

**SCHEME OF INSTRUCTION AND SYLLABI (R-20) OF
I, II, III & IV SEMESTERS**

IN

**Master of Business Administration
(With effect from Academic Year 2020-21)**



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY

**(An Autonomous Institution) Affiliated
to Osmania University**

Kokapet Village, Gandipet Mandal, Hyderabad - 500 075. Telangana

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CBIT- SCHOOL OF MANAGEMENT STUDIES (A)

Nurturing Leadership Capabilities

MBA PROGRAMME

Syllabus for I Semester and II Semester

(With effect from Academic Year 2020-21)

Chaitanya Bharathi (P.O), Gandipet, Hyderabad - 500 075
Telangana, India
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VISION

To Establish an Institutional Culture for
Education, Research and Innovation to achieve
Sustainable Impact on Society

MISSION

- Impart Quality Management Education through Innovation in Teaching and Learning.
- Promote Research and Development and Consultancy in different areas of Specialization.
- To develop a strong Moral Compass for Ethical Conduct that enables Value based Management Education.
- Equip the Management Students with Skills related to Leadership, Social, Communication, Analytical and Decision making.
- Collaborate with Global and Indian, Industry and Eminent Institutions.

Program Educational Objectives

PEO	PEO Statements
PEO 1:	To equip the students with fundamentals of management theory and its application in organizational process.
PEO 2:	To enhance conceptual and practical knowledge of students in the field of Business Management.
PEO 3:	To adapt to a rapidly changing business environment with new skills and competencies.
PEO 4:	To inculcate a strong team spirit with positive bent of mind and high level of enthusiasm and commitment to meet the challenges in organization.
PEO 5:	To train and develop students with strong ethical values capable of occupying a significant role in the society.
PEO 6:	To nurture student's capabilities and skills to enable them to be job providers and job seekers.

Program Outcomes

PO	PO Statements
PO 1:	Apply knowledge of management theories and practices to solve business problems
PO 2:	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3:	Ability to develop Value based Leadership ability.
PO 4:	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5:	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO 6:	Equipped with professional skills for Employment, Entrepreneurship and Higher Education

Dear Students and Parents,

CBIT-School of Management Studies, with an Objective to Professionally orient the Students to address the Industry 4.0 Challenges that are disrupting the Business Ecosystem, has redesigned the Curriculum to perfect the “Doing and Being Skills” with Competencies required to convert the Opportunities during the Course of their Professional Career, Entrepreneurship, Pursuing Higher Studies, Research and Advisory.

In an increasingly interconnected Global Economy and Society, Our Objective starts from a belief in a future filled with Opportunities - a future where the right Education and Skills provide the new routes to growth, built on Human Capital. Utilizing the existing Resources more effectively, we have strengthened the performance of the Education System by designing with a focus on results at every level, learning from the best results driven Systems in Education and across Sectors. We have moved Innovation in Teaching and Learning to the Centre of the Education Structure by providing opportunities to debate on Case Studies and Internship with Industry to experience the Hands- on-Industry Operations, thus moving beyond the ‘Chalk and Talk’ method to make Students experience the Academic Lessons.

The Industry-oriented-Curriculum designed will focus just not on facilitating a Job but to help the Management Graduates face Challenging situations through Industry Collaboration in the current World. The extensive Library with Books from across the World and E-Journals that can be downloaded by the Students would go a long way in the Self-learning by the Students for the Academic Sessions and also while undertaking their Project Works.

CBIT School of Management Studies with its committed endeavor to Education would like to have a Page in the History of Management Education and the Students as one of the Stakeholders will have a great role in upholding the Banner of the Institute. We Wish the Students - A Memorable Time during their Studentship with the Institute and hope to see them rise in the Corporate Ladder.

--- CBIT - SMS



SCHEME OF INSTRUCTION AND EXAMINATION MBA PROGRAMME

ORIENTATION PROGRAMME

Orientation Program is designed to effectively initiate the Freshers commencing MBA Program, navigating them through the Campus Environment, Academic Scope, Learning Resources, Activities that they can engage themselves; Social, Co and Extra Curricular and other Personality Development Schedules to enable them to efficiently utilize the Opportunities and equip themselves with needed Skills in every Area of Management to address the Challenges that they would be facing in their Careers.

The Orientation encompasses but not limited to the following:

S.No.	Activities during the Orientation Program
1.	Autonomous system - Academic Rules, Curriculum, Code of conduct
2.	Learning Resources
3.	Extension Activities
4.	Managerial Skills for Effectiveness
5.	Co-Curricular and Extra-Curricular
6.	Business Games
7.	Mentoring, Human Values and Professional Ethics

I SEMESTER

I SEMESTER								
S. No.	Course Code	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MBC101	Management and Organization Behaviour	4	-	3	40	60	4
2.	20MBC102	Managerial Economics	4	-	3	40	60	4
3.	20MBC103	Financial Accounting for Management	4	-	3	40	60	4
4.	20MBC104	Marketing Management	4	-	3	40	60	4
5.	20MBC105	Statistics for Management	4	-	3	40	60	4
6.	20MBC106	Digital Technology	3	-	3	40	60	3
7.	20MBC107	Business Communication Lab	-	4	3	50	50	2
8.	20MBC108	Statistics Lab	-	2	3	50	50	1
9.		Open Elective	4	-	3	40	60	4
	20MBO101	Business Environment						
	20MBO102	Corporate Social Responsibility						
	20MBO103	Business Law and Ethics						
			27	6	-	380	520	30

L: Lecture T: Tutorial P: Practical CIE- Continuous Internal Evaluation SEE- Semester End Examination

II SEMESTER

S.No.	COURSE CORE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MBC201	Human Resource Management	4	-	3	40	60	4
2.	20MBC202	Financial Management	4	-	3	40	60	4
3.	20MBC203	Business Research Methods	4	-	3	40	60	4
4.	20MBC204	Operations Research	4	-	3	40	60	4
5.	20MBC205	Operations Management	4	-	3	40	60	4
6.	20MBC206	Business Analytics	3	-	3	40	60	3
7.	20MBC207	Logistics and Supply Chain Management	3	-	3	40	60	3
8.	20MBC208	Comprehensive Viva Voce- I	-	-	-	-	100	2
9.	20MBSD201	Personality Development and Career Guidance	-	4	3	50	50	2
10.		Open Elective	4	-	3	40	60	4
	20MBO201	E-Business						
	20MBO202	Banking Management						
	20MBO203	Customer Relationship Management						
			30	4		370	630	34

III- SEMESTER

III SEMESTER								
S.No.	COURSE CODE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MBC301	Strategic Management	4	--	3	40	60	4
2.	20MBC302	Internship				100	-	2
3.	20MBE301 to 20MBE310	FE 1	4	--	3	40	60	4
4.		FE-2	4	--	3	40	60	4
5.		SE-1	4	--	3	40	60	4
6.		SE-2	4	--	3	40	60	4
			20	-		300	300	22

Internship details are given in Academic Rules book

Note: * III semester Electives are given in the separate table

[FE- First Elective SE- Second Elective]

Elective Courses

Student has a choice to choose two Electives from the given list of electives consisting of Marketing, Human Resource, Finance, and Business Analytics/Supply Chain Management.

Note: *Student can choose either Business Analytics or Logistics and Supply Chain Management.*

The electives will be offered only upon the availability of certain number of students in that Specialization.

Elective wise Course Titles in III semester

Elective	Course Code	Course Title
Finance (F)	20MBE301	Investment Management
	20MBE302	Financial Markets and Services
Human Resource (HR)	20MBE303	Performance and Compensation Management
	20MBE304	Training and Development
Marketing (M)	20MBE305	Product and Brand Management
	20MBE306	Integrated Marketing Communications and Digital Marketing
Business Analytics (BA)	20MBE307	Business Data Mining
	20MBE308	Python Programming
Supply Chain Management (SCM)	20MBE309	Transport Management
	20MBE310	Distribution and Warehouse Management

IV SEMESTER

IV SEMESTER								
S.No.	COURSE CODE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MBC401	Entrepreneurship Development	4	--	3	40	60	4
2.	20MBC402	Project Work	--	8	--	100	100	4
3.	20MBC403	Comprehensive Viva Voce- II				-	100	2
4.	20MBE401 to 20MBE410	FE-3	4	-	3	40	60	4
5.		FE-4	4	-	3	40	60	4
6.		SE-3	4	--	3	40	60	4
7.		SE-4	4	--	3	40	60	4
			20	8	15	300	500	26

Note: IV semester Electives are given in the separate table

V. List of course titles in each Elective

Elective	Course Code	Course Title
Finance (F)	20MBE401	Financial Risk Management
	20MBE402	Project Appraisal and Financing
Human Resource(HR)	20MBE403	Industrial Relations and Labour Laws
	20MBE404	Strategic Human Resource Management
Marketing (M)	20MBE405	Consumer Behaviour
	20MBE406	Services and Retail Marketing
Business Analytics(BA)	20MBE407	Machine Learning and Artificial Intelligence
	20MBE408	Cloud Computing
Supply Chain Management (SCM)	20MBE409	E-Commerce Logistics
	20MBE410	International Logistics

CORE COURSES

20MBC101

MANAGEMENT AND ORGANIZATION BEHAVIOUR

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To familiarize with the Fundamental principles of Management practice with emphasis on the roles and functions of Managers and to focus on the critical and challenging areas of Organizational Planning and Organizing.
2. To describe Motivation, Leadership, Communication and Controlling and to provide knowledge of Organization Behaviour concepts to understand and analyze how Organizations and the People within them work.
3. To understand the Nature of Power, Politics, Conflict, and the Negotiation process.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Practice the process of Management's functions and understand how Management Evolution affects future Managers.
2. Analyze the need of Planning and Decision Making and also assess the elements of Organizational structure and evaluate their impact on Employees.
3. Evaluate Motivational strategies, Leadership styles, Communication and Controlling processes used in a variety of Organizational settings.
4. Apply Organization Behaviour Concepts to real-world problems faced by Managers.
5. Evaluate how the Power and Politics help an organization, Sources of Conflict in an Organizational setting and execute the Negotiation process to manage Conflicts and resolve disputes.

UNIT-I Introduction to Management

Management- Definition, Nature, Purpose, Evolution of Management Thought-Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Theory X, Theory Y and Theory Z, Behavioural Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.

UNIT-II Planning and Organizing

Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Decision Making – Types of Decisions, Decision Making Process, Decision Making under Certainty, Uncertainty and Risk. Organizing – Formal and Informal Organization, Process, Types of Organization structures, Line and Staff concepts, Span of Management – Factors, Delegation of Authority, Decentralization.

UNIT-III Leading and Controlling

Motivation- Early and Contemporary Theories of Motivation. Leadership - Leadership Behaviour and Styles. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication. Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls.

UNIT-IV Organization Behaviour

Organization Behaviour – Nature, Levels, Challenges. Individuals in Organizations - Personality and Ability. Personality - Determinants, Personality and Situation, Big Five Model of Personality, Other Organizationally

Relevant Personality Traits. Ability - Cognitive Ability, Physical Ability, Emotional Intelligence. Nature. Perception - Nature, Characteristics of Perceiver, Target and Situation, Biases and Problems in Person Perception. Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

UNIT-V Conflict and Negotiations

Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics - The use of Power. Organizational Conflict - Sources, Pondy's Model of Organizational Conflict, Negotiation: Resolving Conflict - Individual level conflict, Group level conflict and promoting Compromise.

Text Books:

1. Harold Koontz and Heinz Weihrich, "Essentials of management: An International & Leadership Perspective", 9th edition, Tata McGraw-Hill Education, 2012.
2. Charles W.L Hill and Steven L McShane, "Principles of Management", Special Indian Edition, McGraw Hill Education, 2007.
3. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", 6th Ed., Pearson Education Inc., 2012.
4. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, "Organizational behaviour", 10th edition, Wiley India Edition, 2009.

Suggested Readings:

1. Andrew J. Dubrin, "Essentials of Management", 9th Ed., Thomson Southwestern, 2012.
2. Stephen A Robbins, David A. Decenzo and Mary Coulter, "Fundamentals of Management", 7th Edition, Pearson Education, 2011.
3. Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited, 2001.
4. Richard Pettinger, "Organizational Behaviour", Routledge, 2013.
5. K. Aswathappa, "Organizational behavior", Himalaya Publishing House, 2013.

MANAGERIAL ECONOMICS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To enable the Students to understand the basic Economic concepts, Demand and Supply functions in Decision-making.
2. To understand various Production and Cost functions and choose the optimal combination of Input factors.
3. To understand Price Output determination under different Market structures.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Comprehend and apply the basic Concepts and Economic principles in Decision-making.
2. Calculate Demand Elasticity from Demand Equations.
3. Analyze and Select the Least Cost combination of inputs through Production Function.
4. Examine the different Cost concepts and predict breakeven point.
5. Compare and Contrast the market structures and also Apply Pricing decisions across Industries.

Unit-I Introduction

Nature and Scope of Managerial Economics, Definition, Relation with other Disciplines, Fundamental Concepts of Managerial Economics - Opportunity Cost, Discounting Principle, Time Perspective, Incremental Cost/Reasoning, Equi-Marginal Concept. Objectives of Firm - Profit Maximization Theory, Profit Maximization by Total Revenue and Total Cost Approach, Baumol's Sales Revenue Maximization, Simon's Model of Satisfying Behaviour, Berle-Means-Galbraith Model of Corporate Power Structure, Penrose's Theory of Firm, Optimization Techniques.

Unit-II Demand and Supply Analysis

Theory of Demand, Demand Function, Law of Demand, Elasticity of Demand, Types and Significance of Elasticity of Demand, Demand Estimation – Market Research Approaches, Need for Forecasting and Forecasting Techniques, Supply Function, Law of Supply, Elasticity of Supply.

Unit-III Production Analysis

Production Function - Law of Variable Proportions, Isoquants, Returns to Scale, Cobb Douglas and CES Production Function, MRTS, Iso-Costs, Optimal Combination of input factors, Economies and Diseconomies of Scale.

Unit-IV Cost Analysis

Concepts of Costs, Determinants of Cost functions, Cost- Output Relationship in the Short and Long run, Recent Developments in Cost Theory. Estimation of Cost Function- The Cubic Cost Function, Engineering and Survival Techniques, Breakeven Analysis.

Unit-V Market Structure and Pricing Practices

Types of Market Structure – Price-Output Determination in Perfect Competition, Monopoly. Monopolistic Competition and Oligopoly in short and long run. Pricing Methods in Practice: Price discrimination, Product Line Pricing, Skimming Pricing, Penetrating Pricing, Loss Leader Pricing, Pricing of Multiple Products, Peak load Pricing, Pricing of Innovative Products.

Text Books:

1. Dominik Salvatore, “Managerial Economics”, 8th edition, Oxford University Press, Noida, 2014
2. P.L.Mehta, “Managerial Economics - Analysis, Problems and Cases”, Sultan Chand and Sons, New Delhi, 2014.
3. V.L. Mote, S.Paul and G.S.Gupta, “Managerial Economics Concepts and Cases”, 11th Edition, Tata McGraw Hill Pvt. Ltd., New Delhi, 49th Reprint 2010.
4. Geethika, Piyoli Ghosh, and P.R.Chaudhary “Managerial Economics”, Tata McGraw Hill, New Delhi, 2015.

Suggested Readings:

1. R.L.Varshney and K.L.Maheswari, “Managerial Economics”, 22nd Edition, Sultan Chand and Sons, New Delhi, 2014.
2. Barry Keating and J.Holten Wilson, “Managerial Economics”, 2nd Edition, Bizmantra, New Delhi, 2009.
3. Michael R. Baye and Jeffrey T.Prince, “Managerial Economics and Business Strategy”, 9th Edition, Tata McGraw Hill, 2017.
4. Dominick Salvatore, Siddhartha K.Rastogi, “Managerial Economics: Principles and world wide Applications”, Oxford University Press, 8th Edition, 2016.
5. Truet, “Managerial Economics: Analysis, Problems and cases”, Wiley Publishers, 2007.
6. Mark Hirschey, “Managerial Economics”, Cengage Publishers, 12th Edition, 2013.

FINANCIAL ACCOUNTING FOR MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To understand the basic Accounting Concepts and practice Final Account applications in Business.
2. To acquaint the Students with the concepts of Depreciation, Valuation of Assets and critical evaluation of Financial Statements through Ratio Analysis and Cash Flow Statements.
3. To provide knowledge on basic Principles underlying the provisions of Direct and Indirect Tax laws and develop a broad understanding of the Tax laws and Accepted tax practices.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Understand the basic concepts and principles of accounting and maintain the books of accounts.
2. Analyze and prepare the financial statements and understand the accounting standards.
3. Apply the different methods of depreciation and techniques of valuation of assets.
4. Analyze and interpret financial statements through ratio analysis and cash flow statements.
5. Handle Real life situations involving Taxation and equip themselves with techniques for taking Tax-Sensitive Decisions

Unit-I Introduction

Financial Accounting: Objectives, Accounting as a Business Information System; Parties interested in Accounting Information; Accounting Principles, Concepts and Conventions, Introduction to Book Keeping and Recording, Double Entry System, Books of Prime Entry, Subsidiary Books - Classification of Accounts-Accounting Cycle - Journal Proper, Ledger Posting, Preparation of Trial Balance, Suspense Account.

Unit- II Preparation of Final Accounts

Distinction between Capital and Revenue Expenditure - Preparation of Financial Statements -Trading, Profit and Loss account, Balance Sheet with Adjustments. Accounting Standards: Objectives, Scope, Applicability and Implementation of Accounting Standards -IAS- USGAAP International Financial Reporting Standards (IFRS).

Unit- III Valuation of Assets

Depreciation Accounting: Methods of providing Depreciation, Accounting Standards Depreciation Accounting (AS 6), Accounting for Fixed Asset-Application of AS 10.

Valuation: Basic Principles and Techniques of Valuation: DCF, Multiple Methods and Accounting Based Valuation. Asset Valuation: Earning Valuation, Cash flow Valuation. Valuation of Brands, Intangible Assets and Intellectual Property.

Unit –IV Financial Statement Analysis

Financial Statement Analysis: Ratio analysis, Rationale, Uses, Calculation and interpretation of Ratios-Liquidity Ratios- Profitability Ratios- Solvency Ratios-Leverage and Turnover ratios. Cash Flow Statement: Cash From Operations, Investment and Financing activities, Preparation of Cash Flow statement. Accounting Standards Cash Flow Statement (AS 3), Accounting Fraud and Governance.

Unit-V Corporate Taxation

Taxation: Types of Taxes: Direct Tax - Income Tax Act and Rules. Indirect Taxes- Central Excise and CENVAT - Customs Duty, Service Tax, Central Sales Tax and VAT - Primer on GST. Double Taxation Avoidance.

Text Books:

1. Jawaharlal and Seema Srivastava, "Financial Accounting Principles and Practices", 2nd Edition, S.Chand Publishing, 2014.
2. Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset, 3rd (Wiley Finance) Edition, 2012.
3. Vinod K. Singhania, Monica Singhania, Taxmann's, Student Guide to Income Tax – including Service Tax/VAT.
4. Earl K Stice and James. D. Stice, "Financial Accounting – Reporting and Analysis", Cengage Learning, 2015.

Suggested Readings:

1. Ambrish Gupta, "Financial Accounting For Management – An Analytical Perspective", Pearson 6th Edition.
2. N. Ramachandran, Ram Kumar Kakani, "Financial Accounting For Management", 4th Edition, McGraw Hill, 2016.
3. Godiawala, Pathak et.al. "Business Taxation", 3rd Edition, Mc Graw Hill.
4. Dr. Jyothi Rattan, "Bharats Taxation Laws", 11th Edition, Bharats Law House, 2019.
5. Marco Vulpiani, "Special Cases of Business Valuation", 1st Edition Mc Graw Hill, 2014.
6. V.S. Datey (Taxmann's), Indirect Taxes Law and Practice, 42nd Edition, 2019.

20MBC104

MARKETING MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide knowledge on Marketing Concepts and Principles in Theory and Practice.
2. To focus on how a Marketer can effectively utilize Segmentation, Targeting and Positioning; and the Marketing Mix elements to attract and retain the Customer.
3. To create awareness on principal factors that influence Consumers as individuals and Decision makers with an application to the Buying Decision process and focus on Contemporary issues of Marketing.

Course Outcomes: After Completion of the Course, Students should be able to:

1. Know the various Philosophies of Marketing, and apply them in different Business Scenarios.
2. Understand various Segmentation, Targeting and Positioning strategies to make their Products as Market leaders.
3. Effectively design the Marketing Mix effectively in order to achieve the Organizational goals and objectives.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behaviour perspective.
5. To understand the Contemporary issues and develop Marketing Strategies to sustain in this Competitive World.

Unit –I Introduction

Marketing, Market, Core Marketing Concepts, Marketing Management, Marketing Management Philosophies, Marketing vs. Selling, Marketing Mix, Expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing Marketing effort, Marketing Environment - Micro and Macro environment, Environment scanning, Interface with other Functional areas, Models of B2B, B2C, B2G, G2C.

Unit –II Customer-Driven Strategy

Market Segmentation – Segmenting Consumer Markets, Business Markets, International Markets, requirements for effective Segmentation. Market Targeting- Evaluating Market Segments, Selecting Target Market Segments, Socially Responsible Target Marketing. Differentiation and Positioning - Positioning Maps, Choosing Differentiation and Positioning Strategy, Communicating and delivering chosen Position.

Unit-III Marketing Mix

Products, Services, Brands, New Product Development, Product Life cycle, Pricing – Factors and Strategies, Costing vs Pricing, Discounts, CAPEX vs OPEX Models. Marketing Channels, Promotion – Advertising, Public Relations, Personal Selling, Sales Promotion, Direct and Online Marketing, Digital marketing.

Unit-IV Consumer Markets

Model of Consumer Behaviour, Seven Os Structure, Factors Affecting Consumer Behaviour, Stages in the Adoption Process, Industrial Markets- Characteristic, Industrial Buyer Behaviour, Services Markets – Characteristics and Strategies.

Unit-V Extending Marketing

Creating Competitive Advantage – Competitor Analysis, Competitive Strategies, Balancing Customer and Competitor Orientations. Global Marketplace. Corporate Social Responsibility (CSR) in Marketing, Sustainable Marketing – Social Criticisms of Marketing, Consumer Actions to promote Sustainable Marketing, Business Action toward Sustainable Marketing, Contemporary Issues in Marketing.

Text Books:

1. Kotler,P.,Armstrong, G.,Agnihotri, P.K., and Haque, E., Principles of Marketing: A South Asian Perspective, 13th Edition, Pearson Education Prentice Hall of India, 2010.
2. Lamb,C., Hair, J.,Sharma, D., and McDaniel, C.Marketing- A South- Asian Perspective, 1st Edition, Cengage Learning, 2016.
3. Ramaswamy V.S. Namakumari S, Marketing Management: Indian Context Global Perspective, 6th Edition, Sage Publications India Pvt Ltd., 2018.
4. Kurtz and Boone, Principles of Marketing, 15th Edition, Cengage Publications, 2013.

Suggested Readings:

1. Best, Roger, Market-Based Management, 6th Edition, PHI Learning Pvt. Ltd., 2013.
2. Saxena, R, Marketing Management, 6th Edition, McGraw-Hill Education, 2019.
3. Kotler, P., Armstrong, G., Agnihotri, P.K., Principles of Marketing, 17th Edition, Pearson Education, 2018.
4. Iacobucci, D., and Vohra, A., MM: A South Asian Perspective, 1st Edition, Cengage Learning, 2019.
5. Kotler, P., and Keller, K., Marketing Management, 15th Edition, Pearson Education, 2017.
6. Pradhan, D., Marketing Management: A Casebook, 1st Edition, Cengage ,2012.

STATISTICS FOR MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide an insight into Descriptive Statistics and Probability concepts.
2. To enable the Students to decide the appropriate Sampling techniques and facilitate formulation of Hypotheses and applying the Parametric Statistical tools to test the same and also interpret the results.
3. To enable the students to apply different Forecasting techniques for Business applications.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Understanding the concepts of statistics for business applications.
2. Analyze probability concepts with a view to ascertain the status of business position.
3. Apply the sampling theory in order to study the whole system.
4. Evaluate the statistic and parameter under various sampling conditions.
5. Apply the statistical concepts to forecast the trends in business outcomes.

Unit-I Descriptive Statistics

Statistics - An Overview, Its Applications - Descriptive Statistics: Measures of Central Tendency: Mean, Median, Mode, Measurement of Dispersion: Range and Quartile Deviation, Mean Deviation, Standard Deviation, Karl-Pearson's coefficient of Skewness and Kurtosis.

Unit-II Probability

- i) Definitions and Rules of Probability. Additive and Multiplicative Law of Probability.
- ii) Probability Distributions: Binomial Distribution, Poisson Distribution and Normal Distribution.

Unit-III Sampling and Estimation

Sampling theory: Sampling Procedures - Random and Non-Random Methods, Standard Error, Sampling Error. Statistical Estimations: Point and Interval Estimation, Properties of Good Estimator, Confidence Interval.

Unit-IV Inferential Statistics

- i) Testing of Hypothesis: Type I and Type II Errors, Statistical Significance. Large Sample Tests- Test for One and Two Proportions, Test for One and Two Means, Test for Two Standard Deviations.
- ii) Small sample tests: t- distribution- Properties and Applications, Testing for One and Two Means, Paired t- test.
- iii) Analysis of Variance -One way and Two-way ANOVA (with and without interaction).
- iv) Chi-square distribution: Test for goodness of fit, Test for independence of attributes.

Unit-V Correlation, Regression and Time Series

- i) Correlation Analysis - Karl Pearson's Coefficient of Correlation-Spearman's Rank Correlation.
- ii) Regression Analysis - Concept - Two lines of Regression - Properties of Regression Coefficients.
- iii) Time Series Analysis - Trend Analysis - Free Hand Curve method - Method of Semi Averages - Method of Moving Averages - Least Squares Method.

Text Books:

1. Levin R.I., Rubin S. David, Siddiqui and Rastogi, “Statistics for Management”, 8th Ed., Pearson, 2018.
2. S. C. Gupta, “Fundamental of Statistics”, Himalaya, 2016.
3. J. K. Sharma, “Business Statistics”, Pearson, 2015.
4. P N. Arora, Sumeet Arora, S. Arora , “Comprehensive Statistical Methods”, S. Chand Co., 2015.

Suggested Readings:

1. Beri, G C, “Business Statistics”, McGraw-Hill, 2015.
2. S. P. Gupta, “Statistical Methods”, Sultan Chand and Sons, 2014.
3. Levine, Stephan, Szabat, “Statistics for Managers Using Microsoft Excel”, 8th Ed., Pearson, 2018.
4. Anderson, Sweeney, Williams, “Statistics for Business and Economics”, 11th Ed., Cengage Learning, 2017.
5. Devore, “Probability and Statistics for Engineering and the Sciences”, 9th Ed., Cengage Learning, 2016.
6. Ken Black, “Business Statistics for Decision Making”, 6th Ed., Wiley, 2010.

20MBC106

DIGITAL TECHNOLOGY

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course objectives: The Objectives of the Course are:

1. To make the Students to improve the Skills in Digital Enterprise and learn the process of drafting various Business Correspondence.
2. To make the Students understand the development of Digital Enterprise Transformation.
3. To enable the Students to understand the importance of Digital Enterprise and it's functioning.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Enhance competence in various Verticals of Business with Digital Transformation.
2. Compare and contrast the effective Business application in various Sectors with digital transformation.
3. Demonstrate the ability to effectively understand the Digital Enterprise from Company Leader's Perspective.
4. Familiarize with the Autonomous functioning of IT systems in various Business activities.
5. Familiarize with the concepts of Enterprise IOT.

UNIT-I Digital Enterprise Introduction

Building Digital Capabilities - Digital Mastery, Creating compelling Customer experience, exploiting the power of Core Operations, Reinventing Business Models. Domains of Digital Transformation: Customers, Competition, Data, Innovation and Value.

Case: How did Starbucks disrupt with their Mobile Order and Pay Service?

UNIT-II Digital Enterprise Transformation

Building Leadership Capabilities, Crafting your Digital Vision, Engaging the Organization at Scale, Governing the Transformation, Building Technology Leadership Capabilities. Business benefits of Reference Architectures, Design Patterns and Structures. Role of Context awareness in Interactive Digital experiences, Key Architectural considerations, Conceptual Model for Context - Aware Experiences.

Case: Context-aware Digital Employee Experience.

UNIT-III Leadership Perspective

A Leader's playbook for Digital Transformation: Framing the Digital challenge, Focusing Investment, Mobilizing the Organization, Sustaining the Digital Transformation. Build Platforms not just Products.

Case: How does Netflix Automation Platform help grow its Subscribers rapidly?

UNIT-IV Autonomous Systems

Autonomous IT Systems: Introduction, Reference Architecture, Maturity Model for Autonomous IT System, Design Patterns. Turn Data into Assets, Innovate by Rapid Experimentation.

Case: Autonomous Operation of a Customer, Partner, Employee Web Platform in an Enterprise.

UNIT-V Enterprise IoT

Enterprise IoT: Overview, Phenomenon of Internet connectivity, Phases of IoT evolution, Approach to Enterprise IoT, Reference Architecture for Enterprise IoT, Maturity Model for Enterprise IoT.

1. Case: Connected Mines
2. Case: Enterprise IoT Asset Management

Text Books:

1. Srikanth Narasimhan, Jagadish Chundury, "Enterprise Digitization Patterns Designing, Building and Deploying Enterprise Digital Solutions", Notion Press, 2018.
2. George Westerman, Didier Bonnet, Andrew McAfee "Leading Digital Turning Technology into Business Transformation", Harvard Business Review, 2014.
3. David L. Rogers, "The Digital Transformation Playbook Rethink your business for the Digital Age", Columbia Business School, 2016.
4. Amitabh P. Mishra, Ashish Ranjan, "A Modern Play book of Digital Transformation", Sage Publishers, 2019 Edition.

Suggested Readings:

1. Lindsay Herbert, "Digital Transformation Build your Organization's Future for the Innovation Age", Bloomsbury Publishers, 2017.
2. Peter Weill, Stephanie L. Woerner, "What's your Digital Business Model?", Harvard Business Review, 2018.
3. George S. Day, Paul J. H. Schoemaker, "See Sooner, Act Faster: How Vigilant Leaders Thrive in an Era of Digital Turbulence (Management on the Cutting Edge)" The MIT Press, 2019.
4. Thomas M. Siebel, "Digital Transformation: Survive and Thrive in an Era of Mass Extinction", Rosetta Books, 2019.
5. Tony Saldhanda, "Why Digital Transformations Fail: The Surprising Disciplines of How to Take Off and Stay Ahead", Brett Koehler Publishers, 2019.
6. Gerald C. Kane, Anh Nguyen Phillips, Jonathan R. Copulsky, "The Technology Fallacy: How People Are the Real Key to Digital Transformation (Management on the Cutting Edge)" MIT Sloan Management Review, 2019.

20MBC107

BUSINESS COMMUNICATION LAB

Instruction	4 Hour per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	2

Course objectives: The Objectives of the Course are:

1. To improve the skills in Listening Comprehensions and learn the process of drafting various Business Correspondence.
2. To develop the Professional way of Presentation in different Business Situations.
3. To enable the Students to understand the importance of Social and Professional Etiquettes.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Display Competence in various Business Communication patterns.
2. Construct effective written messages in various Formats to Audience.
3. Demonstrate the Ability to effectively deliver Formal presentations before a variety of Audiences.
4. Communicate competently in Groups and Organizations and demonstrate Appropriate and Professional Ethical behaviour.
5. Build Strong Relationships and promote positive Atmosphere at Workplace.

Unit 1 Listening and Feedback

Listening Comprehensions - Situational Awareness and Active Listening related exercises.

Unit 2 Writing Skills

Managerial Writing - Writing Emails, WhatsApp and SMS to communicate internally and externally, Business Letters, Internal Communication through-Notices, Circulars, Memos, Agenda and Minutes. Report Writing.

Unit 3 Speaking and Presentation Skills

Types of Managerial Speeches - Speech of Introduction, Speech of Thanks, Occasional Speech, Theme Speech. Presentation for Business, Sales and Training with the aid of Verbal and Multimedia, Handling day to day meetings, Effective ways of Presenting, Participating, Leading and making Decisions – in less Critical to Critical Meetings.

Unit 4 Non Verbal Communication

Techniques to Improve Non Verbal Communication through Role plays and Management Games with focus on Gestures, Para linguistics, Proxemics, Kinesics and Artifacts.

Unit 5 Social and Professional Etiquette

Telephone Etiquette - E-mail Etiquette - Meeting Etiquettes, Cubicle Manners - Table Manners -Dress Code - Greetings.

Text Books:

1. Rani. D. Sudha, "A Manual for English Language Laboratories", Pearson Education, 2014.
2. Suresh Kumar, "A Handbook for English Language Laboratories", Foundation Books, 2009.
3. Sanjay Kumar and Pushp Lata, "Communication Skills", Oxford University Press, 2nd edition, 2015.
4. Lesikar R V et al., "Business Communication: Connecting in a Digital World", McGraw Hill Education, 2015.

Suggested Readings:

1. Kumkum Bhardwaj, "Fundamentals of Business Communication", Wiley (Dreamtech Press), 1st Edition, 2019.
2. Julian Dakin, "The Language Laboratory and Language learning", Addison-Wesley-Longman Ltd, UK, 1973.
3. Simon Morton, "The Presentation Lab: Learn the Formula behind Powerful Presentations", Wiley; 1st edition, 2014.
4. Steve Duck, David T. McMahan, "The Basics of Communication- A Relational Perspective", Sage Publishers, 2nd Edition, 2012.
5. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning, 2007.
6. U S Rai and S M Rai, "Business Communication", Himalaya Publications, 2014.

20MBC108

STATISTICS LAB

Instruction	2 Hour per week
Duration of Semester Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	1

Course Objectives: The Objectives of the Course are:

1. To Understand Descriptive statistics and its usage in Decision making in different disciplines.
2. To Explain the concept of Hypothesis and Parametric Tests.
3. To understand the relationship between two or more variables by using Appropriate Statistical Analysis Techniques.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply the methods of descriptive statistics and analyze the data by using MS Excel.
2. Foster the practical understanding of parametric test and to reveal the right inferences about the population.
3. Analyze one variable experiment by using one Way ANOVA.
4. Calculate Correlation coefficient and Simple Regression to interpret the Outcomes.
5. Examine Time Series model and extract meaningful insights about the Data.

Unit-I Introduction to Descriptive Statistics

Measures of Central Tendency - Mean, Median, and Mode; Measures of Dispersion - Range, Quartile deviation, Standard Deviation and Variance, Coefficient of Variation, Population Confidence Intervals.

Unit-II Parametric Tests and Analysis of Variance

One Sample Z and T test for the Population Mean, Two samples Z and T test for the Population Mean. Chi Square Tests - Independence of Attributes. Single-Factor Experiments: One-way ANOVA.

Unit -III Correlation, Simple Regression and Time Series Analysis Correlation Analysis: Scatter Plot, Covariance and Pearson's Correlation coefficient, r . Simple Regression analysis, Time Series analysis: Fitting a Straight Line using simple data, Forecasting methods: Moving average.

Text Books:

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2nd edition, 2014.
2. D P Apte, "Statistical Tools for Managers using MS Excel", Excel, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat, "Statistics for Managers Using MS Excel", PHI, 2015.
4. Bruce Bowerman, "Business Statistics in Practice", 5th edition, TMH, 2015.

Suggested Readings:

1. John Walkenbach, "Excel 2010 Bible", John Wiley & Sons, 2010 Edition.
2. Rao and Tyagi, "Research Methodology with SPSS", Shree Niwas Publications, 2009.
3. Albright C. S., Winston Wayne L. and Zappe C. J., "Decision Making Using Microsoft Excel", 2009, India Edition, Cengage Learning.
4. Ajai.S.Gaur, Sanjaya S.Gaur, "Statistical Methods for Practice and Research Response", 2009.
5. Wayne L. Winston, "Microsoft Excel 2016- Data Analysis and Business Modeling", PHI Learning, 2017.
6. Conard Carlberg, "Business Analysis with MS Excel", Que Publishing, 3rd edition.

OPEN ELECTIVE

20MBO101

BUSINESS ENVIRONMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To familiarize the Students with various aspects of Business Environment factors along with detailed discussion on Planning and Industrial policies, mechanism of Fiscal Policy and Monetary Policy.
2. To provide in depth knowledge on changes in the growth of National Income, Inflation, Poverty and other economic policies.
3. To understand the Concept of WTO Agreements and its Implications, EXIM Policies, FEMA on various MNCs activities.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the various environmental factors that influence the domestic and international business activities.
2. Evaluate and Implement appropriate decisions with the help of industrial policy and regulation.
3. Analyze the Fiscal policy and Monetary Policy and its impact on business operations.
4. Analyze the changes in various economic growth factors that have impact on business activities.
5. Adapt trade, EXIM policies and FEMA Act for organization stability and sustainability.

Unit-I Introduction

Colonialism and development of the Indian Economy - Digital Economy : Business Environment - Meaning, Importance, Environmental Factors, Planning in India-Planning Commission- NITI Aayog - Liberalization and Planning, Industrial Policy and Regulatory Structure - Industrial Policy - Industrial Licensing Policy, Made in India.

Unit-II Economic Development

Five Year Planning- Industrial Policy 1991, New Industrial Policy, Startups, MSME, Small Scale Industries (SSI) - Industrial Finance - Foreign Direct Investment (FDI) - Modes - India's Inflow and Outflow.

Unit-III Economic Policies

Fiscal Policy- Latest Union Budget - Reforms Undertaken - Role of Government. Monetary Policy - Basic Concepts, Monetary Policy in the 21st Century - Banking Sector Reforms. Role of Regulatory Institutions in Indian Financial system - RBI and SEBI, Capital Market Institutions - Stock Indices- Derivatives Market - Global and Indian Scenario.

Unit-IV Economic Growth

National Income - Concepts, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development Index, Rural Development - Schemes, Problems of Economic Growth.

Unit-V Domestic and International Trade Policy

Evolution of International Financial System, Global Recession and Developing Economies: Policy Changes and Issues - Sector wise Trade Policies: Recent Developments GATT - WTO - Agreements and Implications. EXIM Policies and FEMA: India's New EXIM Policy - Legal Framework - Initiatives, FEMA - Indian Multinational Companies - Role in World Economy.

Text Books:

1. Justin Paul “Business Environment: Text & Cases” , 4th edition, Tata Mcgraw Hill, 2018.
2. V.K Puri and S.K Misra “ Indian Economy”, 37th edition, Himalaya Publishing house, 2019.
3. Francis Cherunilam “Business Environment: Text & Cases”, 25th edition, Himalaya Publication, 2017.
4. Ramesh Singh, “Indian Economy” 11th edition, McGraw Hill Education, 2019.

Suggested Readings:

1. Gaurav Datt and Ashwani Mahajan, “Indian Economy”, 72nd ed, S.Chand, 2016.
2. K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” 12th edition, Himalaya Publications, 2014.
3. B N Ghosh, “Business Environment”, 1st edition, Oxford University Press, 2014.
4. Pailwar V.K, “Business Environment”, 1st edition, PHI learning, 2014.
5. Saleem SK, “Business Environment”, 3rd edition, Pearson Education, 2015.
6. Amory Lovins, L. Hunter Lovins, Paul Hawken, Forest Reinhardt, Robert Shapiro, Joan Magretta
Harward business review on Business Environment, Harvard business school press, 2000.

20MBO102

CORPORATE SOCIAL RESPONSIBILITY

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are to:

1. Understand the prominence of Historical evidence in exploring the Concept of CSR and Corporate Governance.
2. Understand the various Forms, Models and Theories of CSR and the role of the major Institutions in promoting CSR.
3. Provide insights into the various indices of CSR and the growth of CSR in various countries.

Course Outcomes: After Completion of the Course, Students will be able to:

1. To describe the basic terms and concepts related to CSR and Corporate Governance.
2. To apply the models and theories to suggest the organizations the essential CSR initiatives.
3. To examine the potential public responsibilities of corporations within the global community.
4. To observe the extent to which Business can meet the Challenges of Sustainable Development.
5. To evaluate how CSR is being practiced in various Organisations.

UNIT-I Introduction

Concept of CSR, Corporate Philanthropy, Corporate Citizenship, Evolution and Development of CSR, CSR Strategy, Arguments in Favour and Against CSR, Drivers of CSR, Dimensions and Importance of CSR, Corporate Governance and Corporate Social Responsibility.

UNIT-II CSR Models and Theories

Forms of CSR - Economic Responsibility, Legal Responsibility, Ethical Responsibility, Philanthropic Responsibility. Models of CSR - Philanthropic model, Ethical model, Statist model, Liberal model, Stakeholder model. Theories of CSR - Fiduciary Capitalism Theory, Stakeholder Theory, Social Contract Theory, Feminist Theory.

UNIT-III CSR Framework

Role of various Institutions in CSR – Role of Government, Educational Institutions, Media. Creating CSR Framework, Framework for rating CSR, International framework for Corporate Social Responsibility. CSR Legislation in India and the World.

UNIT-IV CSR and Development

Business and Inclusive growth, Standards and Indices for CSR, Sustainability and its Challenges, Strategies Business tool for Sustainable Development, Global CSR- CSR and development in Developing countries, CSR practice in India: A study with a Global contrast. Ethical Management and CSR.

UNIT-V CSR Trends and Opportunities

Current trends and opportunities in CSR, Environment Protection and CSR, CSR Case Studies with reference to India - Failures and Success, Future for CSR, Contemporary Issues in CSR.

Text Books:

1. Madhumita Chatterji, "Corporate Social Responsibility", Oxford University Press, 2015.
2. S.S.Khanka, "Business Ethics and Corporate Social Responsibility", S.Chand, 2014.
3. William B, Werther, "Strategic Corporate Social Responsibility: Stakeholders in a Global Environment", Sage publications, 2008.
4. Andrew Crane, Dirk Matten, Laura Spence, "Corporate Social Responsibility: Readings and Cases in a Global Context", 2007.

Suggested Readings:

1. Subhasis Ray, S. Siva Raju, "Implementing Corporate Social Responsibility: Indian Perspectives", 2014.
2. K.S. Ravichandran, Corporate Social Responsibility – Emerging Opportunities and Challenges in India", 2013.
3. Robert A.G. Monks, Nell Minow, "Corporate Governance", 5th edition, Wiley, 2013.
4. Bob Tricker, "Corporate Governance- Principles, Policies, and Practices", Oxford University Press, 3rd edition, 2018.
5. C. V.Baxi, Ajit Prasad, "Corporate Social Responsibility: Concepts and Cases: the Indian Experience", Excel Books India.
6. Subash Chandra Das, "Corporate Governance in India", 4th edition, PHI Learning

20MBO103

BUSINESS LAW AND ETHICS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To give an Overview of Legal issues that they deal within their Professional and Personal life and to provide knowledge on General Contracts, Special Contracts and Negotiable Instruments.
2. To discuss the formation of Company, Process, and Dissolution and to educate on the rights of consumers and Redressal mechanism.
3. To provide understanding the significance of Ethical conduct for Business and Community.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Apply Legal aspects of Business law to the problems associated with business and its transactions
2. Critically review the special contracts and reflect them on the current Legal issues
3. Understand various provisions of Companies Act.
4. Claim the rights as a consumer by recalling the Redressal Mechanism available
5. Exhibit the skills required to identify and resolve the ethical issues in the Business environment.

Unit- I Introduction

Definition, Contract and Agreement, Essential Elements of a Valid Contract, Classification of Contracts. Offer and Acceptance - Legal Rules, Communication of Offer, Acceptance and Revocation. Consideration - Need, Legal Rules, Stranger to a Contract, Contract without Consideration. Capacity to Contract. Free consent - Coercion, Undue Influence, Misrepresentation, Fraud, Mistake. Performance of Contract. Remedies for Breach of Contract - Quasi Contracts - Kinds, Quantum Meruit.

Unit – II Special Contracts

Special Contracts: Indemnity and Guarantee - Contract of Indemnity, Contract of Guarantee, Distinction between Contract of Indemnity and Guarantee, Bailment and Pledge - Classification of Bailment, Duties and Rights of Bailor and Bailee, Termination of Bailment, Pledge, Bailment vs. Pledge, Rights and Duties of Pawnee and Pawnor, Pledge by Non-Owners. Contract of Agency - Creation of Agency, Classification of Agents, Relations of Principal and Agent, Principal with Third Party, Delegation of Authority, Termination of Agency. Sale of Goods Act - Distinction between Sale and Agreement to Sell. Conditions and Warranties- Express and Implied, Caveat Emptor. Negotiable Instruments Act: Characteristics, Types, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of Crossing.

Unit-III Companies Act

Definition of Company - Characteristics - Classification of Companies - Formation of Company - Memorandum and Articles of Association - Prospectus - Shareholders Meetings - Board Meetings - Law relating to Meetings and Proceedings - Company Management - Qualifications, Appointment, Powers, and Legal position of Directors - Board - M.D and Chairman - their powers, Prevention of Oppression and Mismanagement, Winding-up of a Company.

Unit-IV Consumer Protection Act

Consumer Protection Law: Introduction to Consumer Protection Law in India, Rights of Consumers, Consumer Councils - Central and State Councils, Redressal Machinery - National Commission, State Commission, District Forum.

Unit-V Business Ethics

Ethical and Value Based Considerations – Need and Justification – Business Ethics and Efficiency – Social Responsibility of Business – Fair and Just cooperation among Owners, Managers, Workers and Customers –

Fair Market Wages – Integrity and Ethical consideration in Business Operations – Indian Value system and its relevance in Management.

Text Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand & Co., 2018.
2. K.R. Bulchandani, “Business Law for Management”, 6th ed, HPH, 2014.
3. Satish B. Mathur, “Business Law”, Tata Mc Graw Hill, 2010.
4. O. C. Ferrell et.al., “Business Ethics: Ethical Decision Making and Cases”, Cengage Learning, 2014

Suggested Readings:

1. PPS Gogna, “A Text Book of Company Law”, 6th ed., S. Chand, 2014.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 6th ed., Tata McGraw Hill. 2014.
3. Kenneth W. Clarkson, Roger LeRoy Miller & Frank B. Cross , “Business Law: Text and Cases”, Cengage Learning, 2017.
4. Henry R. Cheeseman, “Business Law”, Pearson, 2018
5. Christine Ladwig & George Siedel, “Strategy, Law and Ethics for Business Decision, West Academic Publishing, 2020
6. Richard T De George, Business ethics, 7th ed., Pearson, 2014.

II SEMESTER

S.No.	COURSE CORE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MBC201	Human Resource Management	4	-	3	40	60	4
2.	20MBC202	Financial Management	4	-	3	40	60	4
3.	20MBC203	Business Research Methods	4	-	3	40	60	4
4.	20MBC204	Operations Research	4	-	3	40	60	4
5.	20MBC205	Operations Management	4	-	3	40	60	4
6.	20MBC206	Business Analytics	3	-	3	40	60	3
7.	20MBC207	Logistics and Supply Chain Management	3	-	3	40	60	3
8.	20MBC208	Comprehensive Viva-Voce- I	-	-	-	-	100	2
9.	20MBSD201	Personality Development and Career Guidance	-	4	3	50	50	2
10.		Open Elective	4	-	3	40	60	4
	20MBO201	E-Business						
	20MBO202	Banking Management						
	20MBO203	Customer Relationship Management						
			30	4		370	630	34

CORE COURSES

20MBC201

HUMAN RESOURCE MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course objectives: The Objectives of this Course are to:

1. Provide the basic Concepts of Human Resource Management.
2. Enable the Students to understand the process of Recruitment and Selection and the Concept of Performance Management system in an Organization.
3. Understand the basics of Industrial Relations and knowledge of Labour laws and acquaint the Students with the Contemporary issues in Human Resource Management.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand and apply the knowledge of basic Concepts of Human Resource Management in Practical settings of an Organization.
2. Follow innovative practices in Recruitment and Selection.
3. Implement systematic Performance Management System in an Organisation.
4. Implement harmonious Industrial Relations and apply latest amended Labour Acts in an organization.
5. Execute new trends in Human Resource Management practices.

Unit-I Introduction

HRM - Definition, Evolution, Organization of HR department, Objectives, Scope and Functions of HRM - Role and Responsibilities of HR Manager - HR Policies and Procedures - Competitive Challenges of HRM - Competency Framework for HR Professionals - Stakeholders and Integrated Models of HRM.

Unit-II Human Resource Planning

Job Analysis- Meaning and Importance, Process, Methods of collecting Job Data, Writing Job Description and Job Specification - Job Design - Meaning, Factors, Approaches - Job Evaluation - Meaning and Methods- HR Planning - Gallagher HR Estimator - Recruitment- Yield-Ratio Analysis - Process of Selection - Types of Interview - Placement and Orientation - HRD Training Methods - Kirkpatrick and Pecuniary Utility Models of Training.

Unit-III Performance Appraisal

Performance Appraisal – Meaning, Importance and Methods - Potential Appraisal- Capacity building - Basic components of Compensation Management - Towers Perrin Model of Total Reward - Career planning - Greenhouse Career Development Model - Psychological Contract- Functions and Types.

Unit-IV Industrial Relations

Industrial Relations - Definition, Importance, Basics of Industrial Acts - Employee State Insurance Act 1948, Employee Provident Fund and Miscellaneous Act 1952, Industrial Disputes Act 1947, The Payment of Gratuity Act 1972 - Dunlop's IR Model – Quality of Work Life - Grievance Management - Collective Bargaining – Negotiations and Assertiveness Skills – Worker's Participation in Management – Absence Management – Brad factor.

Unit-V Contemporary Issues in Human Resources Management

Introduction to Change Management - HR Outsourcing, Work Life Integration - Introduction to International HRM, Strategic HRM in a Changing Environment- HRIS: Three Levels - Diversity Management - Succession Planning - Inter -personal Relations in the Workplace - Expanding Professional and Personal Networks - HR Research.

Text Books:

1. Gary Dessler, "Human Resources Management", Pearson, 2015.
2. Decenzo, "Human Resources Management", Wiley, 11th Edition, 2015.
3. Michael Armstrong, "Human Resource Management", Kogan Page, 2015.
4. David Lepak, Mary Gower, "Human Resource Management", Pearson, 2015.

Suggested Readings:

- 1 John P. Kotter, "Leading Change", Harvard Business School Press, 2015.
- 2 Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, "Fundamentals of Human Resource Management", 7th Edition, Mc Graw-Hill, 2017.
- 3 Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial Relations and Labour Laws", McGraw-Hill, 2015.
- 4 V.S.P. Rao, "Human Resource Management", Cengage Learning, 2019.
- 5 K.Aswathappa, "Human Resource Management", 8th Edition, Mc Graw-Hill, 2017.
- 6 Raman Preet, "Future of Human Resource Management: Case Studies with Strategic Approach", Wiley Publishers, 2019.

20MBC202

FINANCIAL MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To develop a broad understanding of the Concept of Finance functions and Time value of money, significance of Capital Budgeting techniques for the feasibility of Projects.
2. To gain knowledge about Theories of Capital Structure, Concept of Cost of Capital, and Dividend decisions.
3. To give insights about the importance of Working Capital Management and the tools to manage it.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the Concept of Finance function and judge the Time Value of money in terms Annuity and Present Values.
2. Assess the feasibility of Projects using Capital Budgeting Techniques.
3. Apply the Capital Structure Theories to construct the best Capital mix for better Market Value of the Firm.
4. Implement the Dividend decisions in the interest of the Stakeholders.
5. Assess Working Capital requirements and apply the Tools to manage it.

Unit-I Finance Function

Nature and Scope of Financial Management: Finance function, Goals of Finance- Profit Maximizing vs Wealth Maximization. Risk- Return trade off. Time Value of Money - Future value, Present Value: Single Cash flows, Annuity, Multi period Compounding (simple problems).

Unit-II Investment Decision

Capital Budgeting: Nature, Significance, Investment Decision process. Evaluation Techniques: Traditional - Payback method, Improvement in Traditional Payback, ARR and DCF Techniques - NPV, IRR, Profitability Index. Capital budgeting under Risk and Uncertainty: Risk adjusted Discount Rate, Certainty Equivalents, Probability Tree Approach. (Problems and cases), Projection Selection under Capital Rationing (theory).

Unit-III Financing Decision

Sources of Finance: Concept of Leverage - Operating Leverage, Financial Leverage, Combined Leverage. EBIT - EPS Analysis. Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional view and MM hypothesis.

Cost of Capital: Concept and Importance, Measurement of important Costs: Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of External Equity, Cost of Retained Earnings, Weighted Average Cost of Capital. (Problems and Cases).

Unit-IV Dividend Decisions

Forms of Dividend, Dividend Theories: Relevance theory of Dividend: Walter's Model- Gordon's Model, Irrelevance Theory of Dividend: MM Hypothesis. Dividend policies of Indian Companies (Problems and Cases).

Unit-V Working Capital Management

Concept of Working Capital, Determinants of Working Capital, Estimation of Working Capital requirements, Working Capital Policy. Management of Current Assets: Cash Management, Receivables Management and Inventory Management (Problems and Cases).

Text Books:

1. I. M. Pandey, "Financial Management", 11th Ed. Vikas Publishing House, New Delhi 2015.
2. Khan, M. Y. and Jain P. K "Financial Management: Text, Problems and Cases", 6th Edition, Tata McGraw Hill Pub. Co. Ltd New Delhi, 2011.
3. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", 15th Ed., Cengage Learning, USA, 2015.
4. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 3rd Ed. Pearson Education Limited, UK, 2010.

Suggested Readings:

1. Vishwanath S.R., "Corporate Finance: Theory and Practice", 2nd Ed. Response books, Sage Publications Ltd, New Delhi, 2007.
2. Prasanna Chandra, "Financial Management Theory and Practice" 9th Edition, McGraw Hill, New Delhi, 2015.
3. S R Vishwanath, "Corporate Finance: Theory and Practice", Sage publishing India, 2nd Edition, 2007.
4. Clive Wilson, Bruce Keers, Ronwyn Johnston, Andrew Medlen, Brian Walters, "Financial Management", 6th Edition, Cengage, 2018.
5. Bhalla V.K., "International Financial Management (Text and Cases)", S.Chand Publications, 1st Edition, 2014.
6. Ruzbeh Bodhanwala, "Financial Management Using Excel Spreadsheet", Taxmann Publications Private Limited, 3rd Edition, 2009.

20MBC203

BUSINESS RESEARCH METHODS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To provide understanding of the Concepts of Business Research Process, Ethics in Business Research and relevance of Research Designs used in Business Research.
2. To create an awareness on various Sources of Data, Sampling Methods and Methods of Qualitative and Quantitative Data Analysis and also to introduce Non-Parametric Tests.
3. To provide Students with an understanding of the basic Concepts of the Multivariate Techniques-its usefulness and provide guidance on how to prepare a Research Proposal and write a Quality Research Report.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand Business Research problems and will critically evaluate research papers considering Ethics in Research.
2. Compare and Contrast various Research Designs.
3. Analyze the similarities and differences between various Sampling Designs and Measurement Scales and make a Decision about how best to employ them in research studies.
4. Apply and interpret the Quantitative and Qualitative data and different types of Non-Parametric Statistical Tests.
5. Classify and select Multivariate Techniques so as to render appropriate solutions to the Business problems for attaining the Organizational Goals and effectively formulate a Research Proposal and communicate Research findings by preparing a Quality Research Report.

UNIT-I Introduction

Business Research - Meaning and Importance. Research Process - Overview. Review of Literature - Identifying, Accessing and Managing sources of Information and scholarly Literature. Research Gaps. Research Design - Introduction and Types - Exploratory, Descriptive and Causal Designs. Ethics in Business Research.

UNIT-II Data Collection and Sampling

Data Collection Methods - Primary and Secondary Sources. Design of Questionnaire. Sampling Procedure - Characteristics of a Good sample - Types of Sampling Designs and Sample size determination. Concept of Measurement and Scaling – Nominal, Ordinal, Interval and Ratio Scales, Rating scales -Thurston's, Likert's, Guttman's, Semantic differential. The characteristics of Good Measures - Validity, Reliability and Practicality. Selecting a Measurement Scale

UNIT-III Data Processing and Analysis

Introduction to the analysis of Quantitative and Qualitative Data - Nature and Types of Data Analysis Methods. Non-parametric Statistics in Research - McNemar, Sign Test - One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov - Simronov D test, Kruskal –Wallis tests. Data Representation: Tabulation and Graphical presentation of Data.

UNIT-IV Multi-Variate Analysis

Structural and Functional Methods- Factor Analysis, Cluster Analysis, Discriminate Analysis, Conjoint Analysis, Multi-Dimensional Scaling. Structural Equation Modelling (SEM) - Overview. Multiple Regression (Numerical with two Independent Variables).

UNIT-V Research Proposal and Report Writing

Research Proposal - Purpose, Nature and Evaluation - Content and Format. Report Writing and Presentation - Introduction - Types of Research Report. Format and Evaluation of the Research Report. Academic Writing and Referencing - Plagiarism.

Text Books:

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, 12th Ed, TMH, 2018.
2. J.K.Sharma, "Business Statistics-Problems and Solutions", 1st Ed., Pearson, 2010.
3. Deepak Chawla and Neena Sondhi "Research Methodology - Concepts and Cases", Vikas Publications, 2018.
4. William G. Zikmund Et al., "Business Research Methods", Cengage Learning, 2016.

Suggested Readings:

1. Bajpai Naval, "Business Research Methods", Pearson , 2017
2. Alan Bryman and Emma Bell, "Business Research Methods", OUP Oxford, 2015.
3. ken and Black, " Applied Business Statitics", Wiley-India, 2012.
4. Saunders mark, Philip Lewis and Adrian Thornhill, "Research Methods for Business Students, Pearson, 2015.
5. Gabe T. Wang & Keumjae Park, "Student Research and Report Writing: From Topic Selection to the Complete Paper", Wiley-Blackwell, 2016
6. Umeshkumar Dubey , D P Kothari & G K Awari, "Quantitative Techniques in Business, Management and Finance: A Case-Study Approach", Chapman and Hall/CRC,2016.

20MBC204

OPERATIONS RESEARCH

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To familiarize the Students with the basic Concepts and tools of Operations Research.
2. To make the Students understand the mathematical models used in Operations Research.
3. To provide the Students to learn the techniques constructively to make effective Business decisions.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Develop mathematical model and solve the real life system with limited constraints by applying LPP.
2. Formulate and solve transportation and assignment concepts to implement Supply chain management.
3. Evaluate alternatives using decision making under risk and uncertainty and game theory.
4. Apply PERT and CPM techniques to plan, schedule and control project.
5. Apply simulation process in queuing theory to evaluate the system.

Unit-I Introduction

Operation Research, Definitions, Evolution, Scope and Applications in Business. Linear Programming: Models, Assumptions of LPP, Formulation, Graphical Method, Simplex Method, Big-M Method. Formulation of Dual to Primal.

Unit-II Transportation and Assignment

Transportation Problem, Initial Solution Methods, North -West Corner Method, Least Cost Method (LSM) and Vogel's Approximation Method, Degeneracy, Unbalanced TP. Optimality Test - Stepping Stone Method and MODI Method. Assignment Problem, Hungarian Method, Unbalanced problems, Restricted AP. The Travelling - Salesman problem.

Unit-III Statistical Decision Theory and Game Theory

Decision Theory, Criteria for Decision Making under Risk and Uncertain Environments, Concept of Utility, Expected Monetary Value, EVPI Utility as a Concept of Decision Making. Game theory, Zero Sum Game, Saddle point, Pure strategies, Mixed strategies, Dominance, Graphical Method for (mx2) and (2xn) games.

Unit-IV Project Management by Network Analysis

Network fundamentals - Scheduling the Activities - PERT Vs CPM - Three Time estimates - beta Distribution - Identifying Critical Path - Probability of completing the Project within Scheduled time, Critical Path Method – Optimization of Project parameters - Crashing.

Unit-V Queuing Theory and Simulation

Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system - Operating characteristics of Queues, Probabilistic Queuing model - Single Channel Queuing model - Poisson arrival and Exponential service times with infinite Population. Simulation: Process of Simulation, Applications of Simulation to different Management Problems.

Text Books:

1. Richard .I. Levin, David. S. Rubin “Quantitative Approaches to Management”, Mc Graw Hill International Book Co., 1992.
2. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna “Quantitative Analysis for Management”, Pearson Education, 2017.
3. J. K.Sharma, “Business Statistics - Problems and Solutions” Pearson, 2011.
4. S. D. Sharma, “Operations Research”, Kedar Nath Ram Nath and Co., 2010

Suggested Readings:

1. H. A. Eiselt, Carl-Louis Sandblom, “Operations Research: A Model-Based Approach”, Springer, 2010.
2. Edwin K. P. Chong, Stanislaw H. Zak, “An Introduction to Optimization”, 4th Edition, A John Wiley & Sons Publications, 2013.
3. A. Ravi Ravindran, “Operations Research Applications”, CRC Press, Taylor & Francis Group, 2009.
4. R. Panneerselvam, “Operations Research”, 2nd Edition, PHI Learning, 2009.
5. Kanthi Swarup, Gupta Pk, Man Mohan, Sultan Chand and Sons, 2014.
6. Gupta Prem Kumar, Operations Research, S Chand, 7th ed., 2014.

20MBC205

OPERATIONS MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To provide an understanding on the Process Planning, Design, Process Layout, Types of Production systems and to comprehend the different ways of measuring Productivity.
2. To develop Skills necessary to understand Work study and know the Techniques to Manage Inventory.
3. To provide knowledge on managing Quality and ways Total Quality Management facilitates Organizational effectiveness.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply knowledge of basic Concepts of Operations Management for developing processes and improving Operational Performance.
2. To develop aggregate capacity plans and Master Production Schedule in operation environments and enabling the importance of facility location, layout and line balancing.
3. To identify and eliminate nonessential operations and develop feasible method of performing a job by applying work study techniques.
4. To calculate inventory levels and order quantities to make use of various inventory classification models.
5. To advance cognizance on Total Quality Management and to efficaciously implement the contemporary Quality techniques in an Organisation.

Unit-I Introduction

Introduction to Operations Management - The Historical evolution of Operations Management - Scope of Operations Management - Interface between the Operation Systems and Systems of other Functional areas. Process Planning and Process Design, Ergonomic Considerations, Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle. Types of Production Systems - Project, Job Shop, Assembly, Batch and Continuous flow. Productivity- Measuring Productivity - Ways of improving Productivity. Recent Trends in Operations.

Unit-II Scheduling and Control of Production Operations

Aggregate Planning, Master Production Schedule (MPS), Operations Scheduling, Product Sequencing: Sequencing of Products in Multi- Product Multi - Stage situations by using Johnson Rule and CDS method. Capacity Planning - Determinants of Plant Capacity, Capacity Planning Strategies and Line Balancing. Plant Location and Layout: Factors influencing Location, Different types of Layouts. Maintenance Management: Objectives, Preventive and Breakdown Maintenance, Failure Concept, Reliability, Replacement Policies. Information System for Maintenance Management.

Unit-III Work Study

Work Study - Method Study and Work Measurement - Objectives of Work Study - Relationship of Time and Motion Study to Work Study - Basic Work Study procedure - Various techniques in Method Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and Standard Time.

Unit-IV Materials and Inventory Management

Objectives of Materials Management - Materials Requirement Planning [MRP-I], Manufacturing Resource Planning [MRP-II] - Sources of Supply of Materials- Selection, Evaluation and Performance of Suppliers. Vendor Rating,

Make or Buy decisions. Value Analysis: Aims, Procedure, Advantages and Application areas. Inventory Control - Need for Inventory, EOQ Model, and Economic Production Quantity Model.

Unit-V Quality Management

Quality - Need for Quality, Quality Gurus, Quality Awards, Bureau of Indian Standards, International Organization for Standardization. Quality Dimensions - Product and Service. Concept of TQM, Evolution of TQM - TQM Framework - Conventional vs. Total Quality Management. Quality Costs.

Text Books:

1. Stevenson J. William, "Operations Management", 13th edition, Tata McGraw-Hill, 2017.
2. Panneerselvam R, "Production and Operations Management", Prentice Hall India Learning Private Limited, 3rd edition, 2012.
3. Robert S. Russel, Bernard W III Taylor, "Operations Management", 7th edition, Hoboken, Wiley, 2011.
4. B Mahadevan, "Operations Management: Theory and Practice", Pearson Education India, 3rd edition, 2015.

Suggested Readings:

1. Jay Heizer, Barry Render, Chuck Munson, "Operations Management", 12th edition, Pearson, 2020.
2. Lee J., Krajewski, "Operations Management", 9th edition, PHI, 2009.
3. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts", 5th edition, Prentice-Hall, 2006.
4. Richard Chase, Ravi Shanker, F. Robert Jacobs, "Operations and Supply Management", McGraw Hill Education, 12th edition, 2010.
5. K Aswathappa, K ShridharaBhat, "Production and Operations Management", Himalaya Publishing House Pvt. Ltd, 2nd edition 2015.
6. KanishkaBedi, "Production and Operations Management", OUP Australia and New Zealand, 2nd edition, 2007.

20MBC206

BUSINESS ANALYTICS

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives: The Objectives of this Course are:

1. To provide in-depth knowledge of handling Data and Business Analytics tools that can be used for Decision-making in an Organization.
2. To familiarize Students on Data Warehousing Concepts, Data Mining Techniques and understand relationships between the underlying Business Processes of an Organization.
3. To provide knowledge on Prescriptive Analytics and its types, and the various applications of Business Analytics on different Domains.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the basic Concepts of Business Analytics in an Organization.
2. Establish the Data Warehousing Mechanism.
3. Experiment various methods of Visualization and Data mining methods.
4. Compare and contrast among Descriptive, Predictive and Prescriptive Analytics.
5. Practice the application of Business Analytics in different domains.

Unit-I Introduction

Introduction to Analytics, Data Science, Big Data. Applications of Analytics in different Domains. Business Analytics - Challenges from Outside and Within, BASP (Business Analytics Success Pillars) framework, Analyst's Role in the BA Model - Three Requirements the Analyst Must Meet.

Unit-II Descriptive Analytics

Data Warehousing - Introduction, Characteristics, Data Marts, Meta Data, Data Warehouse Architecture, Data Extraction, Transformation and Load Processes in a Data Warehouse Business Reporting and Business Performance Measurement and Visual Analytics.

Unit-III Predictive Analytics

Data Mining - Introduction, Characteristics, and Data Mining Process. Text Mining - Introduction, Text Analytics, Applications and Sentiment Analytics and Applications. Web Mining - Introduction, Web Analytics.

Unit-IV Prescriptive Analytics

Prescriptive Analytics - Introduction, Prescriptive Models - Simulation, Heuristic, Automated Decision Systems and Expert Systems, Knowledge Management.

Unit-V Future of Big Data

Big Data: Definition. Big Data Technologies - Hadoop, R, Python, Machine Learning and Artificial Intelligence. Data Scientist, Applications of Analytics in different Domains. Fundamentals of Marketing Analytics, Finance Analytics, HR - Analytics and Supply Chain Analytics.

Text Books:

1. U.Dinesh Kumar, "Business Analytics", Wiley, 2017.
2. Ramesh Sharada, Dursun Delen, Efraim Turban, "Business Intelligence and Analytics", 10th Ed., Pearson, 2014.
3. Jean Paul Isson, Jesse S.Harriot, "Win with Advanced Business Analytics" 1st Ed., Wiley, 2012.
4. Gert H.N. Laursen, Jesper Thorlund, "Business Analytics for Managers", John Wiley and Sons, Inc. 2010.

Suggested Readings:

1. Laursen, Thorlund, "Business Analytics for Managers", 2nd Ed., Wiley, 2017.
2. Sahil Raj, "Business Analytics", 3rd Ed., Cengage Learning, 2015.
3. Albright, Winston, "Business Analytics - Data Analysis and Decision Making", 5th Ed., Cengage Learning, 2015.
4. Jac Fitz, Mattox II, "Predictive Analytics for Human Resources", 3rd Ed., Wiley, 2015.
5. Artun, Levin, "Predictive Marketing", 2nd Ed., Wiley, 2015.
6. R N Prasad, Seema Acharya, "Fundamentals of Business Analytics", Wiley, 2011.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives: The Objectives of the Course are:

1. To facilitate the Students to plan a Career in Business and to get a clear understanding of the Logistics and Supply Chain Management.
2. To provide insights in to the role of Logistics and Supply Chain Management in an Organization.
3. To make them focus on Warehousing and Transportation techniques, also to expound the role of other Functional areas for an effective Supply Chain.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the History, Evaluation and various Concepts of Logistics and Supply Chain Management.
2. Classify and compare Various Processes and Technology used in Logistics and Supply Chain Management.
3. Analyse and differentiate various strategies in Transportation and Warehousing in Logistics and Supply Chain Management.
4. Analyse Various Strategic issues and Manufacturing Techniques in relation to Logistics and supply chain management.
5. Develop best Network Design, Planning and Operations in Logistics and Supply Chain management.

Unit-I Introduction

Introduction to Supply Chain Management (SCM) - Concept, Evolution, Objectives, Importance and Function of SCM, Conceptual Framework of SCM, Process view of Supply Chain , Supply Chain Strategies, Drivers and Metrics of Supply Chain. Strategic Fit, Achieving Strategic Fit and Obstacles.

Unit-II Logistics Management

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Logistics Organization, Development of Integrated Logistics Strategy, 3PL, 4PL, Reverse Logistics. Role and Importance of Inventory in SC, JIT, VMI, Outsourcing. SEZ in India, Dry Ports in India, Custom House Agent (CHA) ICDS.

Unit-III Transportation and Warehousing

Transportation in Supply Chain, Transportation Formats, Modes of Transportation, Transportation Performance factors, Modes of Transport, Fleet Management, Multi model transport, Containerization, Vehicle Scheduling and Routing, Milk run and Cross docking. Warehousing- Types of Warehouses, Warehousing Operations, Warehouse Management systems, RFID/CRM.

Unit-IV Strategic Issues in Supply Chain

Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in-logistics, Bullwhip effect, Benchmarking - Issues and Problems, Types, Methods, Process, Lean Manufacturing, Agile Manufacturing. Laws related to Transport in India.

Unit-V Supply Chain Interface

SC Network Design, Distribution Network in Supply Chain, Factors influencing Design, Models in Distribution Network, Supply Chain Integration - Internal and External, Role of IT and HR in SCM, Retailing and SCM, Green Supply Chain Management

Text Books:

1. Chandrasekaran. N, "Supply Chain Management Process, System and Practice", 2nd edition, Oxford University Press, 2012.
2. K. Shridhara Bhat, "Logistics and Supply Chain Management", 1st Ed. Himalaya Publishing House, 2016.
3. Sunil Chopra, Peter Meindl and D.V.Karla, "Supply Chain Management, Strategy, Planning and Operations", 6th edition, Pearson education, 2016.
4. B. Rajashekar and G.V.R.K. Acharyulu, "Logistics and Supply chain Management", Excel Books, 2009.

Suggested Readings:

1. Shah, J, "Supply Chain Management, Text and Cases", 2nd Ed., Pearson Education, 2016.
2. Crandall, Richard E and others, "Principles of Supply Chain Management", 2nd Edition, CRC Press, 2014
3. Judy Dickens, "Supply Chain Planning and Execution", 1st edition, Willford Press, 2019.
4. Richard B Chase, Ravi Shankar and F Robert Jacobs, "Operations and Supply Chain Management", 15th edition, Mc Graw Hill Education, 2018.
5. James Stevens, "Supply Chain Management: Strategy, Operation & Planning for Logistics Management", 1st edition, Create Space Publications, 2016.
6. Sudalaimutu, S and Anthony Raj, "Logistics Management for International Business" 1st edition, PHI learning, 2009.

PERSONALITY DEVELOPMENT AND CAREER GUIDANCE

Instruction	4 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	2

Course Objectives: The Objectives of the course are:

1. To educate the students on the concepts and aspects of Personality Development.
2. To help them understand the important elements in Soft Skills.
3. To prepare them for facing job Interviews and Career Planning.

Course outcomes: After completion of the course, students will be able to:

1. Identify their personality style, while recalling the importance of Personality Development for better employment and entrepreneurship
2. Develop right attitude and exhibit appropriate leadership style to achieve self and Organizational goals.
3. Demonstrate the soft skills that are required for effective functioning of an Organization
4. Exhibit good employability skills that are expected from the Industry.
5. Devise and Implement a Proper Career Planning and development Strategy.

Unit-I Introduction

The Concept of Personality- Dimensions and Theories of Freud and Erickson- Personality Analysis- Significance of Personality Development- Personality Tests.

Unit-II Aspects of Personality Development

Attitude- Concept- Significance- Ways to Develop the Attitude. Self-awareness- Meaning, Components, benefits, improving Self-awareness. Goal Setting- Meaning, Importance, Types, Steps for Goal Setting, SMART Goals. Leadership Development- Importance, Styles, Theories of Leadership.

Unit-III Soft Skills

Interpersonal Skills- Time Management- Networking- Creative Thinking- Problem Solving-Negotiation and Conflict Resolution- Stress Management- Work Ethics

Unit-IV Job Preparation and Career Skills

Sources of Occupation Information- Resume Building- Writing Resumes and Cover Letters - The Art of Participation in Group Discussions- Psychometric Analysis- Strategies to be Successful in an Interview- Mock Sessions.

Unit-V Career Planning and Development

Career Opportunities - Career Goals and Plans- Benefits of Career Planning- Guidelines for Choosing a Career- Tips for Successful Career Planning- Developing Career Goals- Career Growth Benefits from E-Learning- Career Planning within a Corporate Setting and while Switching a Company (Things to know while starting a Career)

Text Books:

1. BarunK.Mitra, “ Personality Development and Soft Skills”, 2nd Edition, Oxford University Press, , 2016.
2. Swamy Vivekananda, “Personality Development”, Adhakshya Advaita Ashrama, 1st Edition, 2015.
3. M.S. Rao, “Soft Skills: Enhancing Employability, Connecting campus With Corporate”, Wiley (Dreamtech Press), 1st Edition, 2019.
4. Mellisa Hume, “Career Guidance for Now and for the Future”, Balboa Press, 1st Edition, 2014.

Suggested Readings:

1. Niles, S. & Harris-Bowlsbey, J. Career development interventions in the 21st century. (4th ed.), Upper Saddle River, NJ: Pearson, 2013.
2. Bill Gothard, Phil Mignot, Melvyn Ruff, Career Guidance in context, Sage Publications, 2012.
3. Richard N. Bolles, What Color Is Your Parachute? 2020 A Practical Manual for Job-Hunters and Career Changers, Ten Speed Press, 2019
4. Gibson, R. & Mitchell, M. “Introduction to Career Counselling for the 21st Century”, Pearson Education, 2005.
5. Joseph Murphy, “The Power of Your Subconscious Mind”, Jaico Publishing House, 1st Edition, 2018.
6. Stephen R. Covey “The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change”, 25th Edition, Turtleback books, 2013.

20MBO201

E-BUSINESS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide the basics of Electronic Commerce and understand Mobile Commerce Market.
2. To educate on the Current and emerging Business Models.
3. To focus on the need for security in e-commerce and to know various types of e-services.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand various concepts and developments of Physical, E-Commerce and M-Commerce.
2. Develop various models of E-commerce to gain Competitive Advantage.
3. Design and use appropriate Electronic Payment Systems.
4. Apply appropriate Network Security and Firewalls in E-Business activities.
5. Understand various types of e-services and Legal, Ethical and privacy issues associated with E-Business.

Unit I Introduction

Electronic Commerce and Physical Commerce, The Digital phenomenon, Different types of e-commerce Electronic Commerce Framework, Advantage and Disadvantages of e-commerce, Growth of the Internet, Emergence of the World Wide Web, Transition to e-commerce in India, e-commerce Opportunities for Industries. Mobile Commerce - Overview of the Market and Leveraging Applications.

Unit II Consumer and Business-Oriented e-commerce

Consumer-Oriented e-commerce: Traditional retailing, e-retailing, benefits and features of e-retailing, Key success factors, Models of e retailing. Developing a Consumer-oriented e-commerce system: The emergent Business Model as the basis of e-commerce system development. Process-oriented e-commerce Development approach. Steps in the Development methodology. The PASS Model. Business-oriented e-commerce - Features of B2B e-commerce, Business Models.

Unit III Electronic Payment Systems

Introduction to Payment Systems, Electronic Cash: Blind signature, Payment by e-cash over the Internet. Smart Cards and Electronic Payment Systems, e-check: Deposit-and-Clear, Cash-and-Transfer, Lockbox, Direct fund transfer. Risks associated in Electronic Payment Systems. Designing electronic Payment systems.

Unit IV Network Security and Firewalls

Client-Server Network Security, Emerging Client-server Security threats, Firewalls and Network Security, Data and Message security, Encrypted documents and Electronic mail. Digital Signatures, Security Protocols for Web Commerce.

Unit V E-Services and Legal and Privacy Issues

Categories of E-services, Web-enabled services, E-banking, E-stock trading, E-investing, E-education. Match making services: Travel services, E-employment, E-jobs. Information selling on the Web, E-entertainment. Auctions and other specialized services: C2C auction sites and B2B auctions.

Legal, Ethics and Privacy issues- Protection needs and methodology- Consumer protection, Cyber laws, Contracts and Warranties, Taxation and Encryption policies.

Text Books:

1. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, "E Commerce: Fundamentals and Applications", 1st edition, Wiley, 2007.
2. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson, 2011.
3. P.T. Joseph, S.J. "E-Commerce: An Indian Perspective", PHI Learning, 5th edition, 2015.
4. Bharat Bhasker, Electronic Commerce - Framework, Technologies and Applications, 4th edition McGraw Hill Education, 2017.

Suggested Readings:

1. David Whiteley, "E-Commerce: Strategy, Technologies and Applications, 1st edition, McGraw Hill Education, 2017.
2. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and ecommerce for managers, Pearson, 2011.
3. Laudon and Traver, "E-Commerce: Business, technology and Society", 13th edition, Pearson education, 2018.
4. Sanjay Mohapatra, "E-Commerce Strategy- Text and Cases", 1st edition, Springer US, 2013.
5. Dayle M. Smith, "The E-Business Book: A Step by Step Guide to E-Commerce and Beyond" 1st edition, Bloomberg Press, 2001.
6. Janice Reynolds, "The complete E-commerce Book", 2nd edition, CRC Press, 2004.

20MBO202

BANKING MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide Conceptual and Practical understanding of Banking Industry and Monetary Policy implications.
2. To make Students proficient in Management of various Lending functions and educate them in Credit Delivery and Monitoring and Managing.
3. To equip the Students with latest trends, Regulations and Innovations in Banking arena.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Understand Banking system and get insight on overview of Banking.
2. Acquire Knowledge on Banks monetary Policy –Implication and Analyze Financial Statements.
3. Develop a clear understanding and knowledge about the Lending functioning of bank.
4. Analyse the importance of Credit Delivery and monitoring as well as how a bank manages Credit Risk.
5. Explain on banking Regulatory system and Evaluate new innovations in banking products and services.

Unit -I Introduction

Banking: Evolution of Banking in India - Origin, Nationalization, Reforms of Banking sector. Types of Banking: Universal Banking, Wholesale Banking, Private Banking, Retail Banking; Role of Banks in the development of Economy, RBI: Origin and Growth - Functions. Monetary Policy: Central Bank tools to regulate Money Supply- Policy rates, Monetary Ratios, Application of Monetary policy tools in India. Banks Financial statements: Basic Concepts - Bank Liabilities, Assets and Income statement. Analysing Banks Financial Statements, CAMELS, Ratings, Key Performance indicators.

Unit -II Sources and Uses of Bank Funds

Sources of Bank Funds, Deposits, Deposit Insurance in India, Pricing, Deposit Services, Need, Approaches to Deposit Pricing, Bank Liabilities - Non Deposit sources. Features of Bank Credit, Types of lending, Steps in assessment of Credit Worthiness of a Prospective borrower, Credit process and Financial appraisal for Credit Decisions, Different types of Loans and their features, Loan Pricing- The Basic Model, Pricing Fixed and Floating Rate Loans, Hedging, Matched funding, and Price leadership model, Cost-Benefit Loan Pricing, Customer Profitability Analysis.

Unit - III Credit Delivery and Monitoring

Modes of Credit Delivery - Cash Credit, Working Capital Demand Loan, Overdrafts, Bills finance and Pricing of Loans. Legal aspects of Lending - Secured and Unsecured Loans and Types of Securities. Credit Monitoring - Need for Credit Review, Triggers of Financial Distress - Models of Financial Distress - The Altman's Z score and other Models. Rehabilitation Process.

Unit - IV Managing Credit Risk

Basic Concepts - Expected and Unexpected Loss, Elements of Credit Risk, Credit Risk of Portfolio. Credit Risk Models - Basic Model and Modelling Credit Risk. Managing Credit Risk-Estimating PD, EAD and LGD, Need for the Credit Risk Models - Best Practice Industry Model Credit Migration Approaches- Credit Migration Approach used by Credit Metrics, Calculation of Portfolio Risk and Credit Migration Approach Used by Credit Portfolio View. Option pricing Approach - KMV Model.

Unit -V Regulation and Innovations in Banking System

Regulation of Bank Capital: Need to regulate, Concept of Economic Capital, Regulatory Capital, Basel Accords I, II and III - Implementation, Criticism. NPA's - Gross and Net concept of NPA's, Causes, Implications and Recovery of NPA's. Banking Innovations: Need, Core Banking solutions, Retail Banking - Products and Services - Nature, Scope, Future and Strategies, Plastic Money and E-Money, National Electronic Funds Transfer, RTGS, ATM, Mobile Phone Banking, Net Banking and Security Issues in E-Banking. Cyber Security and Frauds. Mergers and Acquisitions in Banks.

Text Books:

1. Padmalatha Suresh & Justin Paul, "Management of Banking & Financial Services", 3rd Edition., Pearson Education, 2016
2. Peter.S.Rose & Sylvia. C. Hudgins, "Bank Management & Financial Services", 8th Edition, Tata McGraw Hill, 2014.
3. K. Sriharsha Reddy & R.Nageswar Rao, "Banking & Insurance, First Edition, Paramount Publishing House, 2013.
4. Vasant Desai, "Banks & Institutional Management", 2nd Edition, Himalaya Publishing House, 2010.

Suggested Readings:

1. Bank Financial Management, IIBF, Macmillan 2010.
2. Vijayaragavan Iyengar, Introduction to Banking, Excel Books, 2009.
3. Reddy.P.N., Appannaiah.H.R.; Theory & Practice of Banking;8th Edition Himalaya Publishing House. 2004.
4. V.Rajaraman , Credit Appraisal Risk Analysis & Decision Making, 10th Edition, snow White (2019).
5. S.K. Maheshwari S.N. Maheshwari, "Banking Law and Practice", 11th Edition, Kalyani Publishers 2014.
6. Mittal R.K., Saini A.K. & Dhingra Sanjay, "Emerging Trends in the Banking Sector", Macmillan 2008.

20MBO203

CUSTOMER RELATIONSHIP MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To make students understand the Concepts and Principles of CRM and its dynamism.
2. To educate Students on the Strategic, Operational and Analytical Customer Relationship Management.
3. To enable Students to understand how to manage Customer Relationship.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Understand and Analyze the Relationship theory from the perspective of the Customer and the Organization.
2. Develop and evaluate Strategic CRM decisions.
3. Analyze and Devise Operational CRM Decisions.
4. Appraise Analytical CRM Decisions.
5. Evaluate CRM Implementation Strategies.

Unit-I Introduction

Definition, CRM Constituencies, Commercial and not-for-profit contexts of CRM, Models of CRM, Understanding Relationships – Relationship, Relationship quality, Relationships with Customers and Suppliers, Customer Lifetime value, Customers Satisfaction, Loyalty and Business Performance, Relationship Management Theories, Managing the Customer Lifecycle - Customer Acquisition, Managing the Customer Lifecycle- Customer Retention and Development.

Unit-II Strategic CRM

Customer Portfolio Management (CPM) - Portfolio, Customer, Basic Disciplines of CPM, CRM in the Business-to-Business context, Customer Portfolio Models, Additional Customer Portfolio Management Tools, Strategically significant Customers, Seven Core Customer Management Strategies. Delivering Customer Experienced Value - Understanding Value, Customers Experience Value, Modelling Customer - Perceived Value, Sources of Customer Value, Customization, Value through Marketing Mix. Managing Customer Experience - Concepts, Customer Experience Management vs. Customer Relationship Management.

Unit-III Operational CRM

Sales Force Automation (SFA) - Meaning, SFA eco-system, SFA adoption, SFA and Sales Performance. Marketing Automation - Benefits. Service Automation - Customer Service, Modelling Service Quality, Customer Service Excellence certification, Service Automation, benefits from Service Automation.

Unit-IV Analytical CRM

Developing and Managing Customer related databases - Corporate Customer - Related data, Structured and Unstructured Data, Customer - Related Database, Data Integration, Data Warehousing, Data Marts, Knowledge Management. Using Customer - Related Data - Analytics for CRM Strategy and Tactics, Analytics throughout the Customer Lifecycle, Analytics for Structured and Unstructured data, Big Data Analytics, Analytics for Structured Data.

Unit-V CRM Implementation

Develop the CRM Strategy, Build CRM Project foundations, Needs Specification and Partner selection, Project Implementation, Performance Evaluation.

Text Books:

1. Francis Buttle and Stan Maklan, "CRM: Concepts and Technologies", 3rd Ed., Routledge, 2015.
2. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2nd Ed., PHI, 2013.
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 1st Ed., Tata McGraw Hill, 2001.
4. Dilip Soman and Sara N-Marandi, "Managing Customer Value: One Stage at a Time" 1st Edition, World Scientific Publishing, 2009.

Suggested Readings:

1. Ken Burnett, "The Handbook of Key Customer Relationship Management", Pearson Education, 2005.
2. Jill Dyche, "The CRM Handbook: A Business Guide to Customer Relationship Management", Addison Wesley, 2001.
3. Zikmund, William G., Mcleod, Raymond, Jr., Gilbert, Faye. W., "Customer Relationship Management: Integrating Marketing Strategy and Information Technology", John Wiley & Sons, 2003.
4. Greenbag, Paul., "CRM at the Speed of Light, Fourth Edition: Social CRM 2.0 Strategies, Tools, and Techniques for Engaging Your Customers", 4th Edition, McGraw-Hill Education, 2008.
5. Baran, R and Galka, R., CRM: The Foundation of Contemporary Marketing Strategy", 1st Edition, Routledge, 2013.
6. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management - An Indian Perspective", 2nd Edition, Excel Books, 2008

III- SEMESTER

S.No.	COURSE CODE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MB-C301	Strategic Management	4	--	3	40	60	4
2.	20MB-C302	Internship				100	-	2
3.	20MB-E301 to 20MB-E310	FE 1	4	--	3	40	60	4
4.		FE-2	4	--	3	40	60	4
5.		SE-1	4	--	3	40	60	4
6.		SE-2	4	--	3	40	60	4
			20	-		300	300	22

Note: * III semester Electives are given in the separate table

[FE- First Elective SE- Second Elective]

Elective Courses

Student has a choice to choose two Electives from the given list of electives consisting of Marketing, Human Resource, Finance, and Business Analytics/Supply Chain Management.

Note: *Student can choose either Business Analytics or Logistics and Supply Chain Management.*

The electives will be offered only upon the availability of certain number of students in that Specialization.

Elective wise Course Titles in III semester

Elective	Course Code	Course Title
Finance (F)	20MB-E301	Investment Management
	20MB-E302	Financial Markets and Services
Human Resource (HR)	20MB-E303	Performance and Compensation Management
	20MB-E304	Training and Development
Marketing (M)	20MB-E305	Product and Brand Management
	20MB-E306	Integrated Marketing Communications and Digital Marketing
Business Analytics (BA)	20MB-E307	Business Data Mining
	20MB-E308	Python Programming
Supply Chain Management (SCM)	20MB-E309	Transport Management
	20MB-E310	Distribution and Warehouse Management

20MBC301

STRATEGIC MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To understand the role of Strategy and Environmental analysis in Business Decision Making
2. To provide insights on various Strategies, Practices, Competitiveness and Sustainability.
3. To help the Students develop their Skills for applying the Concepts in solving real time problems in Domestic and Global scenarios.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Investigate and understand the Business scenarios nationally and internationally.
2. Appraise and analyze the contemporary issues and challenges faced in Business
3. Craft and formulate the Strategies for real-time Business problems.
4. Integrate and apply the learned skills to implement Strategies from holistic and multi-functional perspectives.
5. Analyze and Evaluate real life situations for Self, Organizational and Societal sustainability.

Unit-I Introduction

Introduction to Strategic Management, Purpose of Business, Crafting and Executing Strategies, Strategic Intent, Developing Strategic Model, Choices of Strategy, Strategic Capability and Core competencies of Business, Phases of Strategic management, Strategic Decision Making.

Unit-II Strategic Analysis and Formulation

Environmental Scanning, SWOT & PESTEL Framework, Different Tools and Techniques for analyzing Strategies, Porters Five Force Framework, Organic Model of Strategic Planning, Real-time Strategy Planning, Strategic Formulation, Competitive Analysis, Strategy Development Processes.

Unit-III Strategies for Business

Types of Strategies- Offensive, Defensive, Exit and Entry barriers, Industry Life Cycle States and Strategies, Tailoring Strategy for Leaders, Challengers, Followers, weak and crisis Businesses, The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Grand Strategies.

Unit-IV Strategic Implementation

Impact and Issues of Culture, leadership, Resource Allocation, Staffing, Directing and Organizational Values on Strategic Implementation, Operationalizing and Institutionalizing strategy, Strategies for competing in International Markets, Managing Conflicts, Managing Strategic Change.

Unit-V Strategic Evaluation and Control

Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.

Text Books:

1. Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, Prentice Hall, 8th edition.
2. Strategic Management and Business Policy-Towards Global Sustainability, Thomas L. Wheelen, J. David Hunger, Pearson Education, 13th edition
3. Strategic Management: A South Asian Perspective, Hitt & Ireland et al., Cengage Learning, 9th edition, 2013
4. Strategic Management: Concepts and Cases, Fred R. David, Prentice Hall, 13th Edition.

Suggested Readings:

1. Essentials of Strategic Management – The Quest for Competitive Advantage, John E. Gamble, Margaret A. Peteraf, Arthur A. Thompson, Jr., Mc. Graw Hill Education, 4th Edition.
2. Strategic Management: Creating Competitive Advantage, Gregory Dess and G. T. Lumpkin, TMH 2009.
3. Strategic management: Concepts and Cases, Thompson & Strickland, TMH, 2009.
4. The Blue Ocean Strategy Reader, w. Cham Kim, Renee Mauborgne, Harvard Business Review Press, 2017.
5. Strategic Planning: Formulation of Corporate Strategy, V.S. Ramaswamy, S. Namakumary, Macmillan Publishing House.
6. Strategic Management: Theory and Applications, Adrian & Alison, Oxford University Press, 2010.

INVESTMENT MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The objectives of the course are:

1. To provide in-depth analysis of various investment opportunities including fixed income securities.
2. To demonstrate fundamental and technical analysis along with common stock valuation.
3. To provide an insight into portfolio theories and evaluation.

Course Outcomes: After completion of the course, students will be able to:

1. Classify various investment options with risk and return calculations.
2. Evaluate the bonds and strategies to manage them.
3. Choose the investment option with the help of fundamental and technical analysis.
4. Measure the value of common stocks by applying various approaches.
5. Construct the portfolio using various models.

Unit-I Introduction

Concept, Investment Decision Process; Real vs. Financial assets; Sources of investment- information; Investment vs. Speculation; Factors to be considered in investment decision. The concept and Measurement of Risk and Return (Individual and Portfolio) - Range, Standard Deviation and Co-Efficient of Variation, Ex-ante and ex-post returns. Risk return trade-off. (Simple Problems).

Unit-II Fixed Income Securities

Fixed Income Securities Features and types of debt instruments, Types of bonds- Euro bonds, Foreign bonds and Global bonds, Gold Bonds, Bond indenture, factors affecting bond yield. Bond yield measurement - Current yield, holding period return, YTM, AYT and YTC. Bond duration- Macaulay's duration and modified Macaulay's duration. Bond convexity. Bond portfolio management strategies - active and passive. (Problems and Cases).

Unit-III Fundamental and Technical Analysis

Approaches to Investment analysis- Fundamental Analysis- Economy, Industry and Company analysis - Factors, Technical Analysis. - Dow theory, charts, moving averages, Relative strength index, Efficient Market Hypothesis, Japanese candle stick method. (Problems and Cases).

Unit- IV Common Stocks- Analysis and Valuation

Common Stocks - Analysis and Valuation Basic Features of Common Stock, Approaches to valuation- Balance sheet model, dividend capitalization models; earnings capitalization models; Security Market Indexes, their uses; computational procedure of Sensex and Nifty. (Problems and Cases).

Unit- V Portfolio Theory and Evaluation

Portfolio Theory and Evaluation Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of optimal portfolio, Single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML). Capital asset pricing model (CAPM): Security Market Line (SML). Arbitrage Pricing Theory (APT): The Law of one price, two factor arbitrage pricing. Introduction to Mutual Funds. Performance measures - Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. (Problems and Cases).

Text Books:

1. Charles P.Jones, “Investments Principles and Concepts”, 12th edition, Wiley India edition. 2016.
2. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 5th edition, McGraw Hill India, 2017.
3. V.K.Bhalla , “Investment Management”, 17th edition, S.Chand Publications, 2016.
4. Donald E. Fischer, Ronald .J.Jordan & A K Pradhan , “Security Analysis and Portfolio Management”, 7th edition, Pearson Education, 2018

Suggested Readings:

1. Punithavathy Panidan, “Securities Analysis and Portfolio Management”, 2nd Edition, Vikas Publications, 2012.
2. V A Avadani, “Securities Analysis and Portfolio Management”, 12th revised edition, Himalaya Publishing House, 2019.
3. Reilly & Brown, “Investment Analysis and Portfolio Management”, 10th edition, Cengage, 2016.
4. Kevin S, “Securities Analysis and Portfolio Management”, 2nd revised edition, PHI learning, 2015.
5. Mab Faber, “Global Value- How to spot Bubbles, Avoid Market Crashes, and Earn Big Returns in the Stock Market”, 1st edition, Mebane Faber publishers, 2014.
6. Alexander. G.J, Sharpe.W.F and Bailey, J.V, “Fundamentals of Investments”, 3rd edition, PHI, 2001.

FINANCIAL MARKETS AND SERVICES

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the structure and functions of the Financial Markets, Financial Instruments and Financial Market Intermediaries.
2. To equip the Students with various patterns of Trading and Settlement and Financial Services.
3. To provide insights into Insurance Services and Claims Management.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Have a comprehensive overview on Financial Markets and Instruments.
2. Understand the Trading and Settlement activities.
3. Acquire Knowledge on various Financial Services and the Regulatory Framework.
4. Enhance knowledge on various types of Insurance Services.
5. Gain insights on Claims Management Procedures.

Unit-I Introduction

Structure of Indian Financial System, Role of Financial System in Economic Development, Financial Markets: Money Market, Capital Markets, Commodities Market and FOREX Market- an Overview. Stock Exchanges: Functions, Listing and Formalities. Role of SEBI in India. Financial Instruments: Commercial Paper, Certificate of Deposit, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Mutual Funds.

Unit-II Trading and Settlement

Demat account, Patterns of Trading and Settlement, Speculations- Types of Speculations, Activities of Brokers, Broker Charges, Settlement Procedure. Financial Intermediaries: Merchant Bankers, Underwriters, Bankers to an Issue, Registrars and Share Transfer Agents, Debenture Trustees, Portfolio Managers. Role of NSDL and CDSL. Credit Rating Agency: Functions, the ABCs of rating scales, Global Credit Rating Agencies.

Unit-III Financial Services

Concept, Nature, Scope and Functions of Financial Services. Types of Financial Services: Hire Purchase, Consumer Credit, Factoring and Forfeiting, Housing Finance, Venture Capital and Lease Financing. Growth of financial services in India. Regulatory Framework of Financial Services. Contemporary issues in Financial Markets and Services.

Unit-IV Insurance Services

Introduction to Insurance: Terminology, Procedure, Various methods of calculating Premium, factors affecting Premium calculations. Principles of Insurance, Concept of Corporate Insurance: Fire, Marine, Machine and Electronic Equipment, Motor Vehicle, Money in transit and Burglary, Fidelity, Directors and Officers Insurance Policy. Basic concepts of Life and General insurance. Types of Insurers, Functions of Insurers: Production, Underwriting, Rate Making. Reinsurance.

Unit-V Claims Management

Managing Claims and Losses: Understanding procedures and calculating Receivables amount, Causes for short settlement and procedures to reduce, Grievance redressal and legal aspects. Organizing and controls for Risk Management, Purchase of Insurance Policies and Services, Cost Optimization, Insurance as a tool for Risk Management. Banc-Assurance. Role of Insurance Regulatory Development Authority.

Text Books:

1. Sandeep Goel, "Financial Markets, Institutions and Services", PHI Learning, 2018.
2. Emmett J. Vaughan; Therese M. Vaughan, "Fundamentals of Risk & Insurance", Wiley, India Edition, 11th Edition 2013.
3. Pathak Bharati V., "The Indian Financial System- Markets, Institutions and Services", 3rd Edition, Pearson Education.
4. Mishra M.N., "Life Insurance, Administration and Management", Sultan Chand & Co., New Delhi, 22nd Edition, 2016.

Suggested Readings:

1. Kumar Vinod, Gupta Atul, Kaur Manmeet, "Financial Markets Institutions & Financial Services", Taxmann's, 2017 Edition, July, 2017.
2. Blokdijk Gerardus, "Claims Management A Complete Guide", The Art of Science, 2019 Edition.
3. Rejda George E., "Principles of Risk Management and Insurance", Pearson Education, Tenth Edition, 2011.
4. Dobbins John, French Christopher, "Insurance Law in a Nutshell", West Academic Publishing, 5th Edition, 2016.
5. Bhole, L.M., "Financial Institutions and Markets: Structure, Growth and Innovations", McGraw-Hill, New Delhi, Fourth Edition, 2008.
6. M Y Khan, "Financial Services", McGraw Hill Education (India), 8th Edition, 2015.

PERFORMANCE AND COMPENSATION MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To develop an understanding of the concept of Performance Management and the importance of the various Performance Assessment techniques.
2. To discuss the importance of Performance Metrics and benchmarking in improving Individual and Organizational Performance.
3. To understand the Concept of Compensation Management and its importance in Employee Retention.
4. To introduce various methods of designing Compensation System and make Students aware about the Management of Employee Benefits.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Effectively design the process of Performance Management system.
2. Efficiently identify an appropriate Performance Appraisal method at their workplace as an HR Professional.
3. Decide the standard performance benchmarks to influence the Performance of Organizational members.
4. Influence the Stakeholders of Compensation and also integrate compensation with other HR initiatives in line with Organizational realities.
5. Formulate new set of Compensation system and manage the various Employee Benefits in the Organisations.

Unit-I Introduction

Definition, Performance Appraisal to Performance management. Objectives of Performance Management. Process of Performance Management. Performance planning and Role clarity. KPAs - Performance Targets. Trait, Behaviour and Results approaches to measuring Performance. The impact of HRM practices on Performance.

Unit-II Performance Management Systems

Assessment Centre - Psychometric tests: Aptitude or Ability tests and Personality Tests. Role Play- Self-appraisal - 360 Degree appraisals- Rating-less appraisals for the future of Performance Management System (PMS). Critical incidents methods. Attribution theory- Causal matrix. Alternative models for Assessing Performance.

Unit-III Performance Bench marking

Diagnosis and Performance improvement - Performance Measures Pyramid - Direction of trouble shooting with Behavior model- Mager and Pipes trouble shooting model- European Foundation for Quality Management (EFQM) Excellence model- Diagnostic and Process bench marking. Outcome Metrics- Economic Value Added (EVA). Building a High Performance culture-Ethics in Performance Management.

Unit-IV Strategic Compensation Management Concepts

Concept of Compensation- Exploring and defining the Compensation- Job Evaluation approach to Compensation- Compensation dimensions- Role of Compensation in Organization- factors influencing Compensation- Aligning Compensation Strategy with HR Strategy and Business Strategy- New trends in Compensation Management.

Unit-V Designing Compensation System - Employee Benefits Management

Traditional Pay System and Modern Pay Systems- Pay for Performance, Competency Based Pay, Equity Based Rewards, Team Rewards- Reward Strategy and Psychological Contract- Law relating to Compensation- International Compensation- Executive Compensation, Benefits Administration, Employee Welfare and Working conditions- Statutory and Voluntary measures.

Text Books:

1. Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, Kogan Page, 2012
2. Bhattacharyya, Performance Management Systems and Strategies, Pearson, 2011
3. Joseph J. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson Ed, 2018
4. Henderson, Compensation Management in a Knowledge Based World, Pearson Ed, 2007

Suggested Readings:

1. A S Kohli, T Deb, Performance Management, Oxford Higher Education, 2008
2. A.M. Sharma, Performance Management systems, HPH, 2010
3. Clive Fletcher & Richard Williams, Appraisal: Improving Performance and Developing the Individual, Routledge, 2016.
4. T V Rao, Performance Management: Toward Organizational Excellence, Sage Publications Pvt. Ltd, 2016.
5. George Milkovich, Compensation, McGraw-Hill Higher Education, 2019.
6. Tapomoy Deb, Compensation Management: Text & Cases, Excel Books, 2012.

TRAINING AND DEVELOPMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To develop an understanding of the Concept and Importance of Training and Development.
2. To discuss the practice of Training and Development in the modern Organizational setting.
3. To familiarize Students with the tools and techniques involved in the implementation and evaluation of Training, besides giving an overview of emerging training trends.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Get familiarized with how to do Training and Development Programmes and recall its importance.
2. Efficiently conduct Needs Assessment and design the Training Programme as per the demands of the Industry requirements
3. Make use of an appropriate Training and Developments method so as to contribute to the Organizational Success.
4. Identify the suitable mechanism for the implementation of the Training and Development Programmes.
5. Choose right mechanism to evaluate the Training and Development methods initiated and understand the emerging Training and Development trends in the Organizations.

Unit- I Introduction

Training and Development- Concepts, The role of Training in the Organizations, Essentials of Management Development Programmes, Field areas of Employee Training, Importance and Benefits of Training and Development, Structure of Training Organizations, A Training Process Model, Training Practices in Modern Organizations.

Unit- II Needs Assessment and Designing the Programme

Understanding the Why, When and Where aspects of Training Need Analysis (TNA), The Framework for Conducting a TNA- Organizational, Operational and Person Analysis, Outcomes of TNA- Training and Non Training Needs, Approaches to TNA- Proactive and Reactive Approaches.

Organizational constraints, developing Objectives - Identifying and writing a Good Learning Objectives. Facilitation of Learning and Training Transfer, Design theory- Elaboration and Gagne- Briggs Theories, Outcomes of the Design.

Unit-III Methods of Training and development

Overview of On-the Job and off-the Jobs methods, Matching methods with Outcomes, Important Training Methods- Lectures and Demonstration, Computer-Based Training, Games and Simulations, Sensitivity Training method, Teaching Aids for Training- selecting appropriate Training Aid, Principles of using Audio-visual Aids- Static and Dynamic media, Management Development Implications, Training for Executive-Level Management.

Unit-IV Implementation and Evaluation

Integrated Instructional Strategy- Content, Method of instruction, Facilities- Training room and the off-site Training facilities, Material and Equipment and Trainers, The Strategy. Implementation- Dry Run, Pilot Program, Tips for Trainers for Effective Implementation.

Rational for evaluation, Resistance to Training Evaluation, Types of Evaluation, Evaluation Design Issues.

Unit-V Emerging Training and Development Trends

Future Global Trends and Perspectives in Training and Development, Trend setting elements for Training and Development- Globalization, Priority differences of Countries and Companies, In-house v/s Training Outsourcing, Consultation Movement, Advancements in Appraisal Technique, E-learning, Cyber Training Programmes, Harnessing the Advancement in Training Technology.

Text Books:

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram, Effective Training, Systems, Strategies and Practices, Pearson, 2013.
2. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development” McGraw Hill, 2018
3. Rolf Lynton, Uday Pareek, Training for Development, Sage India, 2011.
4. Dipak Kumar Bhattacharyya, Training and Development: Theories and Applications, Sage Publications, 2015.

Suggested Readings:

1. Rishipal, ”Training and Development Methods”, S. Chand & Company Ltd, 2011
2. Jean Barbazette,”Managing the Training Function For Bottom Line Results: Tools, Models and Best Practices”, Pfeiffer, 2008.
3. Pandu G. Naik, Training and Development: Text, Research and Cases, Excel Books 2008.
4. B. Janakiram, Training and Development: Indian Text edition, Dream tech Press; Indian Text edition, 2007.
5. R.K. Sahu, Training and Development, Excel Books India, 2009.
6. Steve W. J. Koziowski, Learning & Development in Organizations, Roulledge, 2010.

PRODUCT AND BRAND MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide an understanding of New Products, explore New Product ideas, new Product Development and the Strategies for Product Portfolio planning of a conglomerate.
2. To familiarize the Students understand the Brand Image, Brand Identity, Brand Equity, Branding Decisions and Brand Audit.
3. To develop the understanding of Brands with Consumer Behaviour, Brand Architecture and its Strategies.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Easily comprehend New Product Development Process and its Models, and learn to create actionable focus to successfully manage the Product.
2. Design the Product Portfolio Strategies for a conglomerate, manage and amplify existing products.
3. Analyze the Branding Strategies, Brand Purpose- Managing Brand Reputations.
4. Understand and conduct the measurement of Brand Equity and Brand Performance, design Brand Architecture Strategies in real life situation.
5. Learn the Contemporary Issues and analyze Future Trends.

Unit-I Introduction

Product, Policy, objectives, Product Mix concepts - Product Line, Product Length, Product Depth, Product Breadth, Product Mix decisions, Packaging, Product Modification and Deletion. New Product Development: Innovation and Diffusion of product. New Product Development (NPD) - Process, Models.

Unit-II New Product Development Process

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International. Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps-Perceptual and Preference mapping. Idea- Screening. Product Concept generation, concept selection, and Concept Testing, Design for manufacturing, Product Prototype and Product Recalls.

Unit-III Brand Management- Knowledge, Identity and Positioning

Brand vs commodity, understanding Brands, benefits of Branding, Brand Attributes, Branding Decisions, Brand Awareness and Consumer Brand knowledge, Brand Image, Brand Identity, Brand associations, Establishing P.O.P and P.O.D, Brand Personality, Brand Extension, Line extensions Brand Licensing, Franchising and Global Branding, Brand Positioning- Strategies and Repositioning Straddle Positioning and Brand Mantra.

Unit-IV Crafting, Measuring and Managing Brand Equity

Creating Brand Equity, models of Brand equity – Brand Asset Valuator, Aaker model, Brandz and Brand Resonance, measuring Brand Equity, Building Brand Equity, Tracking Valuation Managing Brand Equity- Brand worth, Reinforcement, Revitalization and Brand Crisis.

Unit-V Brand Architecture Strategies

Introduction to Brand Architecture Strategies and its designing, Brand - Product Matrix, Breadth and depth of Branding Strategy, Brand Architecture systems, Brand Hierarchy, Branding policies.

Text Books:

1. Moore William L., Pessemer Edgar, Product Planning and Management: Designing and Delivering value, McGraw-Hill, Inc., 1993.
2. Ulrich K T, Eppinger D Steven, Goyal Anitha, Product Design and Development, 6th edition, Tata McGraw Hill, 2010.
3. Tapan K. Panda, Product and Brand Management, 1st edition, 2016, Oxford University Press.
4. Aaker D, Building Strong Brands, The Free Press, Simon and Schuster, New York, 2012.

Suggested Readings:

1. Dr. Anandan, Product Management, 2nd edition, Tata McGraw Hill, 2010.
2. Majumdar, R, Product Management in India, 3rd Edition, PHI Learning Pvt. Ltd, 2009.
3. Kapferer, J N, The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, 4th edition, Kogan Page, 2008.
4. Kevin Keller, 4th edition, Strategic Brand Management. Pearson Education, 2008.
5. U C Mathur, Product and Brand Management, 2nd edition Excel Books, New Delhi, , 2009.
6. Tapan K Panda, 1st edition, Building Brands in the Indian Market. Excel Books, New Delhi, 2008.

INTEGRATED MARKETING COMMUNICATION AND DIGITAL MARKETING

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the basic Concepts of Integrated Marketing Communication, Planning and Evaluating Marketing Communications Strategies and Executions.
2. To provide a comprehensive understanding of Brand Promotion, Audience engagement, Public Relations and Strategic Communications.
3. Understand the importance of Digital and Social Media Marketing and its applications.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the process of creating valuable Brand and how to engage Consumers via Integrated Marketing Communications.
2. Analyze the important issues when planning and evaluating Marketing Communications Strategies and Executions.
3. Develop an effective Integrated Marketing Communication Process.
4. Evaluate the knowledge in Marketing Communication which ensures that they make the correct decision in Communications, Advertising and Digital Marketing in real scenario.
5. Examine the applications of Digital and Social Media Marketing in the Globalized market.

Unit-I Introduction

Integrated Marketing Communications, Recent Trends in the Market, Understanding the Marketing Process, Decisions for Effective Communications Campaign, Building Customer Based Brand Equity, Brand Loyalty, Successful Marketing Communications Campaign, Choosing Marketing Communications Agency, Structure of an Advertising Agency.

Unit-II IMC Planning Process

Consumer Information Processing, Steps of Effective Communications, Communications Objectives, How Advertising works – AIDA and Hierarchy of Effects Models, Consumer Approach to Buying Process: FCB Grid, Determining Marketing Communications Budget, Relationship between Communications Budget and Sales.

Unit-III Marketing Communications Mix

Theoretical Approaches to Advertising Design, Message Strategies - Cognitive, Affective and Conative, Advertising Appeals- Emotional, Fear, Humor, Rationality, Sex, Scarcity, Executional Frameworks- Animation, Slice of Life, Dramatization, Informative, Testimonial, Authoritative, Demonstration, Fantasy. Sales Promotions, Public Relations, Direct Marketing, Event Management, Sponsorship and Cause Related Marketing, Alternative Marketing, Crisis Management, Trade Fair and Exhibitions.

Unit-IV Digital Marketing

Digital Marketing - Components, Benefits, Plan, Skills required for Digital Marketing, Digital Marketing Platforms and Strategies, Trends, Search Engine Optimization and Content Marketing.

Unit-V Social Media

Social Media Marketing – Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social media for Customer Reach, Acquisition and Retention. Evaluation of an Integrated Marketing Communications Campaign.

Text Books:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9th edition, Cengage, 2016
2. Kruti Shah and Alan D'Souza, Advertising and Promotions – An IMC Perspective, Tata Mcgraw Hill, 2013.
3. Michael Miller, B2B Digital Marketing, 1st edition, Pearson, 2014.
4. Seema Gupta, Digital Marketing, 1st edition, Mc Graw Hill, 2018.

Suggested Readings:

1. Belch George E; Belch Michael; Purani Keyoor, Advertising and Promotion- An Integrated Marketing Communications Perspective, 9th edition, Mc Graw Hill, 2013.
2. Jerome M.Juska, Integrated Marketing Communications- Advertising and Promotion in a Digital World, Routledge, 2017.
3. Dutta, Kirti, Integrated Marketing Communication, 1st edition, Oxford University Press, 2016.
4. Dave Evans and Jake Mckee, Social Media Marketing. Wiley India Pvt. Ltd., 2011.
5. Dodson, I, The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns, 1st edition, John Wiley & Sons, 2016.
6. Moutusy Maity, Internet Marketing: A Practical Approach in the Indian Context, 1st edition, Oxford University Press, 2017.

BUSINESS DATA MINING

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To familiarize the students to understand the concepts of Data Mining and Preprocessing of Data.
2. To provide insights on Association Rule Mining and Clustering.
3. To demonstrate the application of Logistic Regression and Sentiment Analytics to solve Business Problems.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concepts of Data Mining and Data Preprocessing.
2. Extract and represent the knowledge from data by Preprocessing and Visualization
3. Establish the Association among frequently purchased items and categorize the dataset into different clusters.
4. Understand the concept of classification problems and their applications across different sectors.
5. Apply sentiment analytics to various real time business applications.

Unit-I Introduction

Data Mining; Kinds of data that can be mined- Database Data, Data Warehouses, Transactional Data, Other Kinds of Data; Major Issues in Data Mining- Mining Methodology, User Interaction, Efficiency and Scalability, Diversity of Database Types, Data Mining and Society

Unit-II Data Preprocessing

Data Preprocessing: An Overview- Reasons to process the data, Major Tasks in Data Preprocessing; Data Cleaning- Missing Values, Noisy Data, Data Cleaning as a Process; Data Reduction- Principal Component Analysis, Histograms, Clustering, Sampling, Data Cube Aggregation; Data Transformation and Data Discretization- Data Transformation by Normalization, Discretization by Binning, Discretization by Histogram Analysis.

Case Study: Handling Missing Values in Melbourne Housing Price Data.

Unit-III Association Rule Mining and Clustering

Mining Association Rules- Item sets, Association Rules, Generating Rules Efficiently; Metrics for Association Rule Mining- Support, Confidence and Lift; Pros and Cons of Association Rule Mining.

Clustering- Finding Similarities Using Distances- Euclidean Distance and Other Distance Metrics; K- Means Clustering and Hierarchical Clustering; Comparing Clusters Created by K-Means and Hierarchical Clustering

Case Study III.1: Market Basket Analysis of Groceries Dataset

Case Study III.2: Mall Customer Clustering

Unit-IV Classification Problems- I- Logistic Regression

Overview of Classification; Binary Logistic Regression; Classification- Encoding Categorical Features, Building Logistic Regression Model, Printing Model Summary, Predicting on Test Data; Measuring Accuracies- Creating Confusion Matrix, Receiver Operating Characteristic (ROC) and Area Under the Curve; Finding Optimal Classification Cut-off -Youden's Index and Cost- Based Approach.

Case Study: Predicting Employee Attrition on HR Attrition Dataset.

Unit-V Sentiment Analytics Using Naïve Bayes Algorithm

Exploring the Dataset; Text Preprocessing- Bag-of-Words Model, Creating Count Vectors, Displaying Document Vectors, Removing Low Frequency Words, Removing Stop Words, Creating Count Vectors, Distribution of Words across Different Sentiment.

Using Naïve Bayes Model for Sentiment Classification

Using n-Grams for Sentiment Classification

Case Study: Sentiment Analytics on Sentiments Expressed by Users of Zomato

Text Books:

1. Szabo, Gungar Polatkan, Oscar Boykin, Chalkiopoulos, “Social Media Data Mining and Analytics”, 3rd Ed., Wiley, 2019.
2. Ian H. Witten, Eibe Frank, Mark A. Hall, Christopher J. Pal, “Data Mining: Practical Machine Learning Tools and Techniques”, 4th Ed., Elsevier, 2017.
3. Megan Squire, “Mastering Data Mining with Python – Find patterns hidden in your data”, 1st Ed., PACKT Publishing, 2016.
4. Florin Gorunescu, “Data Mining: Concepts, Models and Techniques”, Vol 12, Springer, 2011.

Suggested Readings:

1. Luis Torgo, “Data Mining with R: Learning with Case Studies”, 2nd Ed., CRC Press, 2011.
2. Jiawei Han, Jian Pei, Micheline Kamber, “Data Mining: Concepts and Techniques”, 3rd Ed., Elsevier, 2010.
3. Joseph B. Pigus, “Data Mining With Neural Networks”, 2nd Ed., TMH, 2017.
4. Robert Layton, “Learning Data Mining With Python”, 2nd Ed., PACKT Publishing, 2015.
5. Xin-She Yang, “Introduction to Algorithms for Data Mining and ML”, 1st Ed., Academic Press, 2019.
6. Boris Kovalerchuk, Evgeni Vityaev, “Data Mining in Finance”, 3rd Ed., Kluwer Academic Publishers, 2010.

Python Programming

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To Understand Python programming and related eco-system of libraries and packages.
2. To demonstrate usage of Python as standard Programming Language.
3. To analyze the data and represent the data with various visualization techniques.

Course Outcomes: On successful completion of this Course, Students will be able to:

1. Understand the basics of Python and extend the functionality using add-on packages.
2. Identify and apply different ways of storing information.
3. Extract data from dataset and apply loop and control statements.
4. Analyze data using various data manipulation tasks on the dataset.
5. Compare and contrast the data and its variations with visualization techniques.

UNIT- I: Introduction

Introduction on Essential Python Libraries- NumPy, Pandas, Matplotlib, IPython and Jupyter, SciKit-Learn, StatsModels; Declaring Variables in Python-Integer, Float, Boolean and String.

Activity I.1: Installation and Setup;

Activity I.2: Basic Exercises Using Python- Input and Output Exercise.

UNIT- II: Built-In Data Structures-I

Introduction to Loops- If, If-else, else, for and while; Introduction to Functions; Strings; Random Number Generation; Performing Basic Statistics on the Generated Random Numbers; Introduction to Built-in Data Structures- List, Dictionary, Set and Tuple;

Activity II.1: Exercise on Loops, Functions and Strings

Activity II.2: Exercises on List- List Operations and Manipulations, List Functions, List Slicing, List Comprehension.

UNIT- III: Built-In Data Structures-II

Introduction to Dictionary- Operations and Manipulations, Dictionary Functions and Comprehension; Introduction to Sets- Operations and Manipulations and Comprehension; Introduction on Tuples- Creation of a Tuple, Operations and Manipulations, Unpacking a Tuple

Activity III.1: Exercise on Dictionary and Sets

Activity III.2: Exercise on Tuples

UNIT- IV: Working With Pandas Dataframe

Loading the dataset into Pandas Data Frame; Type of the Dataset; List of Columns in the Dataset; Printing first 5 and last 5 records; Transpose Operation; Shape and Information of Dataset; Slicing and Indexing; Value Counts and Cross Tabulations; Sorting Data Frame by Column Values; Creating New Columns; Grouping and Aggregating; Joining Data Frames; Applying Different Operations; Conditional Filtering; Dropping a Column or a Row.

Case Study: World Happiness Score Data

UNIT- V: Data Visualization Using Matplotlib And Seaborn

Importance of Data Visualization in presenting a Business Problem; Types of Charts- Bar Chart, Pie Chart, Histogram, Distribution Plot, Box Plot, Comparing Distributions, Scatter Plot, Pair Plot and Heat Map. Subplots, Colors, Markers, Line Styles, Ticks, Labels and Legends, Annotations and Drawing on a Subplot Case Study: Data Visualization of Retail Mart Data.

Text Books:

1. Gowrishankar, Veena, "Introduction to Python Programming", 1st Ed., CRC Press, 2019.
2. Fabio Nelli, "Python Data Analytics", 2nd Ed., Apress, 2018.
3. Wes McKinney, "Python for Data Analysis", 2nd Ed., OREILLY, 2017.
4. Samir Madhavan, "Mastering Python for Data Science", 1st Ed., Packt Publishing, 2015.

Suggested Readings:

1. Bhasin, "Python Basics", 1st Ed., Mercury Learning and Information, 2019.
2. Nichola Lacey, "Python by Example", 1st Ed., Cambridge University Press, 2019.
3. Robert Johansson, "Numerical Python", 2nd Ed., Apress, 2019.
4. Pratap, "Statistics for Machine Learning", 1st Ed., Packt Publishing, 2017.
5. Zed A Shaw, "Learn Python 3 the Hard Way", 1st Ed., Addison-Wesley, 2017.
6. Unpingco, "Python for Probability, Statistics and Machine Learning", 2nd Ed., Springer, 2016.

TRANSPORT MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To familiarize various concepts of Transport management
2. To provide in depth knowledge related to various aspects of Transportation.
3. To empower with necessary skills in different modes of Transportations.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand various concepts of Transport management.
2. Classify different modes in Transport management.
3. Apply their knowledge in various processes of Transport management.
4. Analyze different types of freight preparations in Transport management.
5. Plan and organize various systems and procedures in Fleet management.

Unit-I Introduction to Transportation

History of Transportation- Global and India, Role of Transportation in Logistics, Commerce and Industry. Principles and Practices, Scope and relationship with other logistics providers-E-commerce, 2PL, 3PL, 4PL and 5PL. Modes of Transportation – Road, Rail, Air, Ocean, Inland transportation, Multi Modal Transportation, RoRo. Process of Transportation.

Unit II Modes of Transportation

Road transport- registration of vehicle, insurance, fitness, owners of vehicle, vendorship, functions of transport organization/ truck broking agency, Different types of permits.

Air transportation- domestic/international cargo, air cargo agents/consolidators, CHAs.

Ocean transport- sea freight, liners, containers, LCL/FCL, Discounted rates.

Rail Transportation- Train racks, SLR, VPU, Express cargo trains, Private goods trains, CFS.

Refrigerated transportation, Pipe line transportation.

Unit-III Operations in Transportation

Transportation Network- Domestic and International. Process of Booking- Documents verification, Way bill (RR/LR), Acceptance of material, Preparation of consignment note, marking and labeling. Stocking, Dispatch procedure. Hub operations- Inbound, sorting/stocking, Outbound procedures. Delivery procedure- receiving, stocking, last leg/mile delivery.

Unit- IV Freight Management

Factors affecting transportation rates, freight structure, various types of rates- FTL, LTL, Sundry, express cargo transportation, liner freight rates, air cargo rates, rail cargo rates. Contractual rates, effect of fuel rates volatility on contractual rates, seasonal effects on freight rates. Effects of rates during calamities. Freight Rates- Time for Payment- Lien for freight.

Unit V Fleet Management

Planning and Resourcing: Need for Planning, Fleet management , Main types of road freight transport, Route survey and route planning, Vehicle routing and scheduling issues, Data requirements, Manual methods of vehicle routing and scheduling, Computer routing and scheduling, Periodical maintenance of fleet, SOP for vehicle maintenance, Information system applications, Integration of GPS. Long Haul, Coordination with terminals.

Text Books:

1. David Lowe, "Lowe's Transport Manager's and Operator's Handbook", 49th Edition, Kogan Page limited, 2019.
2. MB. Stroh, "A Practical Guide to Transportation and Logistics", 3rd edition, Logistics Network Inc, 2006.
3. Krishnaveni Muthiah, "Logistics Management & World Sea borne Trade", 1st Edition, Himalaya Publishing House, 2018.
4. S Jaya Krishana, Transportation Management – Imperatives and Best Practices, ICFAI University Press, 2007.

Suggested Readings:

1. B Rajashekar and G.V. R. K. Acharyulu, "Logistics and Supply Chain Management", Excel Books, 2009.
2. Alan Rushton, Phil Croucher and Peter Baker, "Logistics and Distribution Management: Understanding the Supply Chain", 5th edition, 2014.
3. Mohammad Achahchah, "Lean Transportation Management" 1st edition, Productivity Press, 2019.
4. Sudalaimutu, S and Anthony Raj, "Logistics Management for International Business" 1st edition, PHI learning, 2009.
5. S K Sarangi, "Transportation Management" 1st edition, Himalaya Publications, 2010.
6. Lora M Cecere, "Supply Chain Metrics that Matter", 1st edition, Wiley Publications, 2015.

DISTRIBUTION AND WAREHOUSE MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide indepth knowledge in various functions of Warehouse management and Inventory Management.
2. To deliver knowledge on various Distribution methods.
3. To educate on minimizing total physical effort and distribution Cost of Goods.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply their knowledge on Warehousing location, design, and operations.
2. Understand of various Inventory management systems and control.
3. Analyze different techniques to manage warehouse efficiency.
4. Make use of various techniques for optimum capacity utilization of shipping and packing.
5. Plan and select appropriate warehouse facilities management

Unit-I Introduction to Warehousing

Introduction - Warehousing, Distribution-Distribution methods-Warehouse Design- factors of warehouse design; Warehouse Location, Warehouse Operations - Warehouse Layout - Functions - Centralized and Decentralized -Warehouse operations and Storage Systems - Warehousing Cost Analysis .

Unit-II Inventory Management

Concepts - Role in Supply Chain -Role in Competitive Strategy - Functions - Types - Cost -Inventory control Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL -Reorder Level, P model, Q model, MRP, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP. FIFO, LIFO, Weighted average method. Interface between Sales and Production with SCM- Make to Stock (MTS), Make to Order (MTO), Assembly to Order (ATO), Configured to Order (CTO), Engineer to Order (ETO)

Unit-III Managing Warehouse Efficiency

Order picking - Picking methods-pick path - Measuring Warehouse Efficiency - Warehouse Workforce design and development - cross docking. Warehousing Operations: warehousing operations- inbound process, outbound processes, Functions of Warehouse- break-bulk, cross docking, order mixing, Risk management

Unit-IV Shipping and Packing

Optimum capacity utilization- Container optimization-Container loading and void fill-Weigh checking-Automated loading-Dock management-packaging-types-cost- and labelling functions and design- ASRS and their Operations – Bar Coding-Technology & Applications in Logistics Industry - RFID Technology & Applications

Unit-V Warehouse Facilities Management

Material Handling Systems - Types of Material Handling Equipment -Modern Warehousing - Types of Conveyors - Refrigerated Warehouses; Centralized and Decentralized Storage Systems: MHEs Safety & Security: types of warehousing hazards, protections taken against warehousing hazards, manual and automated MHEs in warehouse, legal requirements for ensuring a safe workplace; IT interface and Warehousing Management Systems (WMS).

Text Books:

1. Frazelle, "World Class Warehousing & Material Handling", 2nd edition, Tata McGraw-Hill, 2016.
2. Gwynne Richards, "Warehouse Management" 3rd edition, Kogan Page, 2017.
3. P Gopal Krishnan and Abid Haleem, "Hand book of Materials Management", 2nd edition, PHI learning, 2019.
4. Gopalakrishna, P. and Shandilya M.S., "Stores Management and Logistics", 1st edition, S.Chand & Co, 2013

Suggested Readings:

1. Arnold, "Introduction Materials Management", 7th edition , Pearson Education, 2011.
2. Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, 1st Edition, Prentice Hall, 2004.
3. Vinod.V.Sople, "Logistics Management", 3rd edition, Pearson Education, 2012.
4. J.P Saxena, "Warehouse Management", 1st edition, Vikas Publications, 2003.
5. Sudalaimutu, S and Anthony Raj, "Logistics Management for International Business" 1st edition, PHI learning, 2009.
6. Max Muller, "Essentials of Inventory Management" 2nd edition, Amacom, 2011.

IV SEMESTER

IV SEMESTER								
S.No.	COURSE CODE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	20MBC401	Entrepreneurship Development	4	--	3	40	60	4
2.	20MBC402	Project Work	--	8	--	100	100	4
3.	20MBC403	Comprehensive Viva-Voce- II	-	-	-	-	100	2
4.	20MBE401 to 20MBE410	FE-3	4	-	3	40	60	4
5.		FE-4	4	-	3	40	60	4
6.		SE-3	4	--	3	40	60	4
7.		SE-4	4	--	3	40	60	4
			20	8	15	300	500	26

Note: IV semester Electives are given in the separate table

V. List of course titles in each Elective

Elective	Course Code	Course Title
Finance (F)	20MBE401	Financial Risk Management
	20MBE402	Project Appraisal and Financing
Human Resource(HR)	20MBE403	Industrial Relations and Labour Laws
	20MBE404	Strategic Human Resource Management
Marketing (M)	20MBE405	Consumer Behaviour
	20MBE406	Services and Retail Marketing
Business Analytics(BA)	20MBE407	Machine Learning and Artificial Intelligence
	20MBE408	Cloud Computing
Supply Chain Management (SCM)	20MBE409	E-Commerce Logistics
	20MBE410	International Logistics

ENTREPRENEURIAL DEVELOPMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course objectives: The Objectives of the Course are:

1. To sensitize the students about the concept and functions of entrepreneur with particular reference to Self-Employment and its process.
2. To educate on how to identify the Business Opportunities and to equip the Students with process of Project Formulation and Appraisal
3. To create awareness on how to raise funds from the appropriate institutional sources under suitable schemes and enable the Students to understand the role of Venture capitalists in Entrepreneurship Development.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concept of entrepreneurship and its close relationship with Economic Development of a Country.
2. Identify the business opportunities and procedures to comply with.
3. Formulate, Execute and Evaluate Feasible project design.
4. Make use of the support rendered by Institutional Finance.
5. Identify the appropriate agencies for Venture Capital funding.

Unit-I Entrepreneurial Development Perspective

Concepts of Entrepreneurship Development, Evolution of the concept of Entrepreneur, Functions of an Entrepreneur, Theories of Entrepreneurship, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture.

Unit-II Creating Entrepreneurial Venture

Business Planning Process, Environmental Analysis - Search and Scanning- Identification of Problems and Opportunities- Various Sources of Business opportunities. Entrepreneurship Development Programmes (EDPs) - Meaning and Types. Basic Government Procedures to be complied with. Role of Central Government and State Government in promoting Entrepreneurship.

Unit-III Project Management

Project: Concept and Classification- Project Identification, Project Formulation, Common errors in Project Formulation- Project Report, Project Appraisal- Technical, Financial, Marketing, Personnel and Management Feasibility.

Unit-IV Institutional Finance

Estimating and Financing the Funds requirements- Institutional Finance to Entrepreneurs- Need and Importance, Institutional finance from IDBI, IFCI, LIC, UTI, NABARD, SFCs, SIDCs EXIM Bank. Role of NSIC, SSIB, SSICs for Entrepreneurship development. Schemes offered by various Commercial Banks.

Unit-V Start-up and Venture Capital

Start-up Basics - Opportunity, Ideation, Customer Discovery, Market Analysis. Business Incubation centres. Venture Capital Financing Concept and features. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation- Structuring venture capital financing. Exit Strategies of Venture capitalist.

Text Books:

1. E.Gordon & K. Natarajan, "Entrepreneurship Development", HPH, 2017
2. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", S. Chand & Co. Ltd, 2013.
3. S.S. Khanka, "Entrepreneurship Development", S. Chand & Co. Ltd, 2007
4. Coulter, "Entrepreneurship in Action", PHI, 2005

Suggested Readings:

1. Ogbe Alloysius Augustine, "Fundamentals of Entrepreneurship Development", Panamaline Books Distributors Limited, August, 2018.
2. Brito Silvio Manuel, "Entrepreneurship: Trends and Challenges", InTech, April, 2018.
3. David H. Hott, "Entrepreneurship New Venture Creation, PHI, 2016
4. Charantimath Poornima M , "Entrepreneurship Development and Small Business Enterprises", Pearson Education, 2018
5. Amit Kumar Dwivedi, "Cases In Entrepreneurship " Bookwell Publications, 2014
6. B. Janakiram & M. Rizwana "Entrepreneurship Development: Text & Cases", Excel Books, 2011.

FINANCIAL RISK MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the various facets of Risk Management.
2. To provide indepth the concept of Derivatives and its various types.
3. To familiarize the Students about Forwards, Futures, Swaps and Options.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the measures and differentiate between different types of Risks that an Organization faces.
2. Have a comprehensive view about types of Derivatives and their Trading and Settlement.
3. Evaluate Forwards and Futures Contracts and Hedging Strategies.
4. Comprehend the computational aspects of Swaps and the associated Risk.
5. Evaluate various Option Trading Strategies and select the suitable one for the given situation.

Unit-I Introduction

Concept, Nature, Source, Measurement, Identification and Evaluation of Risk. Types of Risk. Possible Risk Events, Risk Indicators, Risk Management Process- Pre-requisites and fundamentals. Misconceptions of Risk. An Integrated Approach to Corporate Risk Management. Management of Interest Rate Risk, Credit Risk and Exchange Rate Risk. Non-Insurance methods of Risk Management- Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Unit-II Derivatives

Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Types of Traders- OTC and Exchange Traded Securities- Types of Settlement- Fundamental linkages between Spot and Derivative Markets, The Role of Derivatives Market, Uses and Misuses of Derivatives.

Unit-III Forward and Futures

Forwards: Definition- Features and pay-off profile of Forward Contracts. Valuation of Forward contracts. Forward contracts to manage Commodity Price Risk, Interest Rate Risk and Exchange Rate Risk. Features: Definition- Specifications of Futures Contract - Margin Requirements- Marking to Market- Basis and Convergence of Future price and Spot price. Valuation of Future Contracts- Types of Futures Contracts- Securities, Stock Index Futures, Currencies and Commodities- Hedging Strategies- Hedge ratio. Difference between Forwards and Futures Contracts.

Unit-IV Swaps

Concept and Nature- Evolution of Swap Market- Features of Swaps- Major Types of Swaps: Interest Rate Swaps- Currency Swaps- Commodity Swaps- Equity Index Swaps. Credit Risk in Swaps- Credit Swaps- using Swaps to Manage Risk- Pricing and Valuing Swaps.

Unit-V Options

Definition- Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options- American and European Options – Intrinsic Value and Time Value of Options – Option payoff, Options on Stock Indices and currency. Option Pricing Models: The Binomial Option Pricing Model (BOPM): Assumptions and problems - single and two period models. The Black and Scholes Option Pricing Model (BSOPM): Assumptions and problems.

Text Books:

1. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 10th Ed, Pearson Education, 2017.
2. S.K.Mishra, "Derivatives and Risk Management", 2nd Ed., Everest Publishing House, 2010.
3. Sundaram Janakiramanan, "Derivatives and Risk Management", Pearson Education, 2011.
4. Rajiv Srivastava, "Derivatives and Risk Management", 2nd Edition, OUP India, 2013.

Suggested Readings:

1. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 4th Ed., Institute of Risk Management, 2017.
2. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2nd Ed. Cambridge press, 2009.
3. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", Oxford University Press, 2003.
4. R. Madhumathi, M. Ranganatham, "Derivatives and Risk Management", Pearson Education, 2012.
5. Prakash B Yaragol, "Financial Derivatives Text & Cases" First Edition, Vikas Publishing House, 2018.
6. S.L. Gupta, "Financial Derivative Theory, Concepts and Problems", 9th printing, PHI Learning private limited, 2010.

PROJECT APPRAISAL AND FINANCING

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide basic knowledge of Project Planning in addition to the ideas for Generation and Screening of the projects.
2. To deliver varied aspects of Projects in terms of Market, Demand, Technical and Financial.
3. To illustrate the Structure of Financial Institutions in India and Human Aspects of Project Management.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Have a comprehensive view on project Planning and analysis along with ideas for generation and screening of the projects.
2. Understand the important facets of Market, Demand and Financial Analysis of the projects.
3. Understand the Feasibility Analysis and Find out the cash flows of the project.
4. Incorporate Risk Sensitivity, Scenario Analysis and Simulation Analysis for Managing Risk in the project appraisal decision.
5. Analyze projects in the Public Domain with special reference to Social Cost Benefit Analysis and understanding Corporate Governance in India.

Unit-1 Introduction to Project Planning

Levels of Decision Making- Key Issues in major Investment Decisions- Interface between Strategic Planning and Capital Budgeting. Generation of Ideas – Monitoring the environment - Corporate Appraisal - Preliminary Screening - Project rating index - Sources of positive NPV -Qualities of a Successful Entrepreneur.

Unit-2 Market Analysis and Demand Analysis

Market and demand analysis: Process. Technical Analysis: Manufacturing Process and technology -Study of Material Inputs and Utilities – Product Mixes - Plant Capacity - Location and Site - Machinery and Equipment - Structures and Civil Works - Project Charts and Layouts- Schedule of the project Implementation.

Unit-3 Financial Analysis

Financial Analysis: Estimation of cost of project and means of financing - Estimates of Sales and Production - Cost of production - Working Capital requirement and its financing - estimates of working results –Projected cash flow statement - Projected balance sheet. Project cash flows: Basic principles of measurement of cash flows - Components of the cash flow streams - Viewing a project from different points of view - Definition of cash flows by Financial Institutions and Planning Commission - Biases in Cash Flow estimation.

Unit-4 Project Risk Analysis

Source and Measure of Risk - Sensitivity Analysis - Scenario Analysis, Simulation analysis–Managing risk - Selection of Project - Risk Analysis in practice. Special Decision Situations: Choice between Mutually Exclusive Projects of unequal life - Optimal Timing Decision - Determination of Economic Life - inter-relationships between Investment and Financing aspects.

Unit-5 Project Management and Corporate Governance

Project Management: Structure of Financial Institutions in India. Rationale for Social Cost Benefit Analysis (SCBA) – UNIDO Approach - Little and Mirle Approach. Forms of Project Organization - Project Planning, Project Control, Human aspects of Project Management - Prerequisites for successful Project Implementation. Corporate Governance: Introduction - Major Corporate Governance Failures- Need for Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies.

Text Books:

1. Prasanna Chandra, "Projects: Planning, Analysis, Selection, Financing, Implementation and Review", McGraw-Hill Education, 8th edition, 2015.
2. Bob Tricker, "Corporate Governance Principles, Policies, and Practices", Oxford University Press, 2015.
3. Ambrish Gupta, "Project Appraisal and Financing", PHI Learning, 2017.
4. John Bartlett, "Project Risk Analysis and Management Guide", APM Publishing Ltd, second edition, 2004.

Suggested Readings:

1. Choudhary S., "Project Management", Mc-Graw Hill, 2006.
2. Desai, Vasant, "Project Management", Himalaya Publishing House, 2006.
3. Machiraju, H.R.: "Introduction to Project Finance", Vikas Publishing House.
4. N. Balasubramanian, "Corporate Governance and Stewardship", TMH, 2012.
5. Rashmi Agrawal, Yogieta S Mehra "Project Appraisal & Management", Taxmann's, 2017.
6. David Hillson, "Managing Risk in Projects", Gower Publishing Company, 2009.

INDUSTRIAL RELATIONS AND LABOUR LAWS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the course are:

1. To develop an understanding of the basics of industrial relations Concepts.
2. To introduce them the concepts of Trade Unions and Labour Administration Machinery.
3. To discuss the importance and various provisions of labour laws in the Digital Era.

Course Outcomes: After completion of the course, student will be able to:

1. Apply the knowledge of basics and approaches of industrial relations in real time situations.
2. Understand the dynamics of trade unions and their recognition for successful negotiations.
3. Appraise the process of labor administration and labour policy in the Digital Era.
4. Develop Strategies to deal with various parties involved in Industrial Relations.
5. Interpret and Implement various updated provisions related to Labour Laws.

Unit-I Industrial Relations Perspectives

Conceptual framework and approaches to Industrial Relations–Influence of Emerging socioEconomic scenario on growth of Industrial relations in India-Factors influencing Industrial Relations in India-Differences in perspectives –Industrial relations and Employee relations. Industrial Relations for Startup’s, and Small Firms, Future of Employee relations. Industrial conflict-Types and causes of Industrial disputes - Machinery for prevention and settlement of Industrial disputes. Recent Amendments.

Unit-II Trade Unions

Structure, characteristics and Functions of Trade Union; Trade union act-1926-problems of Trade union recognition and government policy- Recognition of Trade unions as collective bargaining agents-Problems and issues involved in collective bargaining process-Role of collective bargaining in promoting Industrial amity and peace-Industrial Employment(standing orders) Act-1946. Recent Amendments.

Unit-III Labour legislation Administration

Importance of Labour laws, The classification of labour laws-Labour administration-Evolution of labour administration in India-Labour policy in India-Judiciary and the child labour-Right to education and child labour-Public interest litigation and child labour-Labour administrative machinery of the government-Role of ILO in Labour administration. Changing Business Environment and labour laws- Digital Transformations in the Industrial Relations Context ,WTO and social clause. Recommendations of II National commissioner on Labour. Recent Amendments.

Unit-IV Employee Benefits

Defining and Exploring employee benefits-Employee benefits practice-Legal and discretionary benefits practice-The economics of employee benefits-Regulating employee benefits-social security legislations-The ESI Act-1948-The Maternity benefit act-1961-The workmen’s compensation act-1923-The payment of gratuity act-1972-Employee provident fund and miscellaneous provisions act1952. -Recent Amendments.

Unit-V Wage legislation and administration

The need and importance of Wage legislation - Payment of Wages Act 1936 -The minimum wages Act 1948 - The payment of Bonus Act 1965- Equal remuneration Act 1976 - The context and concept of wage - Wage administration in India - Components and the determinants of wage - Wage structure towards a wage policy. Recent Amendments.

Text Books:

1. C.B. Mamoria, Satish Mamoria, P. Subba Rao, "Dynamics of Industrial Relations", Himalaya Publishing House, 16th Edition, 2020.
2. C.S. Venkat Rathnam, Manoranjan Dhal, "Industrial Relations", Oxford University Press - New Delhi, 2nd Edition, 2017.
3. S.C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 7th Edition, 2019.
4. P.N. Singh and Neerajkumar, "Employee relations Management", Pearson Education, New Delhi, 1st Edition, 2011.

Suggested Readings:

1. Joseph J. Mortocchio, "Employee Benefits", Tata McGraw Hill, New Delhi, 6th Edition, 2017.
2. Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial Relations and Labour Laws", McGrawhill Education, 2nd Edition, 2012.
3. P.K. Padhi, "Labour and Industrial Laws", PHI Learning Pvt. Ltd., 3rd Edition, 2017.
4. Al Rainnie, "Industrial Relations in Small Firms: Small Isn't Beautiful", Routledge Library Editions, 1st Edition, 2016.
5. Susan Hayter, Chang-Hee Lee, Elgar, "Industrial Relations in the Emerging Economies-The Quest for Inclusive Development", Edward Elgar Publications, 1st Edition, 2018.
6. Venkat Venkat Raman, "The Digital Matrix: New Rules for Business Transformation through Technology", Lifetree Media, Penguin Random House India, 1st Edition, 2017.

STRATEGIC HUMAN RESOURCES MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the course are:

1. To give an understanding of the concept and importance of strategic Human Resources management in an Organization.
2. To discuss the importance of Strategic Human Resources Planning with a focus on forecasting the demand and supply of Human Resources in an organization.
3. To showcase how the SHRM can be implemented with an emphasis on HR functions and to make the students aware about the need for Strategy Evaluation in an Organization.

Course Outcomes: After completion of the course, student will be able to:

1. Analyse strategic role of Human Resources management in an Organization.
2. Assess various environmental factors that affect SHRM Practices.
3. Appreciate and manage the managerial issues in SHRM.
4. Draft an efficient Human Resources Plan that contributes to effective management of resources.
5. Design required HR functional strategies to support SHRM practices in the organization and effectively evaluate SHRM practices by adopting an appropriate approach depending on the nature of strategy adopted.

Unit- I Introduction

Introduction to business and corporate strategies; HR Strategies to increase firm performance-Integrating HR strategies with business strategies, HR as a Strategic Partner: The Measurement Challenge-Implementation of SHRM: Process based approach. Strategic role of HRM, over view of Planning and Implementing HR Strategy, Emerging issues in SHRM.

Unit- II Strategic Human Resource Environment

Technology, structure-Workforce diversity; Demographic trends, Temporary & contract Labour - Management Trends: Introduction, Changing Environment, Business Complexities, Portfolio, Process and Structure related Strategic responses, Multinational, Global and Transnational strategies in HRM, Global environment-International Developments.

Unit- III SHRM Planning

The strategic role of HR Planning- Overview of HR planning - Managerial Issues in Planning: Personal Implications, Changing Receptivity-Selecting Forecasting Techniques: Purpose of planning, Organizational and Industry Characteristics, Environmental Turbulence and Other Considerations-Forecasting the Supply of Human Resources: Replacements Charts, Succession Planning, Markov Analysis, Renewal Models, computer simulation and Utilization of Supply Forecasting Techniques-Forecasting the Demand for Human Resources, Expatriation and repatriation management in global HRM.

Unit-IV Strategy Implementation

Efficient Utilization of Human Resources-Dealing with employee shortages and Surpluses: Recruitment & Retention strategies, training & development strategies:An overview of performance management strategies and reward & compensation strategies-Retrenchment strategies - Special Implementation Challenges: Career paths for Technical Professionals, Dual- Career Couples, Strategies for future corporate- Virtual Corporation,

Unit- V Human Resource Evaluation

Overview of Evaluation: scope, Strategic Impact, Levels of Analysis-Criteria, Levels of Constituents and Ethical Dimensions-Approaches to Evaluation: Audit, Analytical, Quantitative and Qualitative Approaches-Outcome and process criteria-Balance Scorecard Perspective-Bench marking-Industry Influences. Prevalence of Evaluation. Evaluating Strategic Contributions in Emerging Areas

Text Books:

1. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2004.
2. Jeffrey A Mello, Strategic Human Resource Management, South-western Publications, 2012.
3. Srinivasan Kandula, Human Resource Management in Practice, Prentice Hall of India, 2005
4. Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico Publishing House, 2006.

Suggested Readings:

1. Gary Dessler, Biju Varrkey, Human Resource Management, Pearson Education, 2017.
2. Rosemary Harrison, Employee Development', University Press, India Ltd., 2013.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.
5. Anuradha Sharma, Aradhana Khandekar, Strategic Human Resource Management- An Indian Perspective, First Edition, Sage Publications, 2006.
6. Graeme Salaman, John Storey, Jon Billsberry, Strategic Human Resource Management, Sage Publications, 2005.

CONSUMER BEHAVIOUR

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To give the perspective of Consumers, their Buying Behaviour patterns and address the importance of environmental influences on volatile Consumer Behaviour.
2. To get the students acquainted with the concepts of Consumer Motivation, Personality, Perception and its implication that help them in obtaining knowledge on individual determinants of Consumer Behaviour.
3. To enable students to understand the consumer decision making process and gain insights about the models of Consumer Behaviour comprehensively.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concepts to be applied to Marketing strategy.
2. Analyze the environmental factors affecting Consumer Buying Behaviour and learn the impact of socio-cultural settings on the consumption behaviour.
3. Develop the Marketing Strategies by applying the dynamics that influence consumers in taking decisions.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behaviour perspective.
5. Evaluate the dynamics of Human behaviour and the basic factors that influence the Consumer Decision Process.

Unit-I Introduction

Introduction, Definition, Customers and Consumers, Consumer Behavior and its Applications, Evolution of Consumer Behaviour, Market Research and Consumer Behaviour, Market Segmentation and Positioning, Consumer Behaviour Model.

Unit-II Environmental Influences on Consumer Behaviour

Culture - Definition, Characteristics, Cross-Cultural understanding of Consumer Behaviour; Subcultures - Nature. Social Class - Process of Social Stratification, Nature, Measurement and Categorization, Social Class and Consumer Behaviour. Social Groups - Group, Classification of Groups, Group Properties, Reference Groups- Nature. Family - Significance, Family Life Cycle, Family Purchasing Decisions. Personal Influence and Diffusion of Innovations - Nature and Significance, Communication and Influence Flow, Opinion Leadership, Adoption and Diffusion of Innovations.

Unit-III Individual Determinants of Consumer Behaviour

Personality and Self-Concept- Personality Theories and Applications, Personality and Marketing, Self-Concept and Consumer Behaviour; Motivation and Involvement - Nature and Role of Motives, Dimensions of Involvement. Information Processing - Information Acquisition, Perceptual Encoding, Marketing Implications. Learning and Memory - Characterizing Learning, Classifying Learning, Characteristics of Memory Systems, Retrieval of Information. Attitudes - Characteristics, Functions, Sources of Attitude Development, Attitude Theories and Models.

Unit-IV Consumer Decision Processes

Problem Recognition- Types, Situations, Results, Marketing Implications. Search and Evaluation – Information Search Process, Information Evaluation Process, Marketing Implications. Purchasing Processes – Choosing a Store, In-Store Purchasing Behaviour, Nonstore Purchasing Processes, Purchasing Patterns. Post Purchase Behaviour – Postpurchase behavior, Product Disposition.

Unit-V Models of Consumer Behaviour

Traditional Models of Consumers-Microeconomic Model, Macroeconomic Model. Contemporary Models – Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell- Model, Sheth Family Decision Making Model, Bettman's Information Processing Model, Sheth-Newman-Gross Model of Consumption Values

Text Books:

1. Loudon, L. D., & Albert, J. Della Bitta, "Consumer Behaviour", 4th edition, Tata McGraw Hill, Reprint 2017.
2. Schiffman and Kannik, Consumer Behaviour, 11th edition, Pearson Edition, 2015.
3. Black-well, R. Miniard PW and Engel, Consumer Behaviour, Thompson learning, 2010.
4. Kumar Dinesh, Consumer Behaviour, 1st edition, Oxford publication, 2015.

Suggested Readings

1. Solomon, M. R., Consumer behaviour: buying, having, and being, 11th edition, Pearson Education India, 2015.
2. Leon G. Schiffman, J. Wisenblit and S. Ramesh Kumar, Consumer Behavior, 12th edition, Pearson Education, 2018.
3. Kardes, Frank R, Consumer Behavior and Managerial Decision Making, 2nd Edition, Pearson, 2001.
4. Suja R .Nair, Consumer Behaviour in Indian Perspective, HPH, 2013.
5. Sheth and Mittal, Consumer Behaviour Thompson learning, 2015.
6. Gupta, S. L., & Pal, S., Consumer Behaviour- An Indian perspective, Text and cases, 2nd edition, Sultan Chand & Sons, 2013.

SERVICES AND RETAIL MARKETING

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To familiarize with characteristics of services, retail marketing concepts and make them understand the concepts of services and retail industry and provide insight into the marketing mix for services and service quality.
2. To educate on strategies to deal with characteristics of services and concept of services marketing triangle.
3. To create awareness on retail formats, theories and discuss the issues relating to merchandise management, emerging concepts.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand overview of services and retail and its significance.
2. Understand concepts of service, challenges in delivering quality services and retail industry trends.
3. Apply suitable marketing mix for various services and develop strategies to deal with characteristics of services.
4. Design unique retail formats considering the need of the customers.
5. Analyze consumer evaluations of retail offerings and apply retail concepts to real situations and formulate retail marketing strategies for the success of retail industry.

Unit-I Introduction

Service Sector - Indian Scenario and Global Issues, Services Concepts- Scope of Goods and Services, Goods-Services continuum, 4Is of Services, Goods and Services Categorization, Industrial Services.

Retailing - Meaning, Evolution, Functions, Types, significance of retail industry, Organized vs Unorganized retailing, Retailing in India- Scenario, Factors affecting Retailing in India, Retailing Opportunities in India.

Unit- II Service marketing Mix and Service Quality

Services Marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and Process.

Service Quality- Dimensions of Quality, Understanding Quality Management. Measuring Service Quality.

Unit- III Strategies for Service Marketing

Overview, Strategies for dealing with Intangibility, Inventory, Inconsistency and Inseparability. Loyalty, Switching, Intention to Stay, TAM (Technology Adoption Model). Service Marketing Triangle- External Marketing, Internal Marketing, Interactive Marketing.

Unit-IV Retail Marketing

Retail formats, Retail Pricing Strategies, role of franchising in retail, Technology in retail, Factors affecting retail. Retail Pricing - The concept of retail pricing and the factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price. CRM in retailing. E-tailing- Issues and Challenges.

Unit-V Merchandise Management

Sources of Merchandise, Merchandise Presentation Techniques, Category Management, Store Layout and Visual Merchandising – Fundamental of Store Design, Types of Display Areas, Space Planning, Point of Purchase, Retail Operations – Controlling Store Operations, Customer Service – Gathering Customer Information, Understanding Customer, Service offered, Customer Evaluation, Building a Sustainable Advantage, Customer Complaints, Retail Selling – Qualities required for Retail Selling, The Selling Process.

Text Books:

1. Rampal M. K and Gupta S. L, Services Marketing Concepts, Applications and Cases. Galgotia Publishing Company - New Delhi, 2008.
2. S.M.JHA, Services Marketing HPH, Mumbai, 2009.
3. A J Lamba, The Art of Retailing. TMH, 2009.
4. Levy and Weitz, Retailing. TMH, 2009.

Suggested Readings:

1. Zeithaml, V. A., Bitner, M. J., Gremler, D. D. & Pandit, A, Services marketing, 6th edition, Indian Edition, Tata McGraw-Hill, 2013.
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy, 7th edition, Pearson Ed., 2011.
3. David Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education, 2006.
4. Barry, B. and Evans, J, Retail management: A Strategic Approach, 12th edition, Pearson Education India, 2012.
5. Michael Levy, Barton A. Weitz, Ajay Pandit, Retailing Management, Special Indian edition, 8th edition, Tata McGraw-Hill Education, 2017.
6. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retail, 2nd edition, Oxford University Press, 2012.

MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To understand the various Machine Learning Algorithms.
2. To familiarize various Classification Techniques and Recommender Systems.
3. To get the students acquainted with the concepts of different searching techniques of AI systems.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand complexity of Machine Learning algorithms.
2. Apply common Machine Learning algorithms in solving the business problems.
3. Differentiate various Machine Learning solutions
4. Understand the fundamental principles of intelligent systems.
5. Evaluate the various search mechanisms and design a Chatbot.

Unit-I Machine Learning

What is Machine Learning; Types of Machine Learning Algorithms- Supervised, Unsupervised and Reinforcement Learning.

Supervised Learning- K Nearest Neighbors, Random Forest and Boosting

Case Study: Predicting Employee Churn Using KNN, RF and Boosting.

Unit-II Recommender Systems Using Machine Learning

User Based Similarity- Calculating Cosine Similarity Between Users, Filtering Similar Users, Challenges with User Based Similarity. Item Based Similarity- Calculating Cosine Similarity between Movies, Finding Most Similar Movies. Matrix Factorization

Case Study: Application of Recommender System using Netflix Movie Recommender Data.

Unit-III Decision Tree Classification

Introduction to Decision Tree; Building Decision Tree Classifier using Gini Criteria; Measuring Test Accuracy; Displaying the Tree; Building Decision Tree Classifier using Entropy Criteria; Finding Optimal Criteria; Maximum Depth of the Tree and Benefits and Disadvantages of Decision Tree

Case Study: Applying Decision Tree Classification on German Credit Data.

Unit- IV Artificial Intelligence

Introduction- Meaning and Foundations of AI, History of AI. Intelligent Agents- Agents and Environments, Concept of Rationality, Nature of Environments, The Structure of Agents, AI: The present and Future.

Problem Solving-I: Solving Problems by Searching- Problem Solving Agents, Searching for Solutions,

Uninformed Search Strategies, Informed Search Strategies, Heuristic Functions.

Unit-V Problem Solving

Beyond Classical Search- Local Search Algorithms and Optimization Problems, Beyond Classical Search, Adversarial Search, Constraint Satisfaction Problems, Chatbot –Introduction, Characteristics and its importance.

Text Books:

1. Wei- Meng Lee, “Python Machine Learning”, Wiley, 3rd Ed., 2019.
2. Rich, Knight, Nair, “Artificial Intelligence”, Tata McGraw Hill, 3rd Ed., 2017.
3. Tom M. Mitchell, “Machine Learning”, McGraw Hill, 4th Ed., 2017.
4. Russell, Norvig, “Artificial Intelligence: A Modern Approach”, Pearson Education, 2nd Ed., 2015.

Suggested Readings:

5. Paul Deitel, Harvy Deitel, “Python for Programmers- with introductory AI Case Studies”, 1st Ed. Pearson Education, 2019.
6. Puneet Mathur, “Machine Learning Applications Using Python: Cases Studies from Healthcare, Retail, and Finance”, 1st Ed., Apress, 2019.
7. Joshua Eckroth, “Python AI Projects for Beginners”, 1st Ed., Packt Publishers, 2018.
8. Shalev-Shwartz, Ben-David, “Understanding ML from Theory to Algorithms”, 1st Ed., Cambridge University Press, 2014.
9. Stephen Marsland, Machine Learning - An Algorithmic Perspective, 2nd Ed., CRC Press, 2014.
10. Saroj Kaushik, “Artificial Intelligence”, 1st Ed., Cengage Learning India, 2011.

CLOUD COMPUTING

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To impart the basics of cloud computing for business management.
2. To illustrate and explore the benefits of cloud storage and its applications, usage by managers.
3. To enable students explore cloud computing driven real time systems.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the characteristics and models in Cloud computing.
2. Assess Cloud services applications and the challenges associated with Cloud Computing.
3. Apply various cloud services and deployment models and virtualization techniques for business.
4. Analyze the concepts of cloud storage and demonstrate their use.
5. Evaluate various cloud programming models and apply them in virtual office management.

Unit-I Introduction to Cloud Computing

Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud

Unit-II Cloud Services Applications

Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud

Unit-III Cloud Computing For Managers

Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for Projects, Cloud Computing for Business

Unit-IV Cloud Management

Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.

Unit-V Virtual Office Management

Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business

Text Books:

1. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurabh, "Cloud Computing – Insights into new era infrastructure", Wiley India, 2nd Edition.
3. Michael Miller, "Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online", Que Publishing, 2009
4. Haley Beard, "Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing, Applications and Data Centers in the Cloud with SLAs", Emereo Pty Limited, July 2008.

Suggested Readings:

1. Alfredo Mendoza, "Utility Computing Technologies, Standards, and Strategies", Artech House INC, 2007.
2. Bunker and Darren Thomson, "Delivering Utility Computing", John Wiley & Sons Ltd, 2006.
3. Igor Fyanberg, Hui-LanLu, Dorskuler, "Cloud Computing business Trends and Technologies", Wiley Publishers, 2016.
4. Michael Hugos, "Business in the Cloud", John Wiley & Sons Ltd., 2011.
5. Joe Wienman, "Cloudonomics: The Business value of cloud computing", John Wiley & sons Ltd, 2012.
6. Anthony T.Velte, Toby J. Velte, Robert Elsenpeter, "Cloud Computing: A Practical Approach", McGraw Hill Publishers, 2010.

E-COMMERCE LOGISTICS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To explain the various concepts of E-commerce logistics.
2. To familiarize with various operations and warehousing technologies in E-Commerce Logistics.
3. To provide application knowledge on network design and automation in E-Commerce Logistics.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand E-commerce and E-commerce logistics and its terminologies.
2. Understand and choose appropriate fulfillment centre for e-commerce logistics.
3. Applying various techniques in e-commerce logistics warehousing and consignment movement process.
4. Build suitable warehouse network design and application of automated technologies in handling of consignment.
5. Utilizing various technologies associated with E-commerce logistics.

Unit I History of E- commerce Logistics

The Evolution of Logistics and supply chain from Direct to Store models to E-Commerce, Meaning – functions and special characteristics of E-commerce, E-commerce in India, E-commerce and its technological aspects, overview of developments in information technology and e-commerce: Scope of E commerce, benefits and limitations of E-commerce. Role of Logistics in E- commerce, emergence of E-commerce logistics specialists.

Unit II E-Commerce and Fulfilment centres

Understanding E-Commerce fulfilment centres, definition and process, Faster order fulfilment process, Real time decision support, Difference between distribution centre and fulfilment centre, Mega e-fulfilment centres, Strategies in E-commerce fulfilment, In-house order fulfilment, Managing inventory with outsourced fulfilment centre, end to end E-commerce logistics, E-commerce retail logistics

Unit-III Operations in E- Commerce Logistics

Inventory management, Parcel hubs/sortation centres warehousing, packaging, labelling, private labelling and manufacturing, white labelling, billing, shipping, payment collection, return, and exchange. Operating models: The marketplace model, Inventory-led model, Fulfilled by e-retailer drop ship model; Capacity and load matching, Track and tracing of consignments, managing on time deliveries. Dynamic Logistics alliance/integration in e-commerce.

Unit-IV Network and warehouse design

Distribution global network, retail distribution network, direct store delivery, automation in distribution, automated picking technology, distribution centre design, implementation of warehouse management systems, science of warehouse slotting optimization, grocery/industrial distribution. Robot in fulfilment operations, ASRS, yard management, network locations, E-commerce retail logistics activities, First mile logistics Fulfilment, Line haul management.

Unit-V Logistics solutions for E-commerce

Logistics solutions for e- commerce, demand planning, tracking, pre-shipping, last mile delivery-COD-managing returns, dedicated customer support, 3rd party shipping carrier, subscription model Order, Invoice management system, Omni channel e-commerce, POS (Point of Sales) e commerce integration system, Emerging trends in Voice commerce, E-commerce SEO, Seamless interface with existing SCM or ERP system logistics, E- commerce and consumer buying habits.

Text Books:

1. Paul T Sudhakar, "Logistics in E-Commerce Business", 1st edition, Create space Independent Publication, 2017.
2. Deborah L. Bayles, "E-commerce logistics and fulfilment: Delivering the goods", 1st edition, Prentice Hall, 2000.
3. P. T. Joseph, "E-Commerce: An Indian Perspective", 5th edition, PHI Learning, 2015
4. Deryn Graham, "E-logistics and E-supply Chain Management: Applications for Evolving Business", Business Science Reference, 2013.

Suggested Readings

1. Geunes, J., Akçali, E., Pardalos, P., Romeijn, H.E., and Shen, Z.-J.M. (Eds.), "Applications of Supply Chain Management and E-Commerce Research" Springer, 2005.
2. Janice Reynolds, "Logistics and Fulfilment for e-business", 1st edition, CRC Press, 2001.
3. Frazelle, "World Class Warehousing & Material Handling", 2nd edition, Tata McGraw-Hill, 2016.
4. Gwynne Richards, "Warehouse Management" 3rd edition, Kogan Page, 2017.
5. P Gopal Krishnan and Abid Haleem, "Hand book of Materials Management", 2nd edition, PHI learning, 2019.
6. Gopalakrishna, P. and Shandilya M.S., "Stores Management and Logistics", 1st edition, S.Chand & Co, 2013.

INTERNATIONAL LOGISTICS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

4. To provide insights of International logistics operations.
5. To impart knowledge of International freight structure.
6. To focus on different types of containers and its transportation.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand various terminologies of global logistics.
2. Analyze various shipping methods in Air and Ocean transport.
3. Apply knowledge in various systems and procedures of international trade.
4. Choose appropriate international insurance and packing methods.
5. Categorize freight structure in international logistics.

Unit I Introduction

Global supply chain – Its importance in a Global economy – Stages in International Development - Export/Import, Terms and conditions of purchase of sales, method of payment, etc.), Quality considerations (e.g. ISO9000, industry quality specifications, etc, Security issues.). Role of Clearing Agent, Role of IATA and TIACA in Air Cargo Industry, International Air Transport; Exim policies.

Unit II Modes of International Transportation

Types and Terminology- Features, Advantages and Disadvantages of using sea mode, Classification of ships, Shipping Methods, S wage in Ship, Major Sea-routes around the world, Parties and Perils Associated with Sea Mode; Maritime Risks, Marine Insurance. Air cargo industry, International Air Transportation, Models in Air cargo planes.

Unit III Containerization in International Trade

Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration. Export and Import procedure in India, Transport Documents, Mate Receipt, Bill of Lading - features and types, Air-way Bill.

Unit-IV Insurance Regulation and Packing

International insurance- risk management, Insurance and transportation liability regimes- marine insurance policies-coverage under a marine cargo insurance policy – airfreight policy- Lloyd's principles, Baltic exchange, UN convention on liner code of conduct. INCOTERMS 2013; Packing requirements (i.e. regulatory, preservation of cargo types of containers, packing materials, etc.

Unit V Freight Structure in International Trade

Freight Structure and Role of intermediaries: Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Ocean Freight- Types of Sea Freight, Calculation. Air Cargo Tariff Structure- Air Freight Classification, Air Freight Calculation, Factors Affecting Air Freight Rates, Air Freight Consolidation of Cargo Tariff Structure; Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

Text Books:

1. Krishnaveni Muthaiah, “Logistics Management and World Sea borne trade”, 1st edition, Himalaya Publishing House, 2018.
2. Kent N. Gourdin, “Global Logistics Management, a competitive Advantage for the 21st Century”, 2nd edition, Blackwell Publishing, 2006.
3. Khurana P.K., Export management, 12th edition, Cyber Tech Publication, 2019.
4. Cherunilam F., International Trade and Export Management, 21st edition, Himalaya Publication, 2019.

Suggested Readings:

1. Donald J. Bowerson, “Logistic and Supply Chain Management” 5th edition, Prentice Hall of India, 2009.
2. Paul Murphy, Donald Wood, “Contemporary Logistics”, 12th edition, Prentice Hall, 2017.
3. Sudalaimutu, S and Anthony Raj, “Logistics Management for International Business” 1st edition, PHI learning, 2009.
4. Rama Gopal C, “Export Import Procedures-Documentation and Logistics” 1st edition, New Age Publications, 2019.
5. Pierre David, “International Logistics”, 5th edition, Cicero Press, 2017.
6. Jhon Mangan and Chandra C.Lalwani, “Global Logistics and Supply Chain Management”, 3rd edition, 2016.
