Consumer Behaviour– Consumer Research Process – Ethics in Consumer Research - Models of Consumer Behaviour - Applications of Consumer Behaviour in Marketing Decisions.					
UNIT – II CONSUMER AS INDIVIDUAL					10
Consumer perception - Elements of perception - Dynamics of perception - Consumer imagery - Perceived risk. Consumer Learning- Behavioural learning theory- Cognitive Learning theory. Attitude, Structural Models of attitude- Cognitive Dissonance Theory and Attribution theory.					
UNIT – III CONSUMER PERSONALITY AND MOTIVATION					9
Motivation as a psychological force - Types and System of needs. Personality – Nature of personality – Theories of personality – Brand personality – Self and Self-Image - Bias of consumers as Individuals and Group					
UNIT – IV CONSUMER AS GROUP					9
Reference Groups and Family Influences – Opinion Leadership - Dynamics of opinion Leadership Process - The Motivation behind Opinion Leadership - Social Class - Cultural influences on Consumer Behaviour - Subcultures - Cross Cultural Consumer Behaviour					

UNIT – V ONLINE CONSUMER BEHAVIOUR AND CONSUMER PROTECTION

9

The Diffusion Process - the Adoption Process - Levels of consumer decision making–
Online consumer behaviour - Challenges in Predicting online consumer behaviour
Consumerism and consumer protection

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

TOTAL: 45 HOURS

Textbook:

1. Leon G. Schiffman, Joseph Wisenblit and S. Ramesh Kumar. Consumer Behaviour, Pearson Education India, 11th Edition

Reference Books:

1. Roger D. Blackwell , Paul W. Miniard , James F. Engel , Zillur Rahman, Consumer Behaviour, Cengage Learning ,10th edition , 2018
2. Assael, Consumer Behaviour and Marketing action , Cengage Learning , 6th edition ,
3. David L.Loudon, Albert J Della Bitta, Consumer Behaviour, McGraw Hill, New Delhi.2017.
4. Michael R. Solomon, Tapan Kumar Panda, Consumer Behaviour, Pearson education, 2020.

Head of the Department,
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Salem — 636 005.

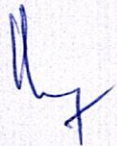
P21MBA503	INTEGRATED MARKETING COMMUNICATION	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the promotional mix and the role of participants in integrated marketing communication. 2. Discuss the objectives, budgets and the ethical aspects of Integrated Marketing Communication 3. Device media plan and creative strategies for promotions. 4. Design Sales Promotion and Direct Marketing strategies. 5. Discuss Public relations, publicity and the effectiveness of promotional programs 					
<p>UNIT – I Introduction to Integrated Marketing Communication</p> <p>The Role of Integrated Marketing Communications-The Promotional Mix- IMC Planning Process-Participants in the Integrated Marketing Communications Process-advertising Agencies-Agency Compensation-Evaluating Agencies-Specialized Services.</p>					8
<p>UNIT – II Objectives Budgeting for Integrated Marketing Communication and Ethical Issues in Advertising</p> <p>Integrated Marketing Communications Objectives-Sales versus Communications Objectives-DAGMAR -Problems in Setting Objectives. Establishing and Allocating the Promotional Budget. Advertising and Promotion Ethics-Social and Ethical Criticisms of Advertising-Economic Effects of Advertising</p>					10
<p>UNIT – III Media Planning, Strategy, Creativity and Advertising</p> <p>Media Plan- Media Mix-Media Strategy and scheduling.</p> <p>Design and execution of Advertisements- types of advertisement- Appeals- advertisements- Print- Radio- T.V and web advertisements</p>					9
<p>UNIT – IV Sales Promotion and Direct Marketing</p> <p>The Scope and Role of Sales Promotion-The Growth of Sales Promotion-Consumer-Oriented Sales Promotion-Consumer-Oriented Sales Promotion Techniques-Trade-Oriented Sales Promotion.</p> <p>Direct Marketing-Direct Selling.</p>					9
<p>UNIT – V Public Relations, Publicity and Effectiveness of the promotional program</p> <p>Public Relations-The Process of Public Relations-Publicity-Corporate Advertising-Measuring Advertising Effectiveness-The Testing Process- Measuring the Effectiveness of Other Program Elements</p>					9
THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS			

Textbook:

1. Georgy E Belch, Michael A Belch, and KeyoorPurani, Advertising and Promotion, Tata McGraw Hill, 9th edition,2013.

Reference Books:

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 10th Edition, 2015.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, 7th Edition, 2016.
3. Shah ,Dezeoo, Advertising Integrated Marketing Communication McGraw Hill, 1st Edition,2014.
4. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2009.
5. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, 2010.
6. Batra, Myers and Aaker, Advertising Management , Prentice Hall of India 2009.
7. Larry.D.Kelley and Donald.W.Jugenheimer, Advertising Media Planning: A Brand Management Approach, Prentice Hall of India 2009.
8. Oguinn, Advertising Management with Integrated Brand Promotion, Cengage,2009.



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P21MBA504	RETAIL MANAGEMENT	3	0	0	3
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Course Outcomes: At the end of the course, the students will be able to,

1. Analyze the strategic perspective of the retailing industry
2. Discuss the dynamics of various retail formats
3. Identify appropriate store location for effective merchandising
4. Apply the techniques to enhance the effectiveness of category management and retail promotion
5. Evaluate the impacting factors of retail shopper behaviour towards effective customer management

UNIT – I INTRODUCTION TO RETAILING

8

Definition & Scope - Key Drivers of Retailing in India - Size of Retailing in India - Challenges to Retail Development in India - Opportunities in Retailing – Policy-Implications on Retail - Global Integration of Indian Retail-Structure of Retail Industry in Some Key Countries

UNIT – II RETAIL FORMATS

8

Theories in Retailing - Organized and Unorganized Formats - Different Organized Retail Formats- Characteristics of Each Format - Emerging Trends in Retail Format- sources of competitive advantage in retail

UNIT – III LOCATION STRATEGY AND MERCHANDISE MANAGEMENT

10

Choice of Retail Locations - potential site for store location-Internal and External Atmospherics - Visual Merchandise Management- Retail Franchising – Building-Retail Store Image - Retail Service Quality Management - Retail Supply Chain Management -Retail Pricing Decisions

UNIT – IV CATEGORY MANAGEMENT AND RETAIL PROMOTION STRATEGY

10

Category Management - Retail Store Brands – Retail-Advertising and Promotions - Management Information Systems - Online Retail -Emerging Trends-Role of a Store Manager-Customer Service and Shopping Experience- International Retail Operations- Atmospherics-Store Space Management- -Atmospherics in the Context of Internet.

UNIT – V RETAIL SHOPPER BEHAVIOUR

9

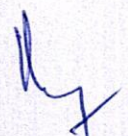
Understanding of Retail Shopper Behaviour - Shopper Profile Analysis - Shopping Decision Process - Factors Influencing Retail Shopper Behaviour - Complaints Management – Customer Relationship Management Strategies in Retailing-Customer Service in Retailing-Loyalty Programmes

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Bajaj, Tuli, Srivastava, Retail Management, Oxford Higher Education, 3rd Edition, 2016.

Reference Books:

1. Michael Levy, Bartzon Weitz, Ajay Pandit, Retailing Management, McGraw Hill Education, 8th Edition, 2017.
2. Anil Mishra and Ruchi Gupta, Customer Service in retailing, Biztantra, 2014
3. Srini.R.Srinivasan, R.K.Srivastava, Cases in Retail Management, Biztantra, 2012
4. Swapna Pradhan, Retailing Management Text and Cases, McGraw Hill Education, 5th Edition, 2017.


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P21MBA505	SALES AND DISTRIBUTION MANAGEMENT	3	0	0	3
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Course Outcomes: At the end of the course, the students will be able to,

1. Apply the selling skills and concepts of Personal selling.
2. Examine the concept of forecasting, budgeting, territories and quotas in sales.
3. Apply the concept of salesforce planning, recruitment and selection.
4. Discuss distribution channel and the role of the intermediaries.
5. Apply the concepts of channel design and its management.

UNIT – I Sales Management and Selling Process

8

Evolution of Sales Management- Roles of Sales Manager- Selling Skills-Strategic Sales Management- Emerging Trends in Sales Management- Steps in the Selling Process- Qualifying- Pre-Approach- Approach-The Sales Presentation- Demonstrating the Product- Handling Objections- Trial Close and Closing The Sale- Closing Techniques- Follow-Up- Negotiation Skills.

UNIT – II Strategic Planning and Management of Sales Territories and Quotas

9

Strategic Planning - Role of Marketing and Sales - Strategic Issues - Selling Skills - Developing Sales Forecast - Types of Sales Forecast - Forecasting Approaches - Sales Forecasting Methods -Sales Budget

Sales Territory -Reason for setting sales territory - Designing the Sales territory. Sales Quotas – Purpose and type of sale quotas – Methods of setting – Administration of sales quotas

UNIT – III Staffing the Sales Force, Sales Force Planning Evaluating and Controlling the Salespeople

10

Size of the Sales Force- Staffing -Recruiting - Selecting the Sales Force- Sales Training- Identifying Training Needs- Designing and Executing a Sales Training Program- Motivating the Salespeople- Selecting an Effective Mix of Motivational Tools

Compensating the Sales force- Designing an Effective Sales Compensation Plan

Leadership and Supervision of a Sales Force- Leadership Effectiveness- Supervising Salespeople

Controlling salesforce- Sales force Expenses- Marketing Audit- Sales Audit- Sales Force Automation - Ethical, Social, and Legal Responsibilities of Sales Personnel

UNIT – IV Distribution Management

9

Marketing Channels and Channel Institutions: Retailing, Wholesaling

Marketing Channels An Overview of Distribution Channels- Relationship between Sales Management and Distribution Management- Marketing Channels- Concept of Channel Flows- Evolution of Marketing Channels.

Channel Institutions: Definition of Retailing- The Retailer as a Salesman- The Retailing in India- Trading/Retail Formats and Types of Retail- The Role of the Retailer- Retail Management Strategies- Foreign Direct Investment (FDI) in Retail in India- Franchising and E-tailing.

Functions of Wholesalers- Classification of Wholesalers- Strategic Issues in Wholesaling- Major Wholesaling Decisions- Cash and Carry Wholesale- Limitations of Wholesalers- Distributors/Dealers/Stockiest.

UNIT – V Channel Management

9

Channel Objectives- Channel Design - Channel Alternatives - Evaluation of Major Alternatives- Selecting Channel Partners- Channel Design Implementation- Channel Conflict - Conflict Resolution.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

TOTAL: 45 HOURS

Textbook:

1. Krishna K Havaldar and Vasant m Cavale, Sales and Distribution Management Mcgrawhill, 3rd edition 2018.

Reference Books:

1. Joseph F.Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Basin, Sales Management, Cengage Learning, 2011.
2. A. Nag, Sales and Distribution Management, McGrawhill Education 2013.
3. TapanK. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford, 2014.

Head of the Department,
Management Studies,
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Salem 16 | Page

P21MBA506	DIGITAL MARKETING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Analyze the importance of Digital marketing in contemporary organizations 2. Develop strategies to market product/services using search engines. 3. Design websites and email that support marketing strategies and enable sales. 4. Create campaigns in social media to build relationship. 5. Use web analytics to capture the insights of online consumer behaviour. 					
UNIT – I DIGITAL MARKETING LANDSCAPE					8
Introduction to Digital Marketing Landscape –Need and importance - History of Digital marketing -Offline vs Online-Advantages of digital medium -Digital Marketing strategy, plan.					
UNIT – II DISPLAY ADVERTISING					10
Display Advertising-Types-Buying models-Analytics tools-Search Engine Marketing					
Understanding Search Engine Advertising, placement, ranks & campaigns-search engine – An overview-Paid vs Organic search-Search engine optimization techniques					
Do's and don'ts of SEO-Google AdWords-On-page and off-page optimization					
UNIT – III EMAIL MARKETING					9
Email marketing – Introduction- software – metrics -Email marketing strategies – building list – crafting email to reduce SPAM -Analyzing and Tracking- Website Development -Website development and design-Content management-Tips for increasing web sales – web traffic enhancement					
UNIT – IV SOCIAL MEDIA MARKETING					9
Contemporary social media - Marketing of Product and Services using Social Media like Facebook, Twitter ,LinkedIn, YouTube and blogs - to connect with the audience & convert them to a call of action					
UNIT – V WEB AND MOBILE ANALYTICS					9

Web Analytics -Key Metrics -Tracking codes -Google analytics- Social media analytics - Mobile analytics - Analyzing the behaviour of visitors - website through reports based on traffic source, referring sites, page views, and conversion rates of website.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

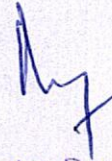
TOTAL: 45 HOURS

Textbook:

1. Seema Gupta, Digital Marketing, Mc Graw Hill Education (India) Pvt. Ltd., 2018

Reference Books:

1. Ian Dodson, The art of Digital Marketing, Wiley, 2018
2. Richard Gay, Alan Charlesworth and Rita Esen – Online Marketing - A consumer led approach – Indian Edition, Oxford Publications.
3. Jeremy Kagan , Digital Marketing: Strategy & Tactics, Wiley 2020
4. Seth Godin, Permission Marketing: The Marketing Classic for the Internet Age, Pocket books



Head of the Department,
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P21MBA507	PRODUCT AND BRAND MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Apply the fundamental concepts of product and understand competition at product level 2. Design and implement marketing programmes with successful interfaces with sales, advertising & channel functions. 3. Evaluate brand extension and its contribution to parent brand. 4. Analyze brand performance and conduct brand audit 5. Evaluate the Brand equity measurement 					
UNIT – I PRODUCT CONCEPTS					8
Introduction to Product: Product Mix concepts, Product Classification- Competition & Product Strategy, Product life cycle, product portfolio-New product development process, New product strategy- commercialization, managing Growth, Managing the mature product					
UNIT – II BRAND BUILDING AND POSITIONING					10
Branding concepts -Difference between product and a brand – Functions , Elements of a brand - Types of Brands - Need and Challenges of Changing Brand Identity- Strategic Brand Management process-Brand knowledge -Brand awareness -Brand image building -Brand positioning vs Product Positioning - guidelines - Identifying and implementing brand positioning, - Four stages of Brand building by Keller – Brand Architecture strategy- Brand Portfolio and Brand Hierarchies					
UNIT – III BRAND EXTENSION					9
Brand Extension -Different types of brand extension -Extension guidelines -Reinforcing and Revitalizing brands - Marketing and Branding of Services: Role of Employees in Brand Building -Re-branding and Re-launching -Brand loyalty programmes – Brand promotion methods					
UNIT – IV BRAND PERFORMANCE					9
Brand Performance - Measuring Brand Performance -Customer Centered Brand Management - Conducting brand audit-Brand tracking studies -Brand Equity Management System -The New Media Environment and Brand Building- Global Branding strategies					
UNIT – V MEASURING BRAND EQUITY					9
Measuring sources of Brand equity -Qualitative and Quantitative research technique					

Aaker Model- Brand Asset Valuator -Young & Rubicam- Online branding -Branding challenges & Opportunities.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

TOTAL: 45 HOURS

Textbook:

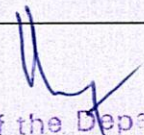
1. Kevin Lane Keller, Ambi M.G. Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, Fourth edition, 2015
2. Donald R. Lehmann and Russell S. Winer, Product Management, Tata McGraw Hill , Fourth Edition, 2017

Reference Books:

1. Subroto Senguptha, Brand Positioning Strategies for Competitive Advantage, Tata McGraw Hill, Second Edition
2. Kirti Dutta, Brand Management, Principles and Practices, Oxford Higher Education, First Edition
3. David A Aaker , Building Strong Brands , Simon & Schuster Ltd, New York
4. Nitish Rai Gupta, The 7 principles of Brand Management, McGraw Hill India Pvt. Ltd, First Edition

Websites / Links :

1. <https://www.pre-scient.com/knowledge-center/new-product-development/importance-of-npd-and-id-for-a-business.html>
2. <https://www.brandequity.com>
3. <http://www.coolbrands.uk.com>
4. <http://www.bestglobalbrands.com>
5. <http://www.interbrand.com/en>
6. <http://hbswk.hbs.edu/topics/brandmanagement.html>


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P21MBA508	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	3
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Course Outcomes: At the end of the course, the students will be able to,

1. Acquire conceptual understanding of customer relationship management.
2. Understand the Process of Acquisition of the customers
3. Analyze the Database management in CRM using various tools
4. Understand the concept of Customer Loyalty and Retention strategy
5. Imply various applications of CRM

UNIT – I INTRODUCTION TO CRM

8

Introduction to Customer Relationship Management (CRM) – Evolution of Relationship Marketing – Concept of CRM – Evolution of CRM – Types of CRM – CRM models – Principles of CRM – Technological Components of CRM – Software Applications of CRM – A Roadmap to CRM – Need of CRM – CRM Concepts

UNIT – II CRM INTEGRATION

7

Customer-Centric Approach – Factors responsible for Integration in CRM. Acquisition of Customers – Objective – Types of Customer Acquisition – Elements of Customer Acquisition - Strategies in acquisition - Factors for Customer Acquisition – Acquisition cost of customers – Calculating the Acquisition cost of Customers

UNIT – III ANALYTICAL CRM

10

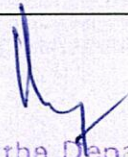
Levels of Data Abstraction – Categorization of Database – Database Application – Data Warehousing – Integrating Data with Data Warehousing Technology – Data based Management Software – Customer Profiling and Database Management – Market Implications of Database Management. Introduction of Data Analysis and Data Mining – Data Analysis – Data Mining – Data Mining Tools and Techniques

UNIT – IV CRM OPERATIONS

10

Introduction to Customer Loyalty and Retention Management – Segmentation of customers – Customer Life Time Value – Loyalty Program – Recovery Management – Customer Complaint Management system – Customer Experience Management – Customer Retention Management – Managing a Waiting customer – Increasing Wallet share – RFM

Analysis – Customer Retention Strategies – Customer Recall Management. CRM in Marketing Channels		
UNIT – V CRM: TECHNOLOGY, IMPLEMENTATION, AND APPLICATIONS		10
Introduction – E-CRM – Difference between CRM and E-CRM – CRM Solution and its Components – CRM Software – Sales Force Automation and Mobile CRM. CRM implementation – Need – Framework – Implementing CRM Projects – Evolving Technology in CRM Implementation – Choosing an Appropriate CRM Solution – ERP – Operational Issues in CRM Implementation. Applications of CRM – Assessment of CRM – ROI – Hurdles – Failure of CRM – Cross Functional Strategy		
THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS
Textbook:		
1. N.H. Mullick, Customer Relationship Management, Oxford University Press, 1st edition, 2016.		
Reference Books:		
1. Assel, Consumer Behavior, Cengage Learning, 6th Edition.		
2. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.		
3. Zikmund, Customer Relationship Management, Wiley 2012		
4. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra.2nd edition, 2007. Alok Kumar Rai, Customer Relationship Management concepts and cases, PHI, 2014.		


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P21MBA509	MARKETING RESEARCH	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Identify the scope and importance of marketing research 2. Examine the steps and process of marketing research process 3. Discuss the types and methods of scales for data collection 4. Analyse data and draft research report 5. Identify the methods for product launch after a market analysis. 					
<p>UNIT – I OVERVIEW OF MARKETING RESEARCH</p> <p>Meaning, Nature, Scope Importance and Limitations of Marketing Research, Marketing Research Vs. Market Research - Organization of Marketing Research Department, Career opportunities in Marketing Research, Marketing Research Agencies – definition, functions, organizational structure - merits and demerits of Marketing Research Agencies.</p>					8
<p>UNIT – II MARKETING RESEARCH PROCESS -</p> <p>Characteristics of a good Marketing Research Plan, Steps in Marketing Research, Types of Research design – exploratory, descriptive, causal – their importance and limitations, Special techniques of Marketing Research – Panel Research, Retail/Shop research, Image Research, Omnibus surveys, Trade Research.</p>					10
<p>UNIT – III DATA COLLECTION</p> <p>Primary and Secondary data – meaning and types – Nominal, Ordinal, Interval, Ratio, Specific scales for measuring attitudes – Rating scales, Semantic, Thurston – Likert’s, Guttman, Q-sort, Stapel scale, Methods of collecting Primary data – observation, personal interview, telephone and mail survey – Designing of questionnaire, distinction between questionnaire and interview schedule, Methods of sampling, Basic consideration in deciding upon sample size, Sampling error</p>					9
<p>UNIT – IV MULTIVARIATE ANALYSIS</p> <p>MULTIVARIATE ANALYSIS - Preliminary steps – editing, coding, tabulation – Multivariate analysis – Discriminant Factor and Cluster analysis, Multi-dimensional scaling,</p>					9

Multiple Regression - Presentation of research findings – factors to be considered while drafting a Marketing Research report – contents of Marketing Research report.

UNIT – V APPLICATIONS OF MARKETING RESEARCH

9

Product research, Packaging, Pricing, Customer satisfaction, Sales and distribution, Advertising, Media and Brand researches, Ethical issues in Marketing Research, Future of Marketing Research, Case studies in the above areas.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

TOTAL: 45 HOURS

Textbook:

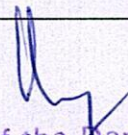
1. Rajendra Nargundkar, Marketing Research, Tata McGraw Hill Education Second Edition, New Delhi,

Reference Books:

1. Sharma, D.D., Marketing Research – Principles, Applications and Cases, South Asia Books, Second Edition
2. Hair, Bush and Ortinau, Marketing Research, Tata McGraw Hill Education, Second Edition
3. Zikmund and Babin, Marketing Research, Cengage Learning, Third Edition
4. Parasuraman, Dhruv Grewal and Krishnan, R., Marketing Research South-Western College Publication, Second Edition

Websites / Links :

1. <https://www.imsmarketing.ie/>
2. <https://www.TechCrunch.com>
3. <https://www.pewresearch.org/>


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P21MBA510	MARKETING ANALYTICS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the concepts of Marketing Analytics 2. Identify the Analytical models 3. Apply the consumer analytics for business decision 4. Apply the use of social media analytics for decision making 5. Discuss the challenges and opportunities in marketing analytics. 					
<p>UNIT – I INTRODUCTION</p> <p>Introduction to Marketing analytics – Adoption – Application – Web Analytics: Data Type and Data Collection – Offline and Online Data – Types of Media and Data Type – Analysis of User Behavior</p>					9
<p>UNIT – II ANALYTICS MODEL</p> <p>Introduction to R – Functions of R – Summarizing Data – Plotting data. Supervised learning – Unsupervised Learning – Reinforcement Learning – Machine Learning and Market Research Model. Correlation – Types – Conducting Correlation analysis. Regression – Types – conducting Regression analysis.</p>					9
<p>UNIT – III CONSUMER ANALYTICS</p> <p>Introduction to Advertising analytics – Media Budget Decisions – Advertising Effectiveness. Mapping consumer perception and preference – Factor analysis – Cluster analysis – Multi Dimensional Scaling – Correspondence analysis – Conjoint analysis. Customer Acquisition – Lead generation metrics – Customer Activity metrics – Customer value metrics.</p>					9
<p>UNIT – IV SOCIAL MEDIA ANALYSIS</p> <p>Overview of Social Media Platforms – Social Media API's – A workflow for Social Media Data Collection. Distribution of consumer Engagement – Consumer Engagement and Content – Analyzing Social network data – Representing Social Networks – Centrality Measures – Mining Meaning from text – parsing text for analysis – Computing Descriptive Statistics for Text.</p>					9
<p>UNIT – V APPLICATIONS OF MARKETING ANALYTICS</p> <p>Various tools to analyze marketing aspects – Practical: Analyze the consumer Behavior</p>					9

using any social media platforms – Recent Trends in Marketing analytics – Challenges and Opportunities in using marketing analytics

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

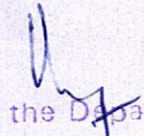
TOTAL: 45 HOURS

Textbook:

1. Moutusy Maity, Pavankumar Gurazada – Marketing Analytics for Strategic Decision-Making, Oxford University Press, 2021.

Reference Books:

1. Mike Grigsby – Marketing Analytics: A Practical guide to real marketing sense, Kogan page, 1st Edition, 2015
2. Stephen Sorger – Marketing Analytics: strategic models and metrics, CreateSpace Independent Publishing Platform; 1st edition, 2013


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P21MBA511	INTERNATIONAL MARKETING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Discuss the evolution and the concept of International Marketing 2. Identify the International Marketing Environment 3. Apply Market entry and product strategies for global market 4. Analyse branding and pricing strategies for global market 5. Analyse the various International distribution channels 					
<p>UNIT – I Introduction to International Marketing</p> <p>Globalization – The Concept of International Marketing – Evolution – Adaptation – Internationalization of Indian Firms – Process. Background of International Trade – World Trade Outlook – An Overview of India’s Foreign Trade</p>					7
<p>UNIT – II International Marketing Implications</p> <p>GATT – WTO – Functions and Structures of WTO – Principles – WTO Agreements- RTA – India’s Participation in RTA – RTA’s under the WTO. International Marketing Research – Emic Vs Etic Dilemma. Identification of International Markets – Segmentation – Selection – Tools.</p>					8
<p>UNIT – III International Market Entry and Product strategy</p> <p>Concept of International Market Entry – Modes – Factors affecting selection of Entry Mode – Choosing Market Entry Mix. Standardization Vs Adaptation in International Markets – Factors Influencing product adaption – Trade-Off Strategy – Product Quality Decisions – Packaging and Labelling – Product launch and Life cycle- International Product strategy – Product promotion strategy.</p>					10
<p>UNIT – IV International Brand Building and Pricing</p> <p>Branding – Types of Brands - Benefits – Selecting Brand name for International Marketing – Branding Concepts – Strategies for Brand Building – Strategy – Life cycle concept and Product categories – International Branding strategy. Pricing Decisions – Pricing Approaches – Factors Influencing Pricing decisions – Terms of payment – Types of Credit according to methods of payment.</p>					10
<p>UNIT – V International Logistics and Distribution</p> <p>International Logistics – Value chain concept – Channels of International Distribution – Types of Channels – International Retailing – International Franchising – Managing International Logistics. Process of International Marketing communication –</p>					10

Tools – Framework. India’s Exim Policy – Prohibitions and restrictions - ICD and CFS – EOU, STP, EHTP –MDA – MAI – IBEF Trust. Documentation – Procedure – Electronic Processing.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

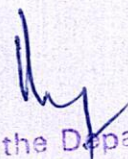
TOTAL: 45 HOURS

Textbook:

1. Rakesh Mohan Joshi, International Marketing, Oxford University press; 2nd Edition, 2014

Reference Books:

1. Onkvisit, Sak. And John J. Shaw., International Marketing, Prentice Hall of India, New Delhi; 1st Edition, 2016
2. Philip.R. Cateora, John.L. Graham.Prasanth Salwan. International Marketing, Tata Mcgraw Hill, 1st edition, 2012
3. Thomas L Friedman, the lexus and the olive tree: Understanding Globalization, Anchor Books, 1st Edition, 2012


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P21MBA512	MERCHANT BANKING AND FINANCIAL SERVICE	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine Merchant Banking and its structure. 2. Analyze the Pre and Post issue management mechanism and SEBI guidelines. 3. Examine the Fund based financial services. 4. Apply the concept of Credit rating and Securitization. 5. 5. Discuss the mutual funds and its regulation and operations. 					
<p>UNIT – I Introduction to Merchant Banking</p> <p>Introduction – Concept and Evolution of Merchant Banking – Functions -Types – Qualities required for Merchant Banker - Recent Development & Challenges in Merchant Banking - Legal Regulatory framework of Merchant Banking- Code of Conduct for Merchant Banker- General obligations and Responsibilities of Merchant Banker - SCRA- FEMA – SEBI Guidelines to the Merchant Banker – Merchant Banking in India.</p>					9
<p>UNIT – II Issue Management</p> <p>Pre & Post Issue Management – Issue Pricing – Designing of capital Structure, Brokers in Issue Management & Their Responsibilities- Register – Underwriters – Types - Bought out Deals, Best Effort Deal, Underwriting Commission and Underwriting agreement – Devolvement - Assessment of an issue for underwriting – Green shoe option- E-IPO – Shore Issues – Issue Marketing – NRI Marketing</p>					9
<p>UNIT – III Fund Based Financial Services</p> <p>Leasing: Meaning and Types of Leasing- Legislative Frameworks related to leasing - Introduction to Hire Purchasing: Concept and features of Hire Purchase – Problems - Factoring: Types, Mechanism, Advantages and Disadvantages of Factoring. Forfeiting: Types, Mechanism, Advantages and Disadvantages of Forfeiting- Bill Discounting- Venture capital: Process, Methods of Venture Financing- Dis-investment mechanisms- Venture capital Industry in India and Future prospects of Venture Financing- Housing Finance</p>					9
<p>UNIT – IV Fee Based Financial Services</p> <p>Meaning and Process of Credit rating of financial instruments. Rating Methodology-Introduction to various Rating Agencies. Rating Symbols of different companies- - Securitization of Debts- Meaning and Features. Special Purpose Vehicle,</p>					9

Pass through certificate and mechanism. Benefits of Securitization. Issues of Securitization.

UNIT – V Depository Services and Mutual Funds

9

Depository services: Role and Advantages of the Depository system, NSDL and CDSL, Depository participants and their roles. Stock broking services including SEBI guidelines. Mutual Fund: Structure of Mutual Funds, Types of Mutual Funds, Exchange Traded Funds, Hedge Funds and Advantages of Mutual Funds, Accounting Aspects and Performance Evaluation of Mutual Funds and Regulations.

THEORY: 45 HOURS

TUTORIAL: ___ HOURS

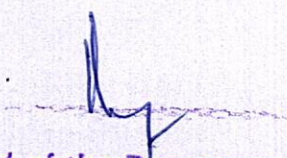
TOTAL: 45 HOURS

Textbook:

1. Dr.S. Gurusamy , Merchant Banking and financial services, Tata Mcgraw Hill, 4th Edition, 2012.
2. Rajiv Srivastava and Anil Misra, Financial management, Oxford University Press, 2nd edition, 2011

Reference Books:

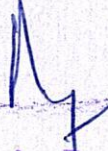
1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2013
2. NaliniPrava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 6th edition 2017.


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P21MBA513	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Discuss the theoretical and practical background in the field of investments. 2. Apply the concepts of fundamental and technical analysis in investment decisions. 3. Apply the theory and practice Portfolio management. 4. Identify, assess and value the equity using various models. 5. Apply theories, techniques in making sound investment decisions in portfolio. 					
<p>UNIT – I Nature and Scope of Investment Management and Portfolio Analysis</p> <p>Meaning and Nature of Investment- Objectives and Process of Investment- Investment versus Speculation, Investment Alternatives and Their Evaluation, Investment Avenues - Basics of stock markets- Securities Trading-Recent Developments in Stock Market -Financial Markets, Portfolio Management Process, Approaches to Investment Decision Making, Common Errors in Investment Management, and Qualities of Successful Investing. Role of Portfolio Management, Portfolio Management Practices in International markets.</p>					9
<p>UNIT – II Basic Concepts and Fundamental and Technical analysis</p> <p>Risk and Return –Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk. Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis Framework Technical Analysis: Basic Tenets of Technical Analysis – Dow Theory – Behavior of Stock Prices – Major Trends – Charts and Trend Lines – Resistance and support Lines – Different Patterns, Elliot Wave Theory, Moving Averages- Breadth of Market Momentum- Market Indicators- Technical vs Fundamental Analysis-Efficient market theory.</p>					9
<p>UNIT – III Modern Portfolio Theory</p> <p>Portfolio Theory: Introduction to portfolio management, Meaning of Portfolio Management-Phases of Portfolio Management-Evolution of Portfolio Management- Role of Portfolio Manager - Risk and Return of Portfolio-Diversification-Portfolios with more than two securities - The Benefits of Diversification, Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio. Capital Asset Pricing</p>					9

<p>Model – Assumptions – Inputs Required for Applying CAPM, The Capital Market Line – Security Market Line, Markowitz portfolio theory, Pricing of Securities with CAPM. FAMA French Model, Limitations for all models.</p>		
<p>UNIT – IV Equity Valuation</p>		<p>9</p>
<p>Equity Valuation: Balance Sheet Techniques- Book value, Liquidation value, Replacement cost. Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model. Relative Valuation Techniques: Price-earnings ratio, Price book value ratio, Price-sales ratio.</p>		
<p>UNIT – V Portfolio Revision and Selection</p>		<p>9</p>
<p>Selection of optimal Portfolio-Pricing of securities with CAPM. -: Need for Revision-Meaning of portfolio Revision- Portfolio Revision Strategies-Need for Evaluation-Evaluation perspective-meaning of Portfolio Evaluation- Measuring Portfolio Return -Risk Adjusted Returns Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance - Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation. Latest Developments, Trends and Practice.</p>		
<p>THEORY: 45 HOURS</p>	<p>TUTORIAL: ____ HOURS</p>	<p>TOTAL: 45 HOURS</p>
<p>Textbook:</p> <ol style="list-style-type: none"> 1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 19th Edition, 2013 New Delhi. 2. Investment Analysis and Portfolio Management, Chandra, P (Tata McGraw Hill Publishing Co. Ltd.) 4th edition, 2012. 3. Investment Analysis and Portfolio Management, 6e, Frank K. Reilly and Keith C. Brown (Dryden Press), 10th edition 2011. 4. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education (India) Private Ltd., 5th Edition, 2019. 		
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. S. Kevin, Security analysis and Portfolio Management, PHI, 2010, 2nd Edition, New Delhi. 2. Alexander. G.J, Sharpe. W.F and Bailey. J.V, “Fundamentals of Investments”, PHI, 2. Reilly, Brown: “Analysis of Investments and Management of Portfolios”, Cengage Learning, New Delhi, 2013 		

3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, New Delhi, 2013
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed. 6. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, TMH, New Delhi,
5. 7. E. Fischer Donald, J. Jordan Ronald and K. Pradhan Ashwini, Security Analysis & Portfolio Management, Pearson Education, 7 th Edition, 2019.



Head of the Department,
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P21MBA514	BANKING MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the structure and regulatory framework of Banks in India. 2. Identify the Banking products and services and develop suitable strategies for effective risk management. 3. Analyse branch operations in the face of Changing technology. 4. Compare and contrast different payment and settlement of Indian banks 5. Analyse the evolving trends and identify strategies for Indian banks. 					
<p>UNIT – I - Introduction to Indian Banking System</p> <p>Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector – Central Banking – Bank Nationalisation in India - RBI Act, 1934/ 2006 –Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – CRR, SLR, Repo & Reverse Repo rate –Financial Statements of banks – Balance Sheet – Income Statement - CAMEL - BASEL</p>					9
<p>UNIT – II - Managing Bank Funds/ Products & Risk Management</p> <p>Types of Banking - Deposit and Non-deposit sources – Types of Customers - Various credit Products/ Facilities – Fund and Non Fund based products - Principles of Lending - Document and procedures - Priority Sector Lending – Ancillary services- Know your Customer (KYC) Guidelines – Different modes of charging – Types of collaterals and their characteristics - Banker-Customer relationship - Banking Ombudsman scheme - Financial Distress –Signal to borrowers – NPA Management - Risk Management – Credit Risk - Market Risk – Operational and Solvency risks - SARFAESI Act.</p>					9
<p>UNIT – III – Branch Operation and Banking Technology</p> <p>Core banking – Branch Computerisation – Banking software - Bank back office management –Inter branch reconciliation -- Treasury Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationship Management</p>					9
<p>UNIT – IV – Payment and Settlement System</p> <p>Paper based and e payments - National Payments Corporation of India - High value Payments:- Real-time gross settlement – SWIFT- SFMS- Electronic Clearing Service</p>					9

(ECS)- National Electronic Fund Transfer (NEFT)- Money Transfer Service Scheme (MTSS) - Retail Payments :- Automated Teller Machines (ATMs) - Electronic Funds Transfer - Immediate Payment Service (IMPS) - Bharat Bill Payment System (BBPS) – Card Payments – POS - Mobile Payments – BHIM Aadhar Pay - UPI Payments - Bharat QR Code - Digital Wallets – Bank Wallets – Private Wallets – *99# service – Payment Gateways - Aadhar Payment Systems – Micro Payments - Micro ATM - Cheque Truncation, MICR Cheques

UNIT – V – Contemporary Issues in Banking

9

Recent trends in Indian banking - Asset Liability Management – Financial Inclusion – Asset Liability Management - Cybercrime – Definition – Scope and dimensions – Cyber criminals – Nature and types of Cybercrime and techniques – Internet crime , Frauds – Computer Hacking & Hackers- Cyber security – Implementation of hardware and software based firewalls – Standards and best practices- Cryptography and Encryption – RBI and Bank Initiatives

THEORY: 45HOURS

TUTORIAL: 0 HOURS

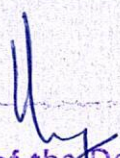
TOTAL: 45 HOURS

Textbook:

1. Commercial Bank Management – Kanhaiya Singh and Vinay Dutta – McGraw-Hill Publishing House, Reprint edition 2017

Reference Books:

1. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillan Publishers India Limited, 5th edition, 2021.
2. Introduction to Banking – Vijayaraghavan Iyengar – Excel Publications – 2007
3. Banking Finance and theory, Law and practice – Clifford Gomez – PHI learning Private Limited, 11th edition, 2011.


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 Management Studies,
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P21MBA515	FINANCIAL MODELLING	2	0	2	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Design and Construct useful and robust financial modelling applications. 2. Examine the valuation modelling in Finance 3. Create Models using spreadsheet tools and techniques in Excel. 4. Identify the models and analyze the impacts of financial decisions related to financial statement analysis and DCF analysis. 5. Develop various Portfolio and Derivative Models. 					
<p>UNIT – I Introduction to Financial Modelling & Built in Functions Using Spread Sheets</p> <p>Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling, Financial modelling dos and don'ts - Excel formulas for financial applications - Time value of Money Models: EMI with Single & Two Interest rates – Loan amortization modelling-Debenture redemption modelling</p>					12
<p>UNIT – II Valuation</p> <p>Introduction to Valuation - The importance of Valuation – Understanding Enterprise value and Equity value – Comparable Company Analysis – Precedent Transactions Analysis – Discounted Cash Flow analysis: Understanding unlevered free cash flow – Forecasting free cash flow – FCFF and FCFE – Forecasting terminal value – Present value and discounting – Performing sensitivity analysis – Estimating cost of debt – Understanding and analyzing WACC</p>					12
<p>UNIT – III Building an Integrated Cash Flow Model</p> <p>Understanding the links between the financial statements – Understanding circularity – Setting up and formatting the model – Selecting model drivers and assumptions – Modelling and projecting the financial statements – Analyzing the output – Testing the model – Fixing modelling errors – Advanced modelling techniques – Using the model to create DCF analysis - Scenario analyses with Microsoft Excel – Business Forecasting</p>					12
<p>UNIT – IV Corporate Financial Modelling</p> <p>Financial Break even modelling -Corporate valuation modelling(Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period ,NPV ,IRR and MIRR - Calculating profits from a firm's cash flows; using Excel's Solver tool to</p>					12

determine the sales volume needed to break even; evaluating a firm's operating, financial, and combined leverages - understand the inputs and outputs of capital budgeting - Using Excel's tools for Monte Carlo simulation; using Excel's random number generator to generate random numbers that follow different probability distributions (e.g., uniform, normal, and triangular distributions) and use the results.

UNIT – V Portfolio and Derivative Modelling

12

Risk ,Beta and Annualized Return – Probability – Normal, Lognormal distribution properties –Decision making uncertainty – Simple Linear Model – Multiple Linear Model

THEORY: 30 HOURS

PRACTICAL : 30 HOURS


TOTAL: 60 HOURS

Textbook:

1. Wayne L Winston," Microsoft Excel 2021-Data Analysis and Business Modelling", 7th Edition, PHI publications, (Microsoft Press), New Delhi,2017.
2. Häcker, J./Ernst, D.: Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance, 1st edition, Palgrave Macmillan, December 2017.
3. Soubeiga, E.: Mastering Financial Modelling; A Professional's Guide to Building Financial Models in Excel, 1st edition, 2013, McGraw-Hill Education.

Reference Books:

1. Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015
2. Excel 2019 Data Analysis and Business Modelling, Wayney L Winston, Microsoft.
3. Mastering Financial Modelling in Microsoft Excel, Alistair L Day, Pearson Education.
4. Humphrey K.K Tung and Donny C.F.Lai, Professional Financial Computing using Excel and VBA, Wiley Finance, 1st Edition, 2014.


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P21MBA516	DERIVATIVES MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the nature of Derivative contracts and settlement. 2. Describe the futures contract, its operation and payoff. 3. Analyse the importance of Options, types and valuation. 4. Identify the significance of different types of Swaps and commodities derivatives 5. Elucidate the important regulations in Derivative market in India. 					
<p>UNIT – I: Introduction to Derivative market</p> <p>Financial Derivatives : An Introduction to Financial Derivative Markets, Concept and Purpose, Types of Financial Derivative Instruments – Forwards, Futures, Options, Swaps and other Derivatives ; Difference between Cash and Future market, Types of Traders, Difference between Exchange Traded and OTC Derivatives .</p>					9
<p>UNIT – II: Forward and Futures Contract</p> <p>Financial Forward and Futures Contracts: Specifications of Forwards and Futures contract, Concept , Characteristics, Types of Financial Forward Contract ; Equity Forward , Currency Forward, Bond and Interest Rate Forward, FRA’s, Hedging using Futures, Types of Futures Contract – Stock Future, Index Future, Currency Future, Interest Rate future and Commodity future market; Margin requirements.</p>					9
<p>UNIT – III: Options Contract</p> <p>Financial Options: Concept, Characteristics and Types of Financial Options : Stock Options , Index Options, Currency Options ,Commodity Options, Interest Rate Options, Exchange Traded Options , OTC Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Pricing models, Difference between Future and Option contracts.</p>					9
<p>UNIT – IV : Swap Contract</p> <p>Swap Contract : Meaning , Difference between Swaps and Futures contract, Types of Swap Contracts : Interest Rate Swaps, Currency Swaps, Commodity Swaps, Role of Financial Intermediary, Floating Rate Notes, Credit Risk</p>					9
<p>UNIT – V : Derivatives : Indian Context</p> <p>Evolution of Derivatives Market in India, Regulations – Framework, Securities and Contracts(Regulation) Act , Guidelines of SEBI and RBI.</p>					9

THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS
<p>Textbook:</p> <ol style="list-style-type: none"> 1. John.C.Hull, Options, Futures and other Derivative Securities, PHI Learning, 10th Edition,2018 		
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. N.R.Parasuraman, Fundamentals of Financial Derivatives , Willey India. 3rd Edition, 2014. 2. S.S.S.Kumar, Financial Derivatives, PHI Publications, 5th edition Jan 2012. 3. Manish Sahaswani, Introduction to Derivatives, Finance Train Publisher, 1st edition,2013 4. S.L.Gupta, Financial Derivatives – Theory, concepts and problems , PHI publishers, 2nd editions, 2017. 		



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P21MBA517	RISK MANAGEMENT AND INSURANCE	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Apply the concepts of risk and risk management. 2. Analyze and evaluate various risk exposures. 3. Discuss the insurance business in terms of structure and products. 4. Apply and relate the life and health insurance with various stages of the Life Cycle 5. Examine the legal and regulatory framework of insurance. 					
<p>UNIT – I Introduction to Risk and Risk Management</p> <p>Meaning of Risk and Uncertainty, loss, perils, hazards -Types of Risks : Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk - Risks for Financial Institutions - Classifying Pure risks- Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting- Risk Management by Individuals and Corporations</p>					9
<p>UNIT – II Risk Identification and Measurement</p> <p>Business Risk Exposures-Individual Exposures-Exposures of Physical Assets - Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to Work-Related Injury-Basic concepts form probability and Statistics - Evaluating the Frequency and Severity of Losses- Risk Control- Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk - Risk Assessment, Analysis, Evaluation, Risk Control and Treatment - Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk.</p>					9
<p>UNIT – III Introduction to Insurance Business</p> <p>Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance - Insurance intermediaries - Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance -</p>					9

Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Calculation of premium and bonus.

UNIT – IV Life Insurance and General Insurance

9

Life Insurance Business - Fundamental principles of life insurance – Basic features of life insurance contracts - Life insurance products – Traditional and unit linked policies – Individual and group policies - With and without profit policies – Types of life insurance policies – Term insurance – Whole life insurance and its variants – Endowment insurance and its variants – Annuities – Policies for children and females – Policies for handicapped lives – Pension plans – Health insurance – Claims settlement
General Insurance Business - Fundamental principles of general insurance – Fire insurance – Marine insurance – Motor insurance – Personal accident insurance – Liability insurance – Miscellaneous insurance – Claims settlement.

UNIT – V Insurance Regulators

9

Insurance Act, 1938 – Summary provisions of Insurance Act, 1938 Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers and functions of IRDA – Operations of IRDA – Insurance policyholders’ protection under IRDA – Exposure/Prudential norms. Summary provisions of related Acts – Consumer Protection Act and Transfer of Property Act

THEORY: 45 HOURS

TUTORIAL: ____ HOURS

TOTAL: 45 HOURS

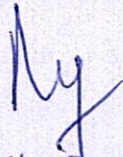
Textbook:

1. Harrington and Niehaus, 'Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 2nd Edition, 2017.
2. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 13th Edition, 2017.

Reference Books:

1. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing house Mumbai, 2nd Edition, 2017.
2. John Simpson Teale, insurance and Risk Management, Paperback, 3rd edition, 2016.
3. Mark S. Dorfman & David A. Cather, Introduction to risk management & Insurance, Pearson, 10th edition, 2013.

4. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011.
5. Stulz, Risk management and Derivatives, Cengage Learning, 2nd Edition, 2011.
6. Nalini Prave Tripathy, and Prabir Pal, Insurance – Theory and Practice, Prentice hall of India, 2010.



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P21MBA518	MICROFINANCE	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Comprehend the importance of micro finance products and services 2. Examine the supply and intermediation process of Microfinance 3. Identify the credit lending models and examine the role of MFIs in assessing the risk 4. Analyse the government measures for the development of SHGs in India 5. Identify the role of Micro finance in socio - economic development of the nation. 					
<p>UNIT – I - Microfinance - Overview</p> <p>Microfinance - Definition - History - Need for Micro finance - Recommendations of various committees- Principles - Worldwide developments - Microfinance in Asia - Success story of Grameen Bank - Outreach of Microfinance in India - Micro Finance Products and Services :- Micro credit- Micro savings - Micro Insurance - Payment Transfers - Pension and Provident fund - Financial and Social Intermediation- Business development and Social Services - Rural agricultural services</p>					9
<p>UNIT – II - Supply and Intermediation</p> <p>Regulation of MFIs - Non institutional and Institutional source of micro finance- Strength and weakness of different sources - Role of intermediaries in delivering products and services : - Non banking financial companies - SKS - SEWA bank - NGOs - Types of micro finance institutions - NGO vs MFI</p>					9
<p>UNIT – III - Credit Lending and Rating Models</p> <p>Individual Lending Vs Group lending - Credit lending models - Impact of peer pressure - SHG and Components- Difference between SHG and JLG - Risks in Microfinance institutions - Types - Strategies for risk minimization - Social rating and components - Credit rating models : - GIRAFE - PEARLS - CAMEL - CRISIL - Micro rate - Philippine coalition</p>					9
<p>UNIT – IV - Micro Finance and Government</p> <p>Present status of Microfinance institutions in India- Different schemes of government - SHG and Poverty Alleviation Programs- SHG and Bank linkages programmes in India - Benefit of SHGs to members- Benefits to women- Benefits to Banks- Benefits to Government- Benefits to Voluntary Agencies and Benefits to Society.</p>					9

UNIT – V - Micro Finance and Development

9

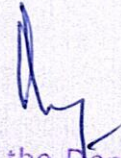
Microfinance and Women Empowerment- Microfinance and Health - Microfinance, Micro entrepreneurship and Business Development - Microfinance and Education - Microfinance and Agriculture - Microfinance and Cottage Industry - Microfinance and Networking and Linkage Building - Microfinance and Disaster.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Understanding Microfinance- Debadutta K.Panda - Wiley Publishers, Reprint, 2019

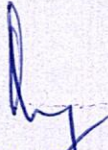
Reference Books:

1. The Economics of Microfinance - Beatriz and Jonathan - Prentice hall of India – 2014.
2. Microfinance - Perspectives and Operations- Bhaskaran, R. – MacmillanEducation, 2nd edition
3. Gianfranco A. Vento, Mario La Torre, Microfinance, Palgrave Macmillan, UK, 2006
4. Microfinance and Tribal Women Entrepreneurs - Navin Kumar Rajpal- Educreation Publishing, 2016


Head of the Department,
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P21MBA519	PERSONAL FINANCE & FINANCIAL PLANNING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Apply financial principles to demonstrate sound, practical decision-making in personal financial situations. 2. Analyse the various types of insurance and relate this information to personal needs. 3. Evaluate various types of credit, understand costs and how to utilize them to the best advantage. 4. Examine investment strategies considering asset allocation. 5. Discuss the basic principles of taxes and implement effective tax planning. 					
<p>UNIT – I - Introduction to Financial Planning</p> <p>Financial Planning – Need and Importance – Determinants of Personal income - Process of financial planning - Investment Objective - Time value of money and its applications - Personal financial statements - Cash flow and debt management - Finance education</p>					9
<p>UNIT – II - Risk Analysis & Insurance Planning</p> <p>Risk management - Insurance decision in personal financial planning – Benefits - Various Insurance Policies - Strategies for General Insurance, Life Insurance, Motor Insurance, Medical Insurance</p>					9
<p>UNIT – III – Managing Credit & Retirement Planning</p> <p>Basic concepts of credit – Credit statements – Understanding how instalment loans works – Calculation of interest - Computation of Finance charges - Retirement need analysis and techniques - Development of retirement plan - Various retirement schemes - Employees Provident Fund (EPF) - Public Provident Fund (PPF), Superannuation Fund - Gratuity - Other Pension Plan and Post- retirement counselling</p>					9
<p>UNIT – IV – Investment Planning</p> <p>Affordable Housing – Managing Health expenses - Risk Return Analysis - Mutual Fund – Stock Market- Derivatives- Asset Allocation - Investment strategies - Portfolio construction and Revision.</p>					9
<p>UNIT – V – Tax Planning</p> <p>Income-tax computation for Individuals - Statutory provisions pertaining to Capital Gains and indexation - House Property - Deduction and Allowances - Non Resident Indian tax</p>					9

laws and Tax Management Techniques.		
THEORY: 45HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS
Textbook:		
1. E. Thomas Gorman and Raymond E. Fogue, Personal Finance, publisher: Southwest-Western Cengage Learning, 13th edition 2011.		
Reference Books:		
1. Gitman, Joehnk & Billingsley, Personal Financial Planning, CENGAGE Learning, 14th edition 2011.		
2. Jack R Kapoor, Les R Dlabay, Robert J Hughes, Personal Finance – Mc Graw Hill Education, 12th Edition, 2017.		
3. Amar Pandit, The Only Financial Planning Book that You will Ever Need- Network 18 Publications Ltd (CNBC TV 18) (13 April 2014)		
4. Manish Chauhan, How to be Your Own Financial Planner in 10 Steps - Network18 Publications Pvt. Ltd in hardcover in 2013.		
5. National Insurance Academy, Basics of Personal Financial Planning – Cengage Learning, 1 st edition 2010.		


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P21MBA520	FINTECH AND EMERGING TECHNOLOGIES	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Apply the concepts of FinTech and critically evaluate its role in financial services. 2. Discuss the concept of new operating models in banks. 3. Use the concepts of FinTech in wealth management, personal finance, Management and insurance technology 4. Examine cryptocurrencies, risk associated with crypto market and cost involved 5. Discuss the various analytics tools used in financial service industry. 					
<p>UNIT – I Introduction to Fintech and its applications</p> <p>FinTech, Future prospects and potential issues with FinTech - History and Global FinTech investments Digital banking -Impact of digital technology on banking sector- Changes in customer buying behavior -New age payments and remittances-Social media based remittances-Digital mortgages-Global Financial Instruments, Asset Management and Capital Markets</p>					9
<p>UNIT – II Digital Payment</p> <p>New Generation Commerce-Point of sale evolution (POS)- m-POS business model-m Wallets-Smart credit cards -T-commerce- Crowd funding and Crowd investing -P2P lending Robo advising- FinTech and Global economy-New operating models for banks-Banking as service and Open APIs-Neo banks-Challenger banks</p>					9
<p>UNIT – III Internet of Things</p> <p>Big data in the Financial services Industry-Internet of Things (IOT) - IOT in Financial services-Innovative wealth management-Personal Finance Management- InsurTech-P2P insurance Block chained insurance-Risk associated with crypto market- Cost associated with crypto market investment-Crypto currency wallets</p>					9
<p>UNIT – IV Block Chain Technology</p> <p>Blockchain-Components of Blockchain -Public and private keys-Crypto currencies Distributed ledgers- Impact of Blockchain in Financial Services—Applications of Blockchain in Financial Services-Clearing and Settlement- Trade Finance-Compliances- Know Your Customer-Anti Money Laundering</p>					9

UNIT – V Financial Analytics**9**

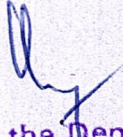
Financial analytics applications in corporate finance- predicting continuous variables – costs, production, revenues, profit-Financial analytics applications in banking- credit evaluation using classification, cross-selling and upselling financial products using recommendation systems, identifying at-risk customers in lending, reducing churn in credit card customers

. THEORY: 45 HOURS**TUTORIAL: __ HOURS****TOTAL: 45 HOURS****Textbook:**

1. Blockchain Application in Finance, Peter Borovykh, Blockchain Driven, 2nd Edition, Auerbach Publications, 2018
2. FinTech in a Flash, Financial Technology Made Easy, Agustin Rubini, Banking Innovations 2nd edition 2017
3. Innovations 2nd edition 2017
4. Sanjay Phadke (2020), Fintech Future: The Digital DNA of Finance, SAGE Publications.

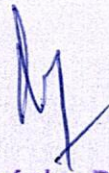
Reference Books:

1. Susanne Chishti and Janos Barberis (2016), The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley
2. Parag Y Arjunwadkar (2018), FinTech: The Technology Driving Disruption in the Financial Services Industry, Auerbach Publications.
3. Inclusive FinTech: Blockchain, Cryptocurrency and ICO, David Lee Chuen and Linda Low, World Scientific Publishing, 2018


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P21MBA521	INTERNATIONAL FINANCE	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Interpret the nature and structure of International finance. 2. Describe the importance of Exchange Rate in Foreign Exchange transactions 3. Elucidate the structure and functions of Foreign Exchange Market. 4. Delineate the significance of various market instruments in global markets 5. Elucidate the important risk factors and exposures involved in Foreign Markets 					
<p>UNIT – I: Overview on Global Financial Environment</p> <p>Nature and Scope of International Finance – Structure of Balance of Payments – Equilibrium and Disequilibrium, International Monetary System – Special Commodity Standard – International Monetary System: Gold Standard- Bretton Woods System of Exchange Rate – IMF - Flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union(EMU) – Interest rates in the Global Money markets.</p>					9
<p>UNIT – II: International Parity Relationships & Forecasting Foreign Exchange rate:</p> <p>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.</p>					9
<p>UNIT – III: Foreign Exchange Market</p> <p>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. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism.</p>					9
<p>UNIT – IV: International Financial Markets and Instruments:</p> <p>Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, 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.</p>					9
<p>UNIT – V: Foreign Exchange Risk Exposure</p> <p>Foreign Investment Decisions – FDIs and FIIs, Type of Risk – The Risk management process - Foreign Exchange Exposure –Transaction exposure - Translation exposure- Economic exposure- Political Exposure- Management of Interest rate exposure.</p>					9

THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS
<p>Textbook:</p> <ol style="list-style-type: none"> 2. International Financial Management – Bhalla. V.K, 2014, sultan chand publishers 3. International Financial Management – S.Kevin, PHI Publishers, 2012. 4. International Financial Management - Siddaiah T, 1/e, Pearson, 2011. 		
<p>Reference Books:</p> <ol style="list-style-type: none"> 5. International Financial Management – Apte P. G, 6/e, TMH, 2011 6. International Financial Management – Jain, Peyrard & Yadav, Macmillan 2010. 7. International Financial Management – Vyuptakesh Sharan, 6/e, PHI publishers, 2012. 		

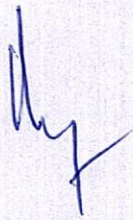


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P21MBA522	COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT	3	0	0	3
<p>Course Outcomes: The Student will be able to ,</p> <ol style="list-style-type: none"> 1. Examine the framework of competency mapping. 2. Apply effective competency models for various positions in organizations. 3. Analyze the role and challenges of performance manager. 4. Analyze the performance of individual and group 5. Design and implement Performance Management System 					
<p>UNIT – I Competency:</p> <p>Concept and meaning of competency, five characteristics of competency, Need for Competency framework, Classification of competencies, Traditional HRM Vs Competency based HRM, Competency Indicators, Competency Assessment, Case Study.</p>					9
<p>UNIT – II Application of Competency in Various HR Functions</p> <p>Competency Based Selection, Competency Based training and development, Competency Based Performance Management, Competency Based succession Planning, Competency Based compensation, Case Study</p>					9
<p>UNIT – III Performance Management</p> <p>Contribution of Performance Management to the organization success, Aim and Role of performance management, Characteristics of good performance management system, Case Study</p>					9
<p>UNIT – IV Performance Management Process</p> <p>Performance Planning, Execution, Assessment, Review, Renewal and Reconstructing, Linking Performance management with Strategic planning, Case Study</p>					9
<p>UNIT – V Measuring Performance</p> <p>Performance dimensions, Approaches of Measuring Performance, Measuring Result and Behavior, Case Study</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
<p>Textbook:</p> <ol style="list-style-type: none"> 1. Herman Aquinis , Performance Management , Pearson Publication , 3rdEditions, 2013. 2. Lycle M.Spencer & Signe M.Spencer , Competence at Work, Wiley India, 1st edition 2008. 					

Reference Books:

1. A.M.Sarma, Performance management Systems, Himalaya Publishing, 2nd edition 2019
2. Seema Shanghi, The hand book of competency mapping, sage publication, New Delhi, 3 edition 2016.
3. A.S.Kohli&T.Deb , Performance Management , Oxford publication, 2008
4. Ganesh Shermon, Competency based HRM, Tata McGraw Hill, 1st edition 2004



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P21MBA523	TALENT ACQUISITION AND EMPLOYER BRANDING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the concepts of Talent Acquisition 2. Evaluate the Job Analysis process in various areas 3. Explain the policies and procedures for Talent Acquisition 4. Apply various tools and techniques and ethical issues involved in Talent Acquisition 5. Analyze career planning, development and research involved in Talent Acquisition 					
UNIT – I INTRODUCTION					9
<p>Talent Acquisition and Recruitment – Differentiation – Policy- E-Recruitment – Outsourcing - Induction – Steps in Induction – Onboarding – Recruitment metrics – Generation Y- Generation Z - Recruitment and Selection in India – Strategic Recruitment and Selection</p>					
UNIT – II JOB ANALYSIS AND PROCEDURES FOR TA					9
<p>Job Analysis – Profile Matching – Position Analysis Questionnaire (PAQ) - Job Analysis method – Performance Intelligence Test – Ethical guidelines for Psychological Testing - Steps for Developing Effective Recruitment and Selection strategies - Connecting Recruitment and Selection with Business plans and Strategies</p>					
UNIT – III TOOLS AND ISSUES IN TALENT ACQUISITION					9
<p>Introduction – Traditional and Modern Recruitment Tools - E-Recruitment- Psychological Test – Personality Test - Emotional Intelligence: The Five domains - Benefits of Legal complaint - Snapshots on Labor Laws governing - Dimensions of Ethics in Recruitment and selection- social media and Recruitment Ethics</p>					
UNIT – IV EMPLOYEE RETENTION					9
<p>Introduction – Importance of Retention – Turnover Vs Attrition – Voluntary and Involuntary Turnover – Causes and Reasons for high attrition – Factors influencing Retention – Determinants of Employee retention – Job design – SMR model (Satisfy-Motivate-Reward)-Key retention practices strategies and best practices</p>					

UNIT – V EMPLOYER BRANDING**9**

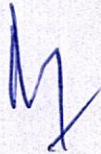
Introduction- Meaning of Employer Branding – Importance of Employer Branding in Modern scenario – Brand Positioning and Differentiation – Brand Vision & Reality – Benefits of Employer Branding – Brand Identity – Employer Brand Proposition – Employee Value Proposition – Employer Brand Management

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Dipak Kumar Bhattacharyya, Recruitment and Selection, Cengage Learning India Pvt Ltd, 2016

Reference Books:

1. Robert D. Gatewood and Hubert S. Field, Murray Barrick, Human Resource Selection, Cengage Learning, 8th edition, 2015
2. Herbert G. Heneman III, Timothy A. Judge, John Kammeyur –Mueller, Staffing Organization, 9th Edition, McGraw Hill



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P21MBA524	INDUSTRIAL RELATIONS AND LABOUR WELFARE	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the various aspects affecting industrial relations in India 2. Apply the industrial disputes machineries to solve disputes. 3. Analyse delicate subject with maturity, objectivity and understanding. 4. Administer labour legislations and maintain harmonious relations in organizations. 5. Discuss the welfare facilities and labour legislations in industries. 					
UNIT – I INTRODUCTION TO INDUSTRIAL RELATIONS					9
<p>Concept of Industrial Relations - Factors and Actors in IR- Importance of IR-Golden Rules of Industrial Relations- Role and functions of Trade Union - Collective Bargaining • Workers' participation in Management - High Court/Supreme Court Landmark Cases.</p>					
UNIT – II SETTLEMENT MACHINERIES FOR INDUSTRIAL DISPUTES					9
<p>Meaning of dispute-conflict-Lay off, Lock out-Retrenchment & Dismissal – Strikes-Forms of Strike and its prevention -Settlement machineries under ID Act-High Court/Supreme Court Landmark Cases.</p>					
UNIT – III DOMESTIC ENQUIRY, GRIEVANCE RESOLUTION & WORKPLACE COUNSELLING					9
<p>Domestic Enquiry - Reasons for taking disciplinary action - Steps in disciplinary procedure -Grievance Resolution - Need, Importance & Grievance handling procedure - WorkPlace Counseling -Types & Importance- High Court/Supreme Court Landmark Cases.</p>					
UNIT – IV LABOR LEGISLATIONS					9
<p>Important Labour Legislations : Factories Act -Industrial Dispute Act -Payment of Wages Act- Minimum Wages Act -Industrial Employment (Standing Orders) Act - Employee Compensation Act - ESI Act - Payment of Gratuity Act- Employees Provident Fund Act - High Court/Supreme Court Landmark Cases.</p>					
UNIT – V LABOUR WELFARE					9

Concept & Objectives of Labour Welfare-Labour Welfare Officer - Classification of Welfare: Statutory and Non-Statutory Welfare Facilities – Health, Safety and Welfare Provisions under Factories Act- High Court/Supreme Court Landmark Cases.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS


TOTAL: 45 HOURS

Textbook:

1. R.Sivarethinamohan, Industrial Relations & Labor Welfare, Text and Cases, PHI, 2017.

Reference Books:

1. Mamoria, Mamoria, Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House. 16th Edition 2021.
2. C.S. VenkataRatnam, Industrial Relations, Oxford University Press, 2nd edition, 2017.
3. ArunMonappa, Nambudiri and Selvaraj, Industrial Relations and Labour Laws, McGraw Hill , 2nd edition 2012.


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P21MBA525	HR ANALYTICS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 6. Explain the concepts of HR Analytics 7. Evaluate the various models of HR analytics 8. Explain the process of Workforce planning 9. Apply the data in Business Intelligence 10. Discuss the various applications of HR Analytics. 					
<p>UNIT – I INTRODUCTION</p> <p>Introducing HCM:21 – Value of Insight – The Language of Metrics and Analytics – Ascending the Value Ladder – Descriptive Analytics - Prescriptive analytics – The Power of Analytics – The Model for Predictive Management – Importance – Strategic Human Capital Measures using Leading HCM to implement strategy – Rational Action</p>					9
<p>UNIT – II HR ANALYTICS MODEL</p> <p>Introduction – Descriptive Technologies bring change – The Value of Statistical Analysis – The Importance of Risk Assessment – The Intersection of People and Profits: The Employee Value Proposition – Attracting, Motivating and Retaining Employees – Human Capital and Business Management for Sustainability</p>					9
<p>UNIT – III WORKFORCE PLANNING</p> <p>Human Resources Vs Human Capital Planning – Preparing for Uncertainty – Reinventing Strategic Planning – The Playbook Concept – The Process for creating a Playbook- Quality Employee Engagement Measurements – Truly Paying for Performance – Recognizing The Telltale signs of Employee Disengagement and Turnover – Process Analysis for Human Resources</p>					9
<p>UNIT – IV DATA IN BUSINESS INTELLIGENCE</p> <p>Introduction – Metrics – Second Generation Metrics – Third Generation Metrics – Understanding Predictive analytics – Connecting the three levels of Metrics – Business Intelligence: The Ultimate Goal. Predictive Analytics for Human Capital Management – Using Human Capital Data for Performance Management during Economic Uncertainty – Using HR Metrics to Make a difference</p>					9
<p>UNIT – V APPLICATIONS OF HR ANALYTICS</p>					9

Impacting Productivity and the Bottom Line: Ingram content Group – Causes – Achieving ROI. Leveraging Human Capital analytics for site selection – Predictive Management – Working a Mission-critical problem – Predictive Analytics for Enhanced staffing and Retention – Future Applications

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

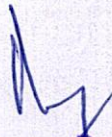
TOTAL: 45 HOURS

Textbook:

1. JacFitzenz , The New HR Analytics, AMACOM , 2010

Reference Books:

1. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.2016.
2. Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2012
3. Dipak Kumar Bhattacharyya, HR Analytics , Understanding Theories and Applications, SAGE Publications India ,2017.
4. Sesil, J. C. , Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education,2014.
5. Pease, G., & Beresford, B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley ,2014.
6. Phillips, J., & Phillips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill,2014.
7. HR Scorecard and Metrics, HBR, 2001.


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P21MBA526	CONFLICT AND NEGOTIATION SKILLS	3	0	0	3
Course Outcomes: At the end of the course, the students will be able to, <ol style="list-style-type: none"> 1. Comprehend the basics of Conflict management, approaches, and process 2. Analyse the concepts of interpersonal, group, and organizational conflict 3. Apply skills to resolve conflicts in organizations 4. Examine the fundamentals of Negotiation, Types, processes and techniques 5. Develop strategies and tactics in Negotiation 					
UNIT – I INTRODUCTION TO CONFLICT MANAGEMENT					9
Understanding conflict, Perspectives of conflict- Types of conflict -Sources of conflict- conflict management process-Advantages & Disadvantages of Conflict.					
UNIT – II MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT					9
Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict - organizational conflict strategies.					
UNIT – III CONFLICT RESOLUTION					9
Conflict resolution models-framework model-classical ideas- new developments in conflict resolution-Environmental conflict resolution-gender and conflict resolution					
UNIT – IV FUNDAMENTALS OF NEGOTIATION					9
Nature, Characteristics of negotiation-Structure-Types of Negotiation- Negotiation process- Communication and its importance-Techniques of Negotiation- Issues in negotiation.					
UNIT – V NEGOTIATION STRATEGIES					9
Strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation-Negotiation power- Alternative Dispute Resolution- Source of power- Cross culture Negotiation-Ethics in negotiation.					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Textbook: <ol style="list-style-type: none"> 1. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008. 					
Reference Books: <ol style="list-style-type: none"> 1. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007 					

2. Negotiation - Lewicki, Saunders, Barry, TMGH, 8th edition, 2020
3. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 4 th edition, 2011,
4. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall,
5. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005



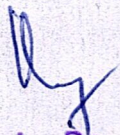
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P21MBA527	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the perspective of strategic HRM 2. Explain the process of Strategic Management Process 3. Link the HRP and designing work systems with the company's strategy 4. Implement strategically the functions of HRM 5. Understand the global perspective of SHRM 					
UNIT – I INTRODUCTION					9
Adopting an investment perspective of Human Resource Management-Measuring Human Capital-HR issues and challenges in Strategic Human Resource Management-Workforce Demographic changes and diversity.					
UNIT – II STRATEGIC MANAGEMENT PROCESS:					9
Strategic HR Versus Traditional HR- Process of Strategic Management-Barriers to Strategic HR					
UNIT – III HUMAN RESOURCE PLANNING AND DESIGN AND REDESIGN OF WORK SYSTEMS:					9
Objectives of Human Resource Planning-Types of Planning- Design and Redesign of Work Systems- Understanding Change and Managing change.					
UNIT – IV IMPLEMENTATION OF STRATEGIC HUMAN RESOURCE MANAGEMENT:					9
Staffing- Training and Development- Performance Management-Compensation- Labor Relations- Employee Separation					
UNIT – V GLOBAL HUMAN RESOURCE MANAGEMENT:					9
International HRM Versus Domestic HRM- Culture Assessment- Strategic HR Issues in Global Assignments- Building multicultural organizations.					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Textbook:					

1. Jeffrey A.Mello, Strategic Human Resource Management, Cengage Publications, 3rd edition.

Reference Books:

1. Agarwala, Strategic Human Resource Management, Oxford Publications, 2015
2. Randall.S. Schuler and Susan E. Jackson, Strategic Human Resource Management, Blackwell Publishing,2015
3. Pulak Das, Strategic Human Resource Management, Cengage Publications, 3rd edition 2012.


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P21MBA528	Compensation Management	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Recognize the pay decisions that helps the organization for achieving a competitive advantage. 2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations. 3. Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues. 4. Design rational and contemporary compensation systems in modern organizations. 5. Understand the global pay practices with various industries 					
<p>UNIT – I Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches. Case Study</p>					
<p>UNIT – II Strategic Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization, Case Study</p>					
<p>UNIT – III Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package, Case Study</p>					
<p>UNIT – IV Executive compensation – elements of executive compensation and its management – Executive compensation in an international context – Wage Determination: Principles of wage and salary administration, methods of wage</p>					

determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions, Case Study

UNIT – V International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world - CEO pay in a global context - Beyond compensation. Case Study

9

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

TOTAL: 45 HOURS

Textbook:

1. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition

Reference Books:

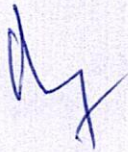
1. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
3. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
4. B D Singh, Compensation and Reward Management, Excel Books, 2008.

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P21MBA529	ORGANIZATIONAL CHANGE AND DEVELOPMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the need, forces and resistance to Organizational Change 2. Discuss the process of organizational change 3. Describe Organizational Development and its interventions 4. Apply OD interventions techniques in practice. 5. Explain contemporary issues in OD 					
<p>UNIT – I INTRODUCTION TO ORGANIZATIONAL CHANGE</p> <p>Organizational Change-Need and Philosophy of organizational change-Forces and resistances to Organizational Change-Types of organizational change. Role of organizational change consultants.</p>					9
<p>UNIT – II ORGANIZATIONAL CHANGE PROCESS</p> <p>Theories of Organizational change- Lewin’s model of change- Kotter’s model of change- Burke Litwin Model of organizational change-Influence of culture on change.</p>					9
<p>UNIT – III NATURE OF ORGANIZATIONAL DEVELOPMENT</p> <p>Definition of Organizational Development-History of OD-Values, Assumptions and Beliefs in OD-Characteristics of OD-Managing the OD process-Overview of OD interventions.</p>					9
<p>UNIT – IV IMPLEMENTATION OF OD INTERVENTIONS</p> <p>Team interventions-Intergroup and Third-party peacemaking Interventions- Comprehensive interventions-Structural Interventions</p>					9
<p>UNIT-V CONTEMPORARY ISSUES IN ORGANIZATIONAL DEVELOPMENT</p> <p>Issues in Consultant- Client Relationships- Recent trends in Organizational Change and Development-Future of OD.</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
<p>Textbook:</p> <ol style="list-style-type: none"> 1. Wendell L.French & Cecil H. Bell, Jr, Organization Development: Behavior Science Interventions for Organizational improvement, Pearson 6th edition 					

Reference Books:

1. Gareth R.Jones, Organizational Theory Design and Change, Pearson Publications, 7th edition.
2. Deepak Kumar Bhattacharyya, Organizational Change and Development, Oxford Publications, 2015
3. Sharma, Change Management and Organizational Transformation, Mcgraw hill Publications, 2015



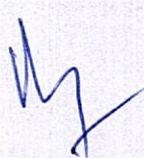
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P21MBA530	TOTAL QUALITY MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the various principles, practices of TQM to achieve quality. 2. Identify various tools on Quality. 3. Evaluate the various techniques of quality. 4. Discuss the importance of ISO Certifications. 5. Practice six sigma and Agile manufacturing in the organization. 					
<p>UNIT – I Evolution of Quality Dimensions Difference between products and services Quality Gurus and their contribution- Quality statement. Quality Analysis Quality costs-Quality control-Quality Assurance- Quality measurement.</p>					9
<p>UNIT – II Total Quality Management Introduction- Philosophy and pillars of TQM- Concepts & Principles- Obstacles/barriers of TQM. Tools of Quality Seven tools of Quality- Seven tools of Management.</p>					9
<p>UNIT – III Techniques of quality Quality Function Deployment (QFD) – Failure Modes and Effect Analysis (FMEA) – KANBAN – 5S Principles – Poka Yoke.</p>					9
<p>UNIT – IV ISO 9001:2008 and ISO 14001:2004 ISO 9001:2008 and ISO 14001:2004: Philosophy – Elements – Requirements – Benefits – Procedure – Documentation – Certification – Auditing – Implementation.</p>					9
<p>UNIT – V World class manufacturing Six Sigma – Lean Manufacturing – Lean Six Sigma – Theory of Constraints – Agile Manufacturing.</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
<p>Text Books</p> <ol style="list-style-type: none"> 1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield and Mary Besterfield-Sacre Total Quality Management, Third edition, Pearson Education, 2020. 					

2. Gryna, Richard Chim Hai Chua, Joseph A. DeFeo, Juran's Quality Planning and Analysis for Enterprise Quality, Fifth Edition Tata McGraw-Hill, 2017.

Reference Book

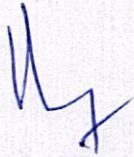
1. James R.Evans & William M.Lindsay, The Management and Control of Quality, Fifth Edition, South-Western (Thomson Learning), recent edition
2. Zeiri. "Total Quality Management for Engineers Wood Head Publishers, recent edition



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P21MBA531	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 6. Understand the concepts and importance of logistics and supply chain. 7. Evaluate the characteristics and different modes of transportation. 8. Explain types of purchasing strategies and process in supplier evaluation. 9. Plan for operational decisions in supply chains. 10. Discuss the current trends in supply chain practices. 					
<p>UNIT – I Introduction to Logistics</p> <p>Customer Service and Logistics Management -A Perspective Concepts in Logistics and Physical Distribution</p>					9
<p>UNIT – II Transportation and Modes</p> <p>Role of transportation in logistics-Transportation selection decision- Rail, Road, Water, Air, Pipeline- Characteristics of different modes- Inter modal operations.</p>					9
<p>UNIT – III Supply Chain Introduction</p> <p>Supply Chain – Fundamentals, Importance-Decision Phases- Types of supply chains- Process view- Supply chain models- Structuring supply chain Drivers</p>					9
<p>UNIT – IV Strategic Sourcing</p> <p>In-sourcing and Out-sourcing - Types of Purchasing Strategies-Hub and Spoke supply chain- e-marketplaces, e-procurement, e-logistics- Supplier evaluation and selection.</p>					9
<p>UNIT – V Current Trends</p> <p>E-Business –supply chain IT framework- Role of Supply Chain in b2b practices- Supply chain IT in practice-the future of IT in the supply chain</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
<p>Text Books</p> <ol style="list-style-type: none"> 1. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Indian Reprint, 5 th edition, 2013 					
<p>Reference Book</p> <ol style="list-style-type: none"> 1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Reprint, 2018. 2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2017. 					

3. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint , 2020.



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P21MBA532	SERVICES OPERATION MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the role of service operations in the overall business. 2. Identify and evaluate process design in effective operating system. Determine Capacity and Demand by appropriate planning. 3. Analyse decision making problems related to forecasting and performance measurement 4. Practice standards by measuring the service quality 					
<p>UNIT – I Understanding Service Products, Consumers, and Markets</p> <p>Four broad categories of services-The Services Marketing Mix- The Three - stage Model of Service Consumption.</p>					9
<p>UNIT – II Introduction to Services</p> <p>Nature of services- Role of services in the economy Service operations- New service development Service Blueprint- Technology in services Process design.</p>					9
<p>UNIT – III Managing capacity and demand</p> <p>Front office / Back office Interface Resource scheduling- Service supply relationship- Capacity planning.</p>					9
<p>UNIT – IV Forecasting demand for services</p> <p>Forecasting- Techniques of forecasting-Service productivity and Performance measurement-Tools for evaluating services.</p>					9
<p>UNIT – V Service Quality and Strategy</p> <p>Revenue Management Yield Management- Managing of service projects- Developing Customer Relationships - Principles of Effective service recovery systems.</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
<p>Text Books</p> <ol style="list-style-type: none"> 1. Metters, King Metters and Pullman, “Successful Service Operations Management”, Thomson Learning, New Delhi, 2018. 2. Fitzsimmons.J.A and Filtzsimmons, Moona J, “Service Management Operations, Strategy and Information Technology”, Sixth edition, McGraw-Hill, New Delhi, 7 th edition, 2019 					
<p>Reference Book</p> <ol style="list-style-type: none"> 1. Davis. M and Heinke. J, “Managing Services”, McGraw Hill, New Delhi, 13 th edition, 2010 					

P21MBA533	BUSINESS PROCESS REENGINEERING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand completely the concepts of business process 2. Identify key elements behind reengineering and formulate the methodologies to implement process changes. 3. Develop measures and benchmarks for business processes through sustainability. 4. Determine the success factors of BPR and its implications in implementation. 5. Analyse process related data so as to understand and counter the barriers in reengineering. 					
<p>UNIT – I Introduction</p> <p>Business Process-Definition–Dimensions- Basic need for Reengineering -Benefits of BPR- Key targets of BPR.</p>					9
<p>UNIT – II BPR Implementation Methodology</p> <p>Reasons for implementation of BPR -Necessary attributes of BPR methodologies -BPR team characteristics -Different phases of BPR - Different BPR methodologies.</p>					9
<p>UNIT – III Success Factors of BPR though Sustainability</p> <p>Framework for business sustainability- Transformation Process Model-Executive Leadership and Sustainable Management - Top Management Strategies and Sponsorship- Strategic Alignment</p> <p>-Change Management -Critical Success factors of BPR- Performance Measurement of BPR.</p>					9
<p>UNIT – IV Business vision and process objectives</p> <p>Processes to be redesigned- measuring existing processes- Role of information Technology (IT) and identifying IT levers- criticality of IT in Business process</p>					9
<p>UNIT – V Barriers to Business Process Reengineering</p>					9

Barriers to BPR implementation - A framework for Barrier management in business-Problems Encountered During BPR.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

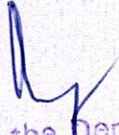
TOTAL: 45 HOURS

Text Book

1. Sethi, Organizational Transformation Through Business Process Reengineering, Pearson Education, 2003

Reference Books

1. Bhatt, Business Process Reengineering, Himalaya Publishing House ,2010
2. Dey, Business Processing Re Engineering & Change Management, Biztantra 2019.
3. Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2019


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P21MBA534	WORLD CLASS MANUFACTURING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Examine the evolution of information and world class manufacturing. 2. Discuss manufacturing excellence and world class manufacturing practices. 3. Apply the tools and systems for world class manufacturing. 4. Identify world class manufacturing practices and perspectives in India. 5. Implement the strategic plan towards world class manufacturing. 					
<p>UNIT – I World-Class Manufacturing and Information Age Competition</p> <p>Globalization and International Business- World-Class manufacturing and Information Age Competition- Manufacturing Challenges of the Information Age- Problems in the Manufacturing Industry</p>					9
<p>UNIT – II Gaining Competitive Edge Through World-Class Manufacturing</p> <p>Manufacturing Excellence and Competitiveness- Models of World-Class Manufacturing - The Practices of World-Class Manufacturing- Quality in World-Class Manufacturing.</p>					9
<p>UNIT – III Systems And Tools For World-Class Manufacturing</p> <p>Overview of systems and Tools: Information Management Tools- Product and Process Design Tools- Bar Code Systems- The Kanban-A Lean Production Tool- SQC-Poka Yoke.</p>					9
<p>UNIT – IV World-Class Manufacturing: The Indian Scenario</p> <p>Competitiveness of Indian Manufacturing-Manufacturing Objectives and Strategies-The Manufacturing Strategic Intent Framework-Strategic use of IT in Indian Manufacturing.</p>					9
<p>UNIT – V Strategic plan Towards World-Class Manufacturing</p> <p>Developing Strategic Thinking in Manufacturing-Issues in Strategic Planning for World-Class Manufacturing-Strategic Planning Methodology for World-Class Manufacturing-World-Class Manufacturing Implementing Plan- Performance Measurement System for World-Class Manufacturing.</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	

Text Books

1. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2019

Reference Book

1. Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2016



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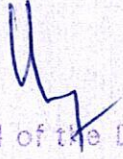
P21MBA535	ENTERPRISE RESOURCE PLANNING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the functionality that ERP systems deliver 2. Analyse ERP systems from a process perspective. 3. Apply the ERP systems to the requirements of the process and the organization 4. Apply the tools required for understanding and tailoring ERP systems. 5. Implement the functional modules of ERP. 					
UNIT – I ERP overview					9
Introduction- Business Function and Business Processes-Integrated Management Information-Business modeling-Integrated Data Model-Future of ERP packages-ERP and Business – value creation					
UNIT – II Risks and Benefits of ERP					9
Risks Factors of People-Process-Technological Issues-Implementation Issues Operational and Managerial risks-Benefits of ERP-Quantifiable-Intangible-P & G					
UNIT – III ERP and Related Technologies					9
Business Process Reengineering-Management Information system, Decision Support System- Executive Information System-Integrated data model-To ERP or not to ERP					
UNIT – IV ERP Implementation					9
Basics-Technological-Operational-Business Reasons for ERP implementation-ERP Implementation Life Cycle-Objectives-Phases-success and failure in implementation-Implementation methodologies.					
UNIT – V Functional Modules and e-Business					9
Operation and Maintenance of an ERP system-Functional Modules of ERP software-Integration of ERP, SCM and CRM- e-Business-SCM, Process Model.					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Text Books					
1. Alex Leon, Enterprise Resource Planning, Tata Mc Graw Hill, 2 nd edition, 2007					
Reference Book					
1. Vinod Kumar, Enterprise Resource Planning, Tata Mc Graw Hill, ,2 nd edition, 2008					

P21MBA536	PROJECT MANAGEMENT	3	0	0	3
Course Outcomes: At the end of the course, the students will be able to, <ol style="list-style-type: none"> 1. Understand the purpose and importance of project management 2. Schedule a plan for a given project and estimate the cost of it. 3. Discuss different roles and responsibilities of a manager and his team 4. Identify different risks in a project. 5. Implement a project 					
UNIT – I Introduction					9
Definition-classification-Scope-Concepts – Importance of project Management- Project Management Knowledge Areas – Processes- The Project Life cycle					
UNIT – II Project Identification Process					9
Project Feasibility- Market and demand analysis- Project cost estimation-source of Finance-- Break-even point Selection					
UNIT – III Need of Project Planning					9
Roles- Responsibility -Team Work -Project planning process-Human factors in Project management - Organizing Human resources Project manager and the team - Project communication and documentation					
UNIT – IV Project Risk Management					9
Managing Risk in Projects - Risk Identification- Risk Analysis- Reducing - Risks Environmental impact assessment –project cost estimation					
UNIT – V Project audit and Implementation					9
Project Monitoring and control- Planning for project Evaluation-Project Execution - Project scheduling-Project audits					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Text Books					
1. Jack Gido and James P. Clements, Successful Project Management, Cengage Learning, 6th Edition, 2015.					
Reference Book					
1. Jack R.Meredith, Samuel J. Mangel,Jr., Project Management-A Managerial approach, Wiley India, 6th Edition, 2015.					
2. Panneerselvam and SenthilKumar, Project Management, PHI learning Private Ltd., 2017					

21MBA537	TECHNOLOGY MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand technological innovation in managing changes. 2. Demonstrate different approaches in managing innovation. 3. Evaluate various technologies, innovations and appropriate strategies for commercialization. 4. Use technological methods for forecasting 5. Identify drivers and barriers to technological innovation in an organization. 					
UNIT – I Introduction					9
Concept and Meaning- Evolution of Technology-Invention – Innovation – Diffusion-Forms of Technology –Process : Product					
UNIT – II Types and patterns of Innovation					9
Technology driven strategies-Convergent and Divergent Cycle-Time of entry-Organizational direction and balanced approach					
UNIT – III Technology Assessment					9
Technology Planning Framework -Technology choice-Technological Leadership and Followership-Methods of Assessing Technology changes-Sources of Technology Acquisition-Methods of Acquisition-Technology creation-The role of R&D-Rate of Diffusion: Innovation Time and Innovation Cost-Innovation adoption-Geoffrey Moore's crossing the Chasm					
UNIT – IV Technological Forecasting					9
Exploratory: Intuitive-Extrapolation- Growth curves- Technology monitoring-Normative: Relevance Tree- Morphological Analysis- Mission Flow Diagram					
UNIT – V Social Issues in Technology Management					9
Flexible Manufacturing Management system (FMMS)- Barriers to the Evaluation of New Technology - Technology Assessment and Environmental Impact Analysis.					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Text Books					
<ol style="list-style-type: none"> 1. Tarek M Khalil, Ravi Shankar, Management of Technology-The key to competitiveness and wealth creation, McGraw Hill, 2nd Edition, 2012 					

Reference Book

1. Schilling, Melissa A., Strategic Management of Technological Innovation, McGraw-Hill, 4th Edition, 2012.
2. Hossein Bidgoli, The Handbook of Technology Management, Wiley (3 vol. set), 2010.
3. Tushman, Michael L and Philip Anderson, Managing Strategic Innovation and Change, Oxford University Press, 2nd Edition, 2004.



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P21MBA538	MAINTENANCE MANAGEMENT	3	0	0	3
Course Outcomes: At the end of the course, the students will be able to, <ol style="list-style-type: none"> 1. Examine the role and scope of maintenance 2. Apply the different types of maintenance systems. 3. Analyse the spares and cost of maintenance. 4. Apply the principles of maintenance. 5. Evaluation of maintenance and replacement Techniques 					
UNIT – I Role and scope of maintenance Centralized and decentralized maintenance-- Organization structures -Design of Maintenance organization					9
UNIT – II Different types of Maintenance systems Design and its selection-Break down maintenance -Routine maintenance - Predictive maintenance-Preventive maintenance - Corrective maintenance -Total Productive Maintenance(TPM)- Design maintenance -Contract maintenance					9
UNIT – III Spares management Pareto's principles for repetitive breakdown analysis- Planning considerations for each type of activities- Work measurement in Maintenance- Time standards in maintenance work- Incentive schemes for employees					9
UNIT – IV Man power planning in Maintenance Selection –Training- Scheduling maintenance costs-Budget preparation and budgetary control of maintenance expenditures					9
UNIT – V Maintenance effectiveness Various performance indices and their evaluation- Uses and limitations - monitoring of maintenance performance- Replacement Techniques-Application of Computer in maintenance					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Text Books <ol style="list-style-type: none"> 1. Gopalakrishnan and Sundararajan, Maintenance Management, Prentice Hall of India, New Delhi, 2014 					
Reference Book <ol style="list-style-type: none"> 1. Don Nyman, Maintenance Planning, Coordination and Scheduling, Industrial Press INC, 2nd Edition, 2010. 					

P21MBA539	FAMILY BUSINESS AND ENTREPRENEURSHIP VENTURES	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the importance of family business management. 2. Illustrate a mapping on growth strategy of family business besides assessing importance of entrepreneurship in action. 3. Observe the best practices and explore the emerging trends in entrepreneurial ventures. 4. Determine the way to venture expansion. 5. Demystify the ways of venture success through innovation. 					
<p>UNIT – I. Family business uniqueness.</p> <p>Family business dynamics with People and System – Developing a strategic vision – Articulating values and shared vision – Family emotional intelligence – Use of facilitators and advisors.</p>					9
<p>UNIT – II. Family Firms and Entrepreneurship: A different point of view.</p> <p>Founding phase – Growth phase – Innovation and renewal – Bottomline: Family business not entrepreneurial - Relationship between entrepreneurship and the family business - Encouraging entrepreneurship in the family business.</p>					9
<p>UNIT – III. Emerging trends in Entrepreneurial ventures.</p> <p>Into the Future: Start-ups Drive the Economy - Changing Demographics Create Entrepreneurial Diversity - Preparing for Tomorrow’s Workplace Skills - What does it really take to become an entrepreneur - Team Activity - Ethics Activity - Creative Thinking - Fostering Entrepreneurship in Unlikely Places.</p>					9
<p>UNIT – IV. Routes to new entrepreneurship expansion.</p> <p>Expansion model – Geographical/Franchising/Licensing routes to new market expansion - Maximizing Profits- Testing price elasticity, Cost reduction through scaling up, Expanding offerings, other revenue streams (partnerships).</p>					9

UNIT – V. Success through Innovation.**9**


Servitization - Experience Economy - Service Digitalization - Service Transformation.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. The 10 Commandments for Family Business, Kavil Ramachandran, Sage Publishing, (2015).

Reference Books:

1. Family Business, Erenestol, Poza, Mary S Daugherly, Cengage Learning, 5th edition, (2017).
2. Indian Family Business Mantras, Peter Leach, Tatrwames, Dixit, Rupa Publishing, (2015).
3. When Family businesses are best, The parallel planning process for family harmony and business success, Carlock, R, Ward, J, Palgrave Macmillan, (2010).
4. Family enterprises, the essentials, A new edition of the classic guide to running a successful family business, Peterlach, Profile books Ltd., (2016).
5. Perpetuating the Family business 50 Lessons learned from long-lasting successful families in business, John I. Ward, Palgrave Macmillam, (20004).



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P21MBA540	PROFESSIONALISATION OF FAMILY BUSINESS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Identify the complex nature of family business and find a way to professionalism. 2. Establish the process of professionalisation. 3. Create the structure for ownership and to channelize the flow of wealth. 4. Build a long-term relationship with the diverse peers for enabling the best practices. 5. Demonstrate the effective governance of family business. 					
<p>UNIT – I. Growing Complexity in Family Business.</p> <p>Ideal types of family business firms - Emotions Unique Within Families – Entitlement – Employment – Succession.</p>					9
<p>UNIT – II. Process of Professionalisation.</p> <p>Leaders’ clarity of the road ahead - Recruiting non-family managers to the executive suite - Team’s preparedness for change - Cognisance of the “Degree of Freedom” - Deploying the founding members in strategizing the business rather than in operations - Create a strong board of directors.</p>					9
<p>UNIT – III. Dynamics of a Family Business.</p> <p>Establish a family office separate from the operating business - Managing the expectations for the family’s involvement with the business - Find better ways to reach common goals and address conflicts - Structure ownership and distribution of family wealth - Build-on the business strengths and minimize vulnerabilities.</p>					9
<p>UNIT – IV. Building value based long-term relationship.</p> <p>Build relationships with a diverse group of peers - ambitions, expectations and vision of the internal team and the family members - internal rules and procedures - values and beliefs of the family may in the succession plan.</p>					9
<p>UNIT – V. Governance and Integration.</p>					9

Shareholders assembly – Holding Company BoDs – Operating Companies BoDs – Family Council – Family assembly – Foundation BoDs – Career Development Committee – Family – Family office – Family constitution.

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

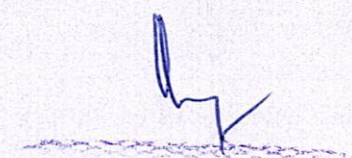
TOTAL: 45 HOURS

Textbook:

1. Perpetuating the Family Business: 50 Lessons learned from long-lasting successful families in business, Ward, J.L., Palgrave Macmillan 2004.
2. <https://home.kpmg/ng/en/home/insights/2017/07/professionalising-the-family-business.html>

Reference Books:

1. Why can't a family business be more like a nonfamily business? Modes of professionalization in family firms. Family Business Review, 25(1), 58-86, Stewart, A., & Hitt, M. A. (2012).
2. The Board of Directors of Family Firms: One Size Fits All? Family Business Review, vol. 17, no. 2. Pg. 119-134, Corbetta G. & Salvato, C. A. (2004).



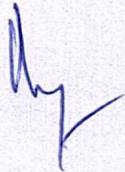
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P21MBA541	ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL	3	0	0	3
Course Outcomes: At the end of the course, the students will be able to,					
<ol style="list-style-type: none"> 1. Understand the concept of Venture Capital and Modes of Financing. 2. Evaluate the different funding options for better growth. 3. Discuss the different methods of valuation techniques. 4. Develop knowledge and understanding on enterprise venture operation strategies. 5. Justify the best combination of funding to leverage maximum benefits. 					
UNIT – I. Entrepreneurial Finance.					9
Introduction – Financing choices for Startups – Seed Capital – Angel Funding - Venture Capital – Project Finance – Crowd Funding - Government Schemes.					
UNIT – II. Opportunity Assessment and Creation.					9
Types of Investments and Funding sources – Tools for Analysis - Sources of Funding.					
UNIT – III. Venture Capital Funding and Valuation.					9
Pros and Cons of Venture Capital – Examine Venture Capital and how it works – Due Diligence – Funding stages – Venture lending.					
UNIT – IV. Growth and Exit Strategies.					9
Challenges of managing and funding growth – Technology Transfer – Corporate and strategic venture funds.					
UNIT – V. Entrepreneurial Financing Sources.					9
Assessing Financial needs – Structuring finance – Debt-Equity financing alternatives – Evaluation of Venture capitalists.					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Textbook:					

1. Finance and Business Strategies for the Serious Entrepreneur, Steven Rogers, Roza Makonnen, 3rd edition, (2012).

Reference Books:

1. Entrepreneurial Finance, Leach & Melicher, Southernwestern / Cengage Learning, 4th edition, (2011).
2. Entrepreneurship, Rajeev Roy, Oxford University Press, 2nd edition, (2011).
3. Entrepreneurship, Hisrich, Manimala, Peters, Shepherd, Mc. Graw Hill, 9th edition (2014).



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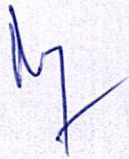
P21MBA542	BUSINESS PLAN AND PROPOSAL WRITING	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Gather the information necessary to produce a business plan or proposal from people at all levels of an organization. 2. Organize a business plan or proposal into a structure appropriate. 3. Write and revise a full-length business plan or proposal. 4. Evaluate the various important aspects of analysing the project. 5. Educate the start-up entrepreneur on feasibility and environmental sensitivity. 					
<p>UNIT – I. Pre-requisites of Business plan.</p> <p>Format of Business plan proposal – Aims and objectives – Conceptual research – Development process – Market analysis – Market planning – SWOT analysis – Risk factors -</p>					9
<p>UNIT – II. Format of Business plan proposal.</p> <p>Title page – Executive summary – Background – Marketing – Operations and production – Financial projections – Implementation of Timetable.</p>					9
<p>UNIT – III. Detailed Project Report DPR).</p> <p>Detailed analysis of the project - report before the investment - assessment of the demand for proposed product/service - cost of investment and profitability.</p>					9
<p>UNIT – IV. Elements of Project Formulation.</p> <p>Feasibility Analysis - Techno-Economic Analysis - Project Design and Network - Analysis - Input Analysis - Financial Analysis - Social Cost- Benefit Analysis - Project Appraisal - Project Formulation vs. Detailed Project Report.</p>					9
<p>UNIT – V. Feasibility Analysis and Environmental Impact Analysis (EIA).</p> <p>First stage in project formulation - Examination to see whether to go in for a detailed investment proposal or not - Screening for internal and external constraints - History of EIA - Concept of EIA - Definition of EIA - Methods of EIA.</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	

Textbook:

1. How to Write a Winning Business Plan, Walter Grant, Michael Azevedo, YH Publications (2020).

Reference Books:

1. Business Planning: The Ultimate Step-By-Step Guide, Gerardus Blokdyk, Paperback (2018).
2. The One Page Business Plan for the Creative Entrepreneur, Jim Horan, Paperback, (2015).
3. Business Plan Template and Example: How To Write A Business Plan: Business Planning Made Simple, Alex Genadinik, Paperback, (2015).



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P21MBA543	SOCIAL ENTREPRENEURSHIP	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Make the students understand the working and impact of social entrepreneurship. 2. Inculcate the thinking of an entrepreneur. 3. Explore the opportunity of NGOs, Micro financing. 4. Prepare them with skills, structures and process associated with Social Entrepreneurship in Indian Context. 5. Identify opportunity in social venture creation and establishment. 					
<p>UNIT – I. Dimensions of Social Entrepreneurship.</p> <p>Social entrepreneurship – dimensions of social entrepreneurship – social change theories – equilibrium and complexity – theory of social emergence. Understanding Social Entrepreneurship and Organizational form, Evolution of Social Entrepreneurship in India, Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.</p>					9
<p>UNIT – II. Mindset of a Social Entrepreneur.</p> <p>Social entrepreneurs – mindset, characteristics and competencies – developing a social venture sustainability model – feasibility study – planning – marketing challenges for social ventures. New Directions for Social Entrepreneurship: Managing startup social enterprises, Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.</p>					9
<p>UNIT – III. Insights into Micro Finance and NGO.</p> <p>Microfinance– MFI (Micro Finance Institutions) in India – regulatory framework of MFI – Banks and MFIs – sustainability of MFI – Self Help Groups– successful MFI models. Building blocks of social enterprise: Social enterprise as a business model, types of Business Model, Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises. Social Entrepreneurships and its Linkage with NGO’s, Microfinance, etc., Role of ICT, SHGs, Case Studies.</p>					9

UNIT – IV. Women Entrepreneurship.**9**

Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneur.

UNIT – V. Social Venture Establishment.**9**


Corporate entrepreneurship – behavioral aspects – identifying, evaluating and selecting the opportunity – venture– location – organization – control – developing social business plan – funding the venture – implementing corporate venturing in organization.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Constant Beugré, Social Entrepreneurship: Managing the Creation of Social Value, Routledge, (2016).

Reference Books:

1. BjörnBjerke, Mathias Karlsson, Social Entrepreneurship: To Act as If and Make a Difference, Edward Elgar Publishing, (2013).
2. David Bornstein, Susan Davis, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, (2010).
3. Gurnani P.S. Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India, Educreation, (2016)
4. Robert Hisrich, Claudine Kearney, Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company, McGraw Hill Professional, (2011).


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P21MBA544	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand contemporary issues in Global Business environment affecting business ventures. 2. Demystify the basic insights of International Trade policy in India. 3. Identify the different procedures of EXIM documentation. 4. Identify the different documentation steps involved in export business. 5. Explore the opportunities for incentivizing the export business through various schemes. 					
<p>UNIT – I. International Trade (IT) Environment and WTO.</p> <p>Global economic scenario – Historical development – GATT, UNCTAD, WTO and India – Globalisation and its impact – Regional Economic Cooperation EU, ASEAN, NAFTA SAFTA and Economic regionalization – Evolution of WTO and its different agreements – New International economic order and WTO.</p>					9
<p>UNIT – II. India Trade Policy.</p> <p>Trade policy since 1991 – Instruments of import policy, Import substitution, restrictions, Licensing, Tariffs, Anti-Dumping, Duties – Export promotion policies – Trade promotion institution.</p>					9
<p>UNIT – III. Export procedures.</p> <p>Significance of exports, prospects, guidelines, IE Code – Risks in export trade, export finance, markets, ECGC – Export: logistics, freight forwarding, excise, customs, foreign exchange, transportation, L/C, invoicing.</p>					9
<p>UNIT – IV. Export Documentation.</p> <p>Bill of lading – auxiliary documents – mate’s receipt - inspection certificate - insurance certificate – place of origin – packing / shipping note – antiquity – blacklist certificate – Master document – I and II.</p>					9

UNIT – V. Export Incentives.

9

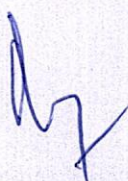
Subsidies - Tax concessions - Duty remissions - post-Export replenishment of duty - Credit facilities - Financial guarantees – Revisions covering bad loans.

THEORY: 45 HOURS**TUTORIAL: 0 HOURS****TOTAL: 45 HOURS****Textbook:**

1. Pramod Kumar Rai, Foreign Trade Policy of India, Paperback (2021).

Reference Books:

1. Foreign Trade (Development & Regulation) Act, 1992, Bare Act (Print/eBook) by EBC, (2014).
2. Anil Agashe, India and International Trade, Paperback, (2013) International Trade –
3. Dr. S. Sankaran, International Trade, Margham Publication, (2016)



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P21MBA545	BUSINESS ANALYTICS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Acquire knowledge of Business analytics terminologies and concepts 2. Gain familiarity on the application of business analytics 3. Discuss data integration and modelling techniques to answer business questions. 4. Examine business intelligence concepts for enterprise reporting. 5. Apply Data visualization tools in various Applications 					
<p>UNIT – I INTRODUCTION TO BUSINESS ANALYTICS</p> <p>Business Analytics – Evolution- scope- Process – Importance – Decision models - Relationship with Organizational Decision Making, Analytics in Decision Making, BA for Competitive Advantage- Application of Business Analytics in various domains</p>					9
<p>UNIT – II DESCRIPTIVE ANALYTICS</p> <p>Descriptive analytics – Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.</p>					9
<p>UNIT – III PREDICTIVE ANALYTICS</p> <p>Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modelling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics</p>					9
<p>UNIT – IV PRESCRITIVE ANALYTICS AND DIAGNOSTIC ANALYTICS</p> <p>Diagnostic analytics – Diagnostic modelling. Prescriptive analytics - Prescriptive Modelling - Non Linear Optimization - Demonstrating Business Performance Improvement</p>					9
<p>UNIT – V DATA VISUALIZATION</p> <p>Introduction – Visualization Basics – Data Types – Types of Visualization – Visualization tools – Dashboard and Interactive plots - Application of Data Visualization in Various Domains</p>					9
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
<p>Textbook:</p> <ol style="list-style-type: none"> 1. Evans, J.R (2013), Business Analytics: Methods, Models and Decisions, Pearson 					

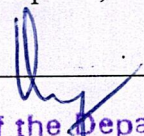
Reference Books:

1. Haydn Thomas, Business Analysis Fundamentals, Pearson, 2015 Revised Edition
2. RN Prasad, Seema Acharya, Fundamentals of Business Analytics, Wiley, 2015



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P21MBA546	R PROGRAMMING	2	0	2	3
Course Outcomes: At the end of the course, the students will be able to, <ol style="list-style-type: none"> 1. Explain the Fundamentals of R Programming 2. Relate R programming concepts with Data sets 3. Analyze the Manipulation of Data 4. Demonstrate statistics using R 5. Execute Linear and Non-Linear models using R 					
UNIT – I GETTING STARTED WITH R					12
Installing R - The R environment - R packages - Basics of R - Data Structures - Reading data into R - Graphics in R.					
UNIT – II FUNCTIONS AND STATEMENTS					12
Writing R functions - Control Statements (if and else, switch, if else, compound tests) - Loops in R (for, while, controlling loops) - Applications using the functions and loops					
UNIT – III DATA MANIPULATION AND ANALYSIS					12
Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R (Summaries, Correlation, t-tests, ANOVA)					
UNIT – IV LINEAR MODELS USING R					12
Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping.					
UNIT – V BUILDING R PACKAGES					12
R Packages – Folder structure – Package Files – Package Documentation – Checking, Building and Installing – Submitting to CRAN – Applications of R in Real life resources					
THEORY: 30 HOURS		PRACTICAL : 30 HOURS		TOTAL: 60 HOURS	
Textbook:					
1. SandipRakshit, R Programming for Beginners, McGraw Hill Education, 2017					
Reference Books:					
1. Jared P.L., R for Everyone - Advanced Analytics and Graphics, Addison Wesley Data and Analytics series, 2015.					


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P21MBA547	SOCIAL & WEB ANALYTICS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the basics of Social web networks 2. Explore Modelling and visualization 3. Understand the concepts of Mining 4. Extract data and Opinions from web 5. Analyze using real time models 					
UNIT – I INTRODUCTION					9
<p>Introduction to Web - Limitations of current Web – Development of Semantic Web – Emergence of the Social Web – Statistical Properties of Social Networks -Network analysis - Development of Social Network Analysis - Key concepts and measures in network analysis - Discussion networks - Blogs and online communities - Web-based networks</p>					
UNIT – II MODELLING AND VISUALIZATION					9
<p>Visualizing Online Social Networks - A Taxonomy of visualizations - Graph Representation - Centrality- Clustering - Node-Edge Diagrams - visualizing Social Networks with Matrix-Based Representations- Node-Link Diagrams - Hybrid Representations - Modelling and aggregating social network data – Random Walks and their Applications –Use of Hadoop and Map Reduce – Ontological representation of social individuals and relationships.</p>					
UNIT – III MINING					9
<p>Mining Communities -Aggregating and reasoning with social network data- Advanced Representations - Extracting evolution of Web Community from a Series of Web Archive - Detecting Communities in Social Networks - Evaluating Communities – Core Methods for Community Detection & Mining - Applications of Community Mining Algorithms - Node Classification in Social Networks.</p>					
UNIT – IV TEXT AND OPINION MINING					9
<p>Text Mining in Social Networks -Opinion extraction – Sentiment classification and clustering - Temporal sentiment analysis - Irony detection in opinion mining - Wish</p>					

analysis - Product review mining – Review Classification – Tracking sentiments towards topics over time.

UNIT – V APPLICATIONS

9

Tools for Social Network Analysis- UCINET – PAJEK – ETDRAW – STOCNET – Splus – R – NodeXL – SIENA and RSIENA – Real world Social Networks (Facebook-Twitteretc.)

THEORY: 45 HOURS

TUTORIAL: 0 HOURS

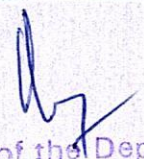
TOTAL: 45 HOURS

Textbook:

3. Charu C. Aggarwal, “Social Network Data Analytics”, Springer; 2011


Reference Books:

1. Peter Mika, “Social Networks and the Semantic Web”, 1st edition, Springer, 2007
2. Ajith Abraham, Aboul Ella Hassanien, VáclavSnáel, “Computational Social Network Analysis: Trends, Tools and Research Advances”, Springer, 2009


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P21MBA548	BUSINESS INTELLIGENCE	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the concepts of Business Intelligence 2. Understand the functions of Data Warehousing 3. Analyze the Business Performance Management (BPM) 4. Apply the Data mining concepts to Business Intelligence . 5. Extract the data using Text mining 					
<p>UNIT – I BUSINESS INTELLIGENCE</p> <p>Introduction-Framework of Business Intelligence- Definition-History- Architecture of BI-Benefits of BI-Intelligence creation and use of BI Governance. BI implementation – Developing or acquiring BI- Justification and Cost-benefit Analysis-BI tools and Techniques-Major vendors</p>					9
<p>UNIT – II DATA WAREHOUSING</p> <p>Definition-Concepts-Characteristics-Data Marts-Operational Data Stores-Enterprise data Warehouse-Metadata-Architectures. Data warehouse process overview. Data integration-ELT. Data warehouse development – Vendors-Development approaches- Representation of data in data warehouse-OLAP Vs OLTP-OLAP & OLTP operations.</p>					9
<p>UNIT – III BUSINESS PERFORMANCE MANAGEMENT (BPM)</p> <p>Overview-Definition-BPM Vs BI-Strategize-Plan-Monitor-Act and Adjust of BPM- Performance management-BPM methodologies-technologies and applications- Performance dashboards and scoreboards.</p>					9
<p>UNIT – IV DATA MINING FOR BUSINESS INTELLIGENCE</p> <p>Definitions- Applications-Process-Methods-Clustering methods-meta heuristics- Artificial neural networks for data mining-data mining software tools.</p>					9
<p>UNIT – V TEXT MINING</p> <p>Concepts and Definitions-Natural Language Processing-Applications-Process-Tools. Web mining – overview-web content Mining-Web structure mining- Web usage mining. Connecting BI systems to databases and other systems-On demand BI-Issues of legality-privacy and ethics and new BI application opportunities.</p>					9

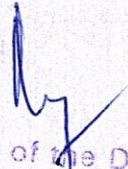
THEORY: 45 HOURS	TUTORIAL: 0 HOURS	TOTAL: 45 HOURS
<p>Textbook:</p> <p>1. Sonar, R.M., Next generation Business Intelligence – A Knowledge Based Approach, VIKAS Publications, New Delhi, 2011</p>		
<p>Reference Books:</p> <p>1. Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012</p>		


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P21MBA549	BUSINESS FORECASTING AND ECONOMETRICS (USING R)	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the concepts of Forecasting 2. Apply the concepts of trend analysis 3. Understand the Autocorrelation and auto regression model 4. Analyze the time-series forecasting 5. Apply various models based on applications 					
UNIT – I INTRODUCTION					9
The Importance of Forecasting -Time Series Data-Component Factors of the Time- Series Model					
UNIT – II TREND ANALYSIS					9
Definition – Concepts - Seasonal and Cyclical Behavior-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models					
UNIT – III AUTOCORRELATION AND AUTO REGRESSION					9
Autocorrelation and Auto regression -Autoregressive Models – Applications - ARIMA time-series Model - Applications					
UNIT – IV TIME-SERIES FORECASTING					9
Time-Series Forecasting of Monthly or Quarterly Data-Accuracy Statistics and Forecast Model Selection-Families of Forecasting Models –Hierarchical Forecasting- Adjustments to Statistical Forecasts					
UNIT – V EVENT VARIABLES					9
Definition - Outlier Variables and Other Model Inputs-Using Event Variables Based on Calendar Effects-Combined Model Forecasts-Honest Assessment					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	
Textbook:					
1. “Introduction to Econometrics”, H Stock James and W. Watson Mark					

Reference Books:

1. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, "Basic Econometrics", 5th Edition McGraw Hill Education (India) Private Limited.
2. Peter Kennedy, "A Guide to Econometrics", 6th Edition –Wiley
3. "Business Forecasting", Hanke/Wichern, Pearson Publications



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P21MBA550	HEALTHCARE DATA ANALYTICS	3	0	0	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Understand the concepts of Healthcare Data Analytics 2. Analyze the data collected in Healthcare 3. Extract data using NLP and Mining 4. Explore the analytics tools available in Healthcare 5. Apply Analytics in various applications of Healthcare 					
UNIT – I INTRODUCTION					9
Introduction to Healthcare Data Analytics- Electronic Health Records– Components of EHR- Coding Systems- Benefits of EHR- Barrier to Adopting EHR Challenges.					
UNIT – II ANALYSIS					9
Biomedical Image Analysis- Mining of Sensor Data in Healthcare- Biomedical Signal Analysis-Genomic Data Analysis for Personalized Medicine.					
UNIT – III ANALYTICS					9
Natural Language Processing and Data Mining for Clinical Text- Mining the Biomedical - Social Media Analytics for Healthcare					
UNIT – IV ADVANCED DATA ANALYTICS					9
Advanced Data Analytics for Healthcare– Review of Clinical Prediction Models- Temporal Data Mining for Healthcare Data- Visual Analytics for Healthcare - Information Retrieval for Healthcare- Privacy-Preserving Data Publishing Methods in Healthcare					
UNIT – V APPLICATIONS					9
Applications and Practical Systems for Healthcare– Data Analytics for Pervasive Health- Fraud Detection in Healthcare- Data Analytics for Pharmaceutical Discoveries- Clinical Decision Support Systems- Computer-Assisted Medical Image Analysis Systems- Mobile Imaging and Analytics for Biomedical Data.					
THEORY: 45 HOURS		TUTORIAL: 0 HOURS		TOTAL: 45 HOURS	

Textbook:

1. Chandan K. Reddy and Charu C Aggarwal, "Healthcare data analytics", Taylor & Francis, 2015

Reference Books:

1. Hui Yang and Eva K. Lee, "Healthcare Analytics: From Data to Knowledge to Healthcare Improvement, Wiley, 2016
2. "Healthcare Analytics Made Simple", Vikas Kumar, Packt



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P20MCA601 - PYTHON PROGRAMMING					
	L	T	P	C	M
	2	0	2	3	100
COURSE OBJECTIVES:					
This course will enable the student to:					
<ul style="list-style-type: none"> • Explain the basic concepts of Python programming • Discuss the logics of control flow statements and functions • Understand the functionalities of Strings • Illustrate file handling functions • Write python applications using Modules and MySQL. 					
UNIT I- INTRODUCTION					9
OOPS Concepts: Programming Paradigm- Procedure Oriented Programming - Object Oriented Programming - Concepts of OOP - Features of Python- History of Python – The Future of Python – Python Interpreter and Interactive Mode – Writing and Executing First Python Program – Value and Types – Numbers-Boolean – Variables and Identifiers –List – Tuple – Dictionary - Data Types –Statements – Reserved Words -Operators and Expressions – Expression in Python –Type Conversion – Arrays – Comments.					
UNIT II – CONTROL FLOW AND FUNCTIONS					9
Introduction to Decision Control Statements – Selection/Conditional Branching Statements – Basic Loop Structures/Iterative Statements - Nested Loops – The break Statement – The continue Statement – The pass Statement – The else Statement Used with Loops– Functions : Defining a Function–Function Call - Variable Scope and Lifetime – Recursive Functions.					
UNIT III – SEQUENCE					9
String: Concatenating, Appending, and Multiplying Strings – Strings are Immutable – String Formatting Operator – Built-in-String Methods and Functions – Slice Operation –ord() and chr()Functions – in and not in Operators - Comparing Strings – Iterating String –Lists – Tuple – Dictionaries.					
UNIT IV – FILE HANDLING					9
Introduction – File Path – Types of Files – Opening and Closing Files – Reading and Writing Files- File Positions - % Sting Formatting Operator - Command Line Arguments – Renaming and Deleting Files –Directory Methods.					

UNIT V – PYTHON MODULES AND PACKAGES**9**

Introduction to Errors and Exceptions – Handling Exceptions - The try...finally Block
- Modules – Packages in Python – Standard Library Modules - SQL Introduction –
Simple Queries – Create - Insert – update – delete - MySQL Introduction – connecting
python and MySQL database.

TOTAL = 60 Hours

1. Develop a calculator program in python that different types of operators to perform the calculation.
2. Develop a program to transpose a matrix using a nested loop
3. Develop a program that calculate the factorial of a number without recursion.
4. Develop a program that prints Fibonacci series without recursion
5. Develop a program that uses functions to check whether two numbers are equal to not.
6. Develop a program that accepts a string from user and redisplay the same string after removing vowels from it.
7. Develop a program that counts the occurrences of a character in a string. Do not use built-in count function.
8. Develop a program to swap two values using tuple assignment
9. Develop programs to read the contents of a csv file.
10. Develop a simple application that displays the records in the database.

COURSE OUTCOMES:

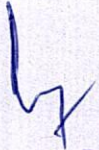
At the end of the course the student should be able to:

- Write simple applications
- Develop programs using control flow and functions
- Create Programs to manipulate strings.
- Develop application using files
- Create application using Python and MySQL.

REFERENCES

1. ReemaThareja, "Problem Solving and Programming with Python ", Second Edition, Oxford University Press2019. (Unit I – V).
2. Swaroop C N, "A Byte of Python ", ebsshelf Inc., 1st Edition, 2013.
3. Wesley J. Chun, "Core Python Programming", Pearson, 2nd Edition, 2006.

4. Allen B.Downey, “Think Python: How to Think Like a Computer Scientist”, O'Reilly Media, 2ndEdition, 2015.
5. Guido van Rossum and Fred L. Drake Jr, —An Introduction to Python – Revised and updated for Python 3.2, Network Theory Ltd., 2011.



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P21GE601	Yoga and Wellness Management	2	0	2	3
<p>Course Outcomes: At the end of the course, the students will be able to,</p> <ol style="list-style-type: none"> 1. Explain the importance of yoga and yogic diet. 2. Discuss the skills for lifelong health and fitness. 3. Apply Relation and meditation technique in life 4. Demonstrate series of asana. 5. Demonstrate Pranayama and Mudras. 					
<p>UNIT – I INTRODUCTION TO YOGA</p> <p>Definition of Yoga-History of yoga-Pre classic period- classic period - post classic period - Modern history - Concept of health and disease- Yogic diet</p>					12
<p>UNIT – II Asanas</p> <p>Introduction to Asana- Definition - rules and regulations - classification - benefits Introduction to pranayama- Definition - rules and regulations - benefits Introduction to kriyas- Definition- types - benefits - jala neti- Sutra neti Mudras - Definition - classification- benefits – Bandas- Definition – types- Kundalini yoga</p>					12
<p>UNIT – III Relaxation and Meditation technique</p> <p>Relaxation techniques- Instant relaxation technique- Quick Relaxation Technique- Deep relaxation technique Meditation technique- Om meditation - Cyclic meditation</p>					12
<p>UNIT – IV Yoga in Practice</p> <p>Loosening exercise- Surya Namaskara Standing Series- Tadasana- Ardha chakrasana- Kati chakarasana- Trikonasana Supine Lying Series: Vipareeta karani- Sethubandhasana Prone Lying Series: Bhujagasana Shalabasana Sitting Series: Padmasana- Paschimottasana</p>					12

UNIT – V Pranayama and Mudras

Pranayama: Surya anuloma viloma - Chandra anuloma viloma-Nadi shuddi

Mudras- Chin mudra- Jnana mudra -Shambavi mudra

THEORY: 30 HOURS

TUTORIAL: 30 HOURS

TOTAL: 60 HOURS

Textbook:

1. B.K.S Iyengar, Yoga
2. Asanas, Pranayama- Swamy Kulayananda

Reference Books:

1. Principles and methods of yogic therapy. S.I. Vinekar and Swami Kuvalayananda



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NOC22-MG66	NPTEL - Working Capital Management	3	0	0	3
<p>Week1: Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Objectives of WCM. Over- capitalisation, under- capitalisation, zero working capital, Short-term v/s long term financing-A risk-return trade-off. Liquidity v/s profitability trade-off. Cost trade-off, Working capital approaches. Working capital management in some companies.</p>					
<p>Week2: Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle, Weighted Operating cycle.</p>					
<p>Week3: Relevance of current assets and current liabilities and their inter-relationship, Management of different current assets, Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory</p>					
<p>Week4: Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management models.</p>					
<p>Week5: Inventory management models, Determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques.</p>					
<p>Week6: Cases on Inventory Management, Management of Accounts Receivables, Creation and size of accounts receivables, Motives of extending credit, Limitations of A/Rs-Marginal tax considerations.</p>					
<p>Week7: Limitations of A/Rs-Tax considerations, Determining maximum length of credit period, Credit terms, opportunity costs, receivables at cost or sale price, Goals and functions of A/Rs management, Short-term changes in credit policy, Long-term changes in credit policy.</p>					
<p>Week8: Financial statements analysis wrt. A/Rs, Financial statements analysis wrt. A/Rs, Financial, Cash management-meaning and concept statements analysis wrt. A/Rs, Cash management-meaning and concept, Cash v/s profit. Cash flow, cash stock and cash to current assets ratio.</p>					
<p>Week9: Cash flow presentation as per IFRS, NOCF & priority outflows, Management of</p>					

liquidity-Shiftability theory, Liquidity newly defined, liquidity crises 7 firm level action, Measurement of liquidity.

Week10: Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system.

Week11: Management of Accounts Payables, Trade credits-terms of purchase, stretching accounts payables, Cost of Stretching A/Ps, The model of cost of stretching A/Ps, Overtrading and the need of a good information system.

Week12: Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tondon and Chore committees on Bank finance, Other sources of working capital finance and deciding a suitable mix.


THEORY: - HOURS

TUTORIAL: - HOURS

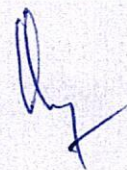
TOTAL: 45 HOURS

BOOKS AND REFERENCES

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.


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NOC22- MG74	NPTEL - Operations and Supply Chain Management	3	0	0	3
Week 1: Forecasting					
Week 2: Facility layout and location.					
Week 3: Capacity and aggregate planning					
Week 4: Inventory management					
Week 5: Scheduling models and applications					
Week 6: Introduction to supply chain.					
Week 7: Value of information and supply chain integration.					
Week 8: Outsourcing					
Week 9: Transportation decision					
Week 10: Distribution and logistics in supply chains					
Week 11: Information technology in supply chain.					
THEORY: - HOURS		TUTORIAL: - HOURS		TOTAL: 45 HOURS	



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NOC22_MG102	NPTEL - Performance and Reward Management	3	0	0	3
Week 1: Understanding meaning of Performance management and reward systems management with a performance management process					
Week 2: Developing an understanding as to why performance management and reward management are of strategic importance and their role in strategic planning					
Week 3: Implementation of a performance management system; defining performance and choosing a measurement approach and understanding meaning of results					
Week 4: Implementing a performance management system in your organization					
Week 5: Role of performance management in employee development, addressing performance management skills and team reward Management					
Week 6: Overview, reward system, understanding total, strategic and international reward					
Week 7: Understanding linkage between performance management and reward, an overview of various types of reward; financial reward, non-financial reward; contingent pay scheme bonus scheme; team pay; rewarding for business performance; recognition scheme					
Week 8: Valuing and grading jobs, understanding pay levels, job evaluation schemes, equal pay, market rate analysis, designing of grade and pay structure					
Week 9: Rewarding special groups, rewarding directors and senior executives, sales and customer service staff, knowledge workers, manual workers					
Week 10: Understanding relevance of employee benefits and pension schemes, employee benefits, flexible benefits, pension scheme					
Week 11: Developing and managing reward systems, evaluating reward management, responsibility for reward					
Week 12: Understanding the implications for Performance and Reward Management in the present organizational dynamics with case studies					
THEORY: - HOURS	TUTORIAL: - HOURS	TOTAL: 45 HOURS			

NOC22_MG105	NPTEL - Soft Skills for Business Negotiations and Marketing Strategies	3	0	0	3
<p>ABOUT THE COURSE:</p> <p>The primary focus of this course is to highlight various categories and applications of soft skills through various cases extracted from the real field and other research case studies. The fundamental concepts and distinctions between Soft Skills and Hard Skills are discussed. The course is tailored very effectively to introduce various Soft skill application examples. This course would be very useful for the students, practicing professionals as well as common people who are voluntarily or involuntarily involved in negotiations and strategies in daily life. The lectures would be supported with illustrative sketches, analysis and demonstrative enactments, in addition to the digital illustrations time to time with various examples. This would facilitate easy comprehension for the students of different level of ability and exposure. Multiple illustrations with case studies would be the strength of this course disseminated with lucid lectures.</p>					
<p>INTENDED AUDIENCE : Students of Business Management Marketing, Product Management Architecture Engineering Commerce Infrastructure Design and Management Candidates appearing for Job interviews Potential Negotiators Marketing professionals</p>					
<p>INDUSTRY SUPPORT : This course would also be very useful for the aspirants for Government as well as Private employment.</p>					
<p>Week 1: Soft Skills and Hard Skills</p>					
<p>Week 2: Non-verbal communications</p>					
<p>Week 3: Negotiations</p>					
<p>Week 4: Professional Negotiations</p>					
<p>Week 5: Business Negotiation</p>					
<p>Week 6: Product Marketing Negotiation</p>					
<p>Week 7: Negotiation for Services</p>					
<p>Week 8: Marketing Strategy</p>					
<p>Week 9: Power Marketing</p>					
<p>Week 10: Power Marketing Strategies</p>					
<p>Week 11: Power Marketing Presentations</p>					
<p>Week 12: Time Management in Marketing</p>					

THEORY: - HOURS	TUTORIAL: - HOURS	TOTAL: 45 HOURS
<p>Books and references</p> <ol style="list-style-type: none"> 1. Selling and Sales Management – Third Edition by Geoffrey Lancaster & David Jobber, Macmillan India Limited, 1994 2. Harvard Business Essentials - Negotiation, Harvard Business School Publishing Corporation, 2003 3. Management Communication – A Case Analysis Approach – Fifth Edition, James S. O'Rourke, IV, Pearson, 2013 4. Business Communication, Peter Hartley and Clive G. Bruckmann, Routledge, UK, 2002 		



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MBA
IV
2021-Batch


Sona College of Technology, Salem
(An Autonomous Institution)


Courses of study for MBA IV Semester under Regulations 2021


Branch: Master of Business Administration

S.No.	Course Code	Course Title	Lecture	Tutorial	Practical	Credits	Total Contact Hours
Practical							
1	P21MBA401	CAPSTONE (Project work)	0	0	24	12	360
Total						12	

Approved by


Chairperson, MBA BOS
Dr.P.K. Anjani


Member Secretary, Academic Council
23/1/23
Dr.R.Shivakumar


Chairperson, Academic Council & Principal
Dr.S.R.R.Senthil Kumar

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