

DETAILED SYLLABUS

FOR

MBA & MBA IBM

THIRD SEMESTER

COURSE OUTLINE
MBA
SEMESTER – III

S. No	Course Code	Course Title	Lectures (L) Hours / Week	Tutorial (T) Hours/ Week	Practical (P) Hours Week	Credits
Core Courses						
1	CMPCMA301T	Entrepreneurship and Managing Start-ups	4	-	-	4
Electives						
4		Specialization	Elective-I	4	-	4
5		A/B/C/D/E/F	Elective-II	4	-	4
6		Specialization	Elective-I	4	-	4
7		A/B/C/D/E/F	Elective-II	4	-	4
8	PTSPMMA30T	Professional Proficiency (MBA) – III	2	-	-	2
9	CMPCMA304P	Summer Internship Project Report	-	-	6	6
Total Credits						28

COURSE OUTLINE
MBA IBM
SEMESTER – III

S. No	Course Code	Course Title	Lectures (L) Hours/ Week	Tutorial (T) Hours/ Week	Practical (P) Hours Week	Credits
Core Courses						
1	CMPCMA301T	Entrepreneurship and Managing Start-ups	4	-	-	4
Electives						
4		Specialization	Elective-I	4	-	4
5		A/B/C/D/E/F	Elective-II	4	-	4
6		Specialization	Elective-I	3	-	3
7		IBM	Elective-II	4	-	4
8	PTSPMMA30T	Professional Proficiency (MBA) – III	2	-	-	2
9	CMPCMA304P	Summer Internship Project Report	-	-	6	6
Total Credits						27

Course Title: ENTREPRENEURSHIP AND MANAGING START-UPS
Semester: III

Course: MBA
Code: CMPCMA301T
L T P C
4 0 0 4

Course Objective:

- CO1: To basics conceptual framework on entrepreneurship management.
- CO2: To understand the developmental factors organization's and supervisory institutions.
- CO3: To apprehend the contribution of Small Scale Industries in the growth and development of individual and the nation.
- CO4: To know and apply the formulation of business enterprises and its development.
- CO5: To recognize and apply the process of project financing and different form of entrepreneurship.

Course Learning Outcomes: On completion of the course students will be able to:

- CLO1: Determine the factors affecting entrepreneurial activities in nearby localities.
- CLO2: Understand the role and importance of various institutions in Entrepreneurship Development Program.
- CLO3: Understand various incentive and subsidies schemes of Govt. for MSMEs.
- CLO4: Able to evaluate project feasibility and prepare its report.
- CLO5: Apply the concept of project financing while taking financing decision.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Introduction to Entrepreneurship Definition of entrepreneur, Schumpeter's views, difference between manager and entrepreneur, functions of an entrepreneur, Internal and External Factors affecting entrepreneurship, Barriers to entrepreneurship, Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurship, entrepreneurial process, Entrepreneurial motivation Intrapreneurship. Business plan: meaning, Objectives, preparation.	10
II	Entrepreneurship Development and Small and Medium Enterprises EDP; a conceptual framework, objectives, entrepreneurship development cycle, phases of training.; Institutes engaged in EDPs – NIESBUD, SIDO, SSIDCs, DICs Definitions, types, characteristics and problems, growth and role of SMEs in India, incentives and subsidies by government for MSME.	09
III	Business Enterprise: Sources of idea generation, selection, learning of idea, feasibility studies, formulation and project report, appraisal, implementation, evaluation and control; Setting up a small business enterprise: identifying the business opportunity- importance of creativity, opportunities in various sectors, stages for setting up of a small enterprise, Concept of elevator pitch.	09
IV	BASICS OF PROJECT MANAGERMENTS and PROJECT FORMULATION Basic Concept of a project, categories of project, Introduction, Need for Project management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Project Management Processes, Project Management Principles. Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site.	12
V	Project financing and Project Appraisal: Capital structure, sources of funds, Venture capital, financial institutions – SIDBI, IFCI Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems	10

arising due to rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects	
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Recommended Text Books:

T1. Desai, V. Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai. 2019.

Recommended Reference Books:

R1. Holt, D.H. Entrepreneurship: New Venture Creation, Prentice-Hall, New Delhi. 2016.

R2. Charantimath, P. Entrepreneurship Development Small Business Enterprises, Pearson Education, New Delhi. 2018.

R3. Sahai, S. & Lall, M. Entrepreneurship, Excel Books, New Delhi. 2016.

R4. Drucker, P. F. Innovation and Entrepreneurship, Elsevier India Pvt Ltd. 2018.

R5. Dwivedi, A.K., Singh, H., & Sukhwai, A. Cases in Entrepreneurship, Bookwell, Delhi. 2003.

Course Title: CONSUMER BEHAVIOR
Semester: III

Course: MBA
Code: CMPMA3101T
L T P C
4 0 0 4

Course Objectives

- CO1: To understand various perspectives of consumer behavior.
- CO2: To develop an understanding of concepts in consumer behavior in service industry.
- CO3: To learn different consumer behavior models and evaluate marketing strategies to handle their behaviors.
- CO4: To assess influential factors of consumer behavior at micro level.
- CO5: To assess and tackle influential factors of consumer behavior at macro level.

Course learning Outcome: On completion of the course students will be able to:

- CLO1: Understanding the concept of consumer behavior in market.
- CLO2: Execute the concept of various factors like social factors, reference groups and family to understand their role in consumer behavior.
- CLO3: Able to analyze the impact of personal and psychological factors on consumer behavior
- CLO4: Asses the role of motivation, attitude and perception of the consumer in their purchasing behavior.
- CLO5: Analyse and apply the concept of consumer decision making process and its importance.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Introduction to the study of Consumer Behaviour : Meaning & Definition of CB, Reasons of studying consumer behavior, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Rights & Responsibilities of consumers in India, Adoption Process: Stages, categories of adopters.	09
II	Consumer Behaviour in Services Concept of service marketing triangle, service marketing mix, GAP models of service quality, Consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services, Factors that influence customer perception of service, Service encounters, Customer satisfaction	10
III	Models of Consumer Behaviour Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model of Consumer Behaviour, Levels of Consumer Decision Making – Consumer Buying Decision Process	09
IV	Individual Influences on Consumer Behavior Motivation: Basics of Motivation, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Theories Perception: Basics of Perception, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models.	12
V	External Influences on Consumer Behavior Social Class: Social Class Basics, Dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India Culture and Subculture – Basics, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups	10

Recommended Text Books:

T1. Schiffman Leon G. and Kanuk Leslie Lazar- Consumer Behaviour (Pearson/ Prentice Hall, 9th Edition).

Recommended Reference Book:

R1. Hawkins, Best and Coney- Consumer Behaviour (Tata Mc Graw Hill, 9TH Edition).

R2. Loudon, David L. and Della Bitta, Albert J. - Consumer Behaviour (Tata Mc Graw Hill, 4TH Edition).

Course Title: DIGITAL MARKETING
Semester: III

Course: MBA
Code: CMPMA3102T
L T P C
4 0 0 4

Course Objectives

- CO1: To expose the students to a variety of product-market situations in digital era.
- CO2: To share the concepts and frameworks which may be more relevant in digital marketing situations
- CO3: To share insights for evaluating the opportunities and risk factors involved in digital marketing context
- CO4: Assisting in the incorporation of digital marketing strategy into the organization's goals and objectives.

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

- CO1: Understanding the concept of digital marketing and its application in buyer's context.
- CO2: Apply the concept of segmentation, targeting & positioning to understand the digital marketing models.
- CO3: Understanding the concept of SEO & SEM in strategic context.
- CO4: Understanding the concept of digital advertisement and display marketing.
- CO5: Understanding the concept of digital advertisement measurement framework.

Credits: 04

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Introduction to Digital Marketing, Traditional Vs. Modern Marketing, Role and Growth of Digital Marketing in India, Challenges associated with digital marketing, Concept and practices for Buyer's Persona, Considerations in building and managing content in a digital environment	10
II	DIGITAL MARKETING MIX Consumer segmentation and behavioral dimension, Marketing Mix in digital era, Models of Digital Marketing- Forrester's 5I model, 6Cs of Customer Motivation- McKinsey's consumer decision journey, Race Planning, The Honeycomb Model	12
III	OVERVIEW OF SEARCH ENGINE Overview of SEO and SEM, Basics of search marketing: organic & paid search results, Overview of Google AdWords, Strategizing marketing through smart devices, Basics of email marketing, Concept of A/B testing & its use	08
IV	DIGITAL ECOSYSTEM Display marketing ecosystem, Digital Advertisement- designing and display decisions, Pricing methods, Evolution of social media channels, Brand Building- PR and Customer Engagement on social media, Choosing relevant social media channel	12
V	CONTENT MARKETING Creating Blog-Vlog, Podcasting, RSS, Product Opinion Sites and Forums. Legal and ethical issues in Digital Marketing, Digital marketing as career option	08

Recommended Text Book:

T1. Bhatia Puneet, Fundamentals of Digital Marketing, India, Pearson Education

Recommended Reference Books:

- R1.** Kotler, Kartajya, Setiawan; Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, Inc.
- R2.** Havaldar, K. Industrial Marketing, New Delhi, India: Tata McGraw Hill.

Course Title: SALES PROMOTION MANAGEMENT
Course: MBA
Semester: III
Code: CMPCMA3103T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand the fundamentals of sales promotion.
 CO2: To understand the essentials of sales promotion mix.
 CO3: To understand various consumer oriented and trade-oriented sales promotion.
 CO4: To develop an understanding how sales promotion work in b2c, b2b and service settings.
 CO5: To understanding the methods of budget allocation.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding the nature and importance of sales promotion
 CLO2: Develop an understanding of the impact of sales promotions
 CLO3: Develop an understanding on sales promotion design, and deal of sensitive consumer segment
 CLO4: Analyze the manufacturer's and retailer's promotion planning process.
 CLO5: Understand and apply the methods of budget allocation in budget planning.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Overview and Meaning and Importance of Sales Promotion, Nature and Scope of Sales Promotion, Advantages and Limitations.	08
II	SALES PROMOTION AND MARKETING MIX Objective and Impact- Sales Promotion and Marketing Mix, Relationship between Advertising and Sales Promotion Strategy, Target Audience, Setting Objectives, Impact of Sales Promotion.	06
III	CONSUMER BEHAVIOUR AND SALES PROMOTION Consumer Behaviour and Sales Promotion, Theories of Consumer Behaviour, Deal Prone Consumer, Brand Equity and Sales Promotion.	12
IV	SALES PROMOTION BUDGET Determining Budget for Promotion, Methods of Sales Promotion Budgeting, Allocating funds between Sales Promotion and Advertising. Tools and Techniques- Designing Sales Promotion Strategies, Consumer-Oriented Tools and Techniques of Sales Promotion, Trade Dealings and Retail Promotions, Analysis of various Schemes, sales promotion in b2c, b2b and service settings	12
V	PROMOTION PLANNING Planning, Implementation and Evaluation- Manufacturer Promotion Planning Process, Retail Promotion Planning Process, Strategic Issues in Designing Promotional Strategies, Testing the Programme, Review and Evaluation of Sales Promotion Strategies.	12

Recommended Text Book

- T1. Blattberg, R.C. and Neslin, S.A. (2002). Sales Promotion: Concept, Methods and Strategies. NJ: Prentice Hall.

Recommended Reference Book

- R1.** Cummins, J., and Mullin, R. (2010). Sales Promotion: How to Create and Implement Campaigns that Really Work. Kogan Page.
R2. Kazmi, S.H., and Batra, S.K. (2008). Advertising and Sales Promotion. New Delhi: Excel Books.
R3. Schultz, D.E. and Robinson, W.A. (2001). Sales Promotion Management. Chicago: Crain Books.

Course Title: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT
Semester: III

Course: MBA
Code: CMPMA3201T
L T P C
4 0 0 4

Course Objective:

- CO1: To develop an understanding of the investment alternatives that exists in the investment markets.
- CO2: To understand the risk and return associated with the securities market.
- CO3: To able to understand about the techniques of market analysis.
- CO4: To develop ways of analysis of different securities.
- CO5: To inculcate the ability to create and analyze a portfolio for the investments.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding concepts of investment process, regulatory mechanism and SEBI guidelines for Investors Protection
- CLO2: Explanation of mechanism of risk and return and assessment of efficiency of market and its implications for investors
- CLO3: Acquaintance of mechanisms of Equity Valuation using fundamental and technical analysis.
- CLO4: Understanding of fixed income securities and term structure of interest rate and its application for investment in bonds.
- CLO5: Explanation of tenets of portfolio theories viz. Markowitz Model, Single Index Model, CAPM and APT and their implications for investment decisions.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION OF MARKETS Concept of Investment, Investment Objectives and Constraints, Investment Classification. Financial Markets & Instruments, their role & classification. Regulation of Securities Markets, Primary & Secondary Markets, Trading, Clearing and Settlement procedures, Market Indices. Regulatory Mechanism: SEBI and its Guidelines; Investor Protection, Concept & Measures of Risk and Return,	07
II	RISK, RETURN & MARKET EFFICIENCY Risk: Meaning, Systematic vs. Unsystematic Risk, Measures of Risk – Standard Deviation, Variance, Coefficient of Variation, Beta, Value at Risk (VaR) Portfolio Risk & Return, Reduction of Risk through Diversification. Return: Meaning, Measures of Return – Total Return, Return Relative, Real Return, Cumulative Wealth Index, CAGR Market Efficiency: Market Efficiency, Forms, Testing for Market Efficiency	11
III	MARKET ANALYSIS Technical Analysis: Meaning, Assumptions, Tenets of Dow Theory & Elliott Wave Theory, Support & Resistance Fundamental Approach: Economy, Industry and Company Analysis, Bottom Up Approach, Top Down Approach, Sum of the Parts (SOTP) Method, Equity Valuation Model Fixed Income Securities: Nature of Bonds, Bond Prices and Yields, Bond Theorem	12
IV	PORTFOLIO THEORY & EQUILIBRIUM IN CAPITAL MARKETS Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Capital Asset Pricing Model, Single-Index and Multifactor Models, Arbitrage Pricing Theory	12

V	PORTFOLIO MANAGEMENT Portfolio Management Process, Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jensen, Fama Measures, Sortino Measure	08
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Recommended Text Book

T1. Chandra, P. Investment Analysis & Portfolio Management. New Delhi: TataMcGraw-Hill Company Limited.

Recommended Reference Books:

- R1.** Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M., Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- R2.** Jones, C. P., Investment Analysis & Management. New York: John Wiley & Sons.
- R3.** Sharpe, W., Investments. New Delhi: Prentice Hall India, 2008.
- R4.** Fischer & Jordan, Security Analysis & Portfolio Management. New Delhi: Pearson Education.
- R5.** Ranganatham & Madhumati, Investment Analysis & Portfolio Management. New Delhi: Pearson Education.

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT
Semester: III

Course: MBA
Code: CMPMA3202T

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Course Objectives:

- CO1: To understand financial management and financial system in worldwide perspective.
- CO2: To understand and able to explain the foreign exchange market foreign exchange risk management techniques.
- CO3: To understand the Foreign Investment portfolio analysis.
- CO4: To understand the balance of payment and its management globally.
- CO5: To understand the Eurocurrency market and it's working at international front.

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

- CO1: To develop understanding about the evolution & significance of international finance.
- CO2: Developing an insight into the contemporary practices of foreign exchange market and foreign risk management techniques.
- CO3: Able to Illustrating & outlining the key factors of risk analysis at global context.
- CO4: Understanding various financial decisions in the global market.
- CO5: Comparing international financial market to domestic financial market & to know about economy & international finance.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION OF INTERNATIONAL FINANCIALMANAGEMENT The rise of Multinational Corporation, The Internationalization of Business and Finance, The Scope of International Finance, Distinguishing Features of International Finance International Monetary System: The Gold Standard, The Inter-war Years, The Bretton Woods System, The Smithsonian Agreement, The Flexible Exchange Rate Regime, Alternate Exchange Rate Systems	10
II	FOREIGN EXCHANGE MARKET & RISK MANAGEMENT Foreign Exchange Market and its Functions, Foreign Exchange Rates, Arbitrage, The Spot Market, Cross Rates of Exchange, Bid - Ask Spreads, The Forward Market, Interest Arbitrage; Theories of Foreign Exchange Rate Movement: Purchasing Power Parity, International Fisher, Effect, Interest Rate Parity, Foreign Risk Management: Exchange Risk, Management of Translation, Transaction, and Economic Exposures	12
III	FOREIGN INVESTMENT ANALYSIS International Portfolio Investment, Optimal International Asset Allocation, Measuring Total Return from Portfolio Investing, Corporate Strategy and Foreign Direct Investment.	10
IV	BALANCE OF PAYMENTS The International Flow of Goods, Services and Capital; Balance of Payments Accounting, Balance of Payment Statements, Coping with the Current Account Deficit	10
V	EUROCURRENCY MARKET Domestic Issues vs. Euro Issues, International Bonds Market, External Commercial Borrowings, Euro Debt, Foreign Currency Convertible Bonds	08

Recommended Text Books:

T1. Apte, P.G.” International Financial Management”: Tata McGraw-Hill Company Limited, New Delhi.

Recommended Reference Books:

- R1.** Eun C.S. & Resnick, B.G.” International Financial Management”: McGraw-Hill, USA.
- R2.** Stonehill, A.I., Michael, H. & Moffet,” International Financial Management”, United Nations Library on Transnational Corporations.
- R3.** Madura, J.” International Financial Management”: Cengage Learning, USA.
- R4.** Sharan, V. “International Financial Management”: PHI Learning Pvt. Ltd, New Delhi

Course Title: MERCHANT BANKING AND FINANCIAL SERVICES
Course: MBA
Semester: III
Code: CMPCMA3203T
L T P C
4 0 0 4
Course Objective:

- CO1: To understand the financial system, markets and the risk management systems. A global perspective of financial services.
- CO2: To understand role of merchant bankers in corporate advisory services, functions and management of depository in India.
- CO3: To understand role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.
- CO4: To understand bank ratios across time, Techniques used by banks for ALM analysis, risk management and Basel rules.
- CO5: To understand Mutual fund valuation, Development of insurance in India, review and challenges in private equity and hedge funds, Securitization process, structuring a securitization deal.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding the financial system, markets and the risk management systems. A global perspective of financial services
- CLO2: Understanding merchant bankers, issue management, depository services and functioning of stock exchange in India
- CLO3: Understanding the importance of credit rating agencies, credit cards and debit cards, venture capital funding
- CLO4: Understanding financial statement of a bank, ALM and risk management.
- CLO5: Understanding the growth of Mutual funds and Insurance in India, private equity and hedge funds, growth of Securitization in India. Compare and evaluate Cloud and Virtualization.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems	10
II	MERCHANT BANKING AND ISSUE MANAGEMENT Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange.	08
III	CREDIT RATING AGENCIES Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfeiting.	10
IV	ANALYSIS OF FINANCIAL STATEMENTS Analyzing Bank's Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALM and Interest rate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy, Risk Management in Banks Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance	14

V	MUTUAL FUNDS AND INSURANCE SERVICES Banc Assurance, Reinsurance. Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.	08
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Recommended Text Book

T1. Alex Berson, Stephen J. Smith “Data Warehousing, Data-Mining & OLAP”, TMH

Recommended Reference Books:

- R1.** Paul, H. (2014). Fundamentals of Risk Management. (3rd ed.). Kogan Page Publishers.
- R2.** MacDonald, S.S., & Koch, T.W. (2015). Bank Management. (8th ed.): Cengage Learning.
- R3.** Madura, J. (2018). Financial Markets and Institutions. (12th ed.). Thomson Business Information.
- R4.** Mishkin, F.S. & Eakins, E. (2018). Financial Markets & Institutions (9th ed.). Pearson Education.

Course Title: PERFORMANCE APPRAISAL & COMPETENCY MAPPING
Semester: III

Course: MBA
Code: CMPMA3301T
L T P C
4 0 0 4

Course Objective:

- CO1: To understand concept of Performance management and its system.
- CO2: To understand performance appraisal system and its role in the organization.
- CO3: To understand the performance appraisal techniques and its uses.
- CO4: To learn about competency mapping.
- CO5: To develop and appreciation skills essential for designing and instituting effective performance management and competency management systems.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Develop an understanding of performance appraisal, performance management and performance model.
- CLO2: Able to understand the assessment focus technique in selection and appraisal
- CLO3: Able to learn the Management games, Simulation exercises, Role Plays, Self-appraisal, 360-Degree appraisal while performance appraisal.
- CLO4: Recognize the process of competency mapping.
- CLO5: Know various models like Lanchester Model of Managerial competency and the Transcultural Managerial competencies.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Basic concept of performance and performance management system, objectives, components, benefits, the performance management model, approaches to performance, Management and performance management process.	08
II	PERFORMANCE APPRAISAL Need and methods for Performance Appraisal, Assessment center and its process.	06
III	PERFORMANCE APPRAISAL TECHNIQUES Psychometric tests, Leaderless group discussions, Management games, Simulation exercises, Role Plays, Self-appraisal, 360 Degree appraisal, BARS, Balance score card, Performance analysis, Performance review discussion	12
IV	COMPETENCY MAPPING Competency: Concept, origin and development, factors affecting competency, classification of competencies. ; Competency mapping: Concept, process. Methods of Competency Mapping: Critical incident technique, interview technique and questionnaires. Developing Competency Models: the Transcultural Managerial competencies.	12
V	EMERGING ISSUES OF COMPETANCY Issues related to development of competency models, resistance and recommendations. Application of Competency Mapping: Competency based: recruitment, selection, performance linked remuneration system, Training and development and succession planning.	12

Recommended Text Book:

T1. Deb Tapomoy. Performance & Reward Management., Ane Books Pvt. Ltd. 2009

Recommended Reference Books:

- R1.** Herman Aguinis. Performance Management, Pearson Education. 2009.
- R2.** T. V. Rao. Appraising & Developing Managerial Performance, Excel Books. 2002.
- R3.** Ganesh Shermon. Competency Based HRM, TMH. 2004.
- R4.** Seema Sanghi. A Handbook of Competency Mapping, Response Books. 2004.

Course Title: CONFLICT & STRESS MANAGEMENT
Semester: III

Course: MBA
Code: CMPMA3302T
L T P C
4 0 0 4

Course Objective:

- CO1: To understand the conflict dynamics in organizations.
- CO2: To enable students to understand themselves and their reaction to conflict and to learn techniques to manage conflict in their personal and professional lives.
- CO3: To develop their negotiation skills to handle conflicting situations in life more constructively.
- CO4: It aims to make the students clear about the role of managerial counseling at workplace in improving employee's relations and their mental & physical health.
- CO5: It aims to recognize the relationship of stress with individual performance and also to study counseling as a therapy for stress free life.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding the concept of conflict dynamics in organizations,
- CLO2: Able to understand and apply the Conflict Resolution methods in organization.
- CLO3: Using and applying the Strategies in management of conflict at interpersonal and organizational level.
- CLO4: Issues related to development of competency models, resistance and recommendations. Issues related to development of competency models, resistance and recommendations
- CLO5: Able to apply stress management techniques.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	UNDERSTANDING CONFLICT Introduction and concept of conflict, features, types, functional and dysfunctional aspects of conflict, Perception of conflict: traditional, human relations and interaction's views of conflict, Sources of conflicts in organization and industry. Processes and Dynamics of conflict, levels of conflict, conflict Continuum, effect of conflicts on individual and group performance.	08
II	CONFLICT RESOLUTION Concept, methods: negotiation, mediation, community building, advocacy, diplomacy and counseling, managerial skills and competencies for effective conflict resolution.	06
III	STRATEGY AND MANAGEMENT OF CONFLICT Strategies for interpersonal conflict resolutions, management of conflict, styles of conflict management -competing, accommodating and avoiding, compromising and collaborating, self-awareness for conflict management.	12
IV	STRESS Concept, Types of stressors, purpose of stressors, long-term effects of stressors: physiological and psychological, specific applications of stress as it relates to the workplace and different target groups, Potential Sources of Stress at Work Place, Relationship between Stress and Job Performance, Stress and Personality.	12
V	STRESS MANAGEMENT Stress Management Model, StressManagement Strategies: Individual and Organizational Coping Strategies, Golden Principles to a Stress Free Life.	12

Recommended Text Book:

T1. Singh, B.D. Managing Conflicts and Negotiation. New Delhi: Excel book Publication,2008.

Recommended Reference Books:

- R1.** Corvete, B. A. B. Conflict Management: A Practical Guide to Developing Negotiation Strategies. Pearson Education, 2009
- R2.** Steven, C. Negotiating Skills for Managers. Tata McGraw-Hill Publication, 2002.
- R3.** Hill trop Jean-M, Udall Sheila. The Essence of Negotiation. Prentice Hall of India Publication, 2002.
- R4.** Stephen, R. P. Organizational Behavior. Prentice Hall of India Publication. 2000.
- R5.** Stephen, R. P., & Sanghi S. Organizational Behavior. Pearson Prentice Hall of India Publication, 2007.

Course Title: COUNSELING SKILLS FOR MANAGERS
Course: MBA
Semester: III
Code: CMPMA3303T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand basics of counselling.
 CO2: To understand basics of counselling theories.
 CO3: To provide some insights to students into handling behavioral issues at work place by developing counseling skills.
 CO4: To help the budding and existing managers and supervisors.
 CO5: To develop counseling skills and apply them appropriately in the right situation with the expected outcomes.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CO1: Understanding the concept of counseling skills in the business environment
 CO2: Develop an understanding of organizational application of counseling.
 CO3: Understanding how behaviors can be changed by use of counseling skills
 CO4: Identifying and understanding the specific techniques of counseling
 CO5: Understanding the role conflicts as experienced by the counselors and managers.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION TO COUNSELING Overview of Counseling, Historical evolution; Definition- Common elements; Counseling and Psychotherapy and Instruction; Why workplace Counseling, Goals of Counseling, Ethics in Counseling	08
II	COUNSELLING THEORIES Theoretical Foundations of Counseling: Elements of a Theory; Psychoanalysis; Behaviorism; Humanism	06
III	ATTITUDES AND SKILLS IN COUNSELING Counselor's attitudes and Skills in Counseling; Qualities of a Counselor; Counselor's needs in Counseling; Personal characteristics of an effective Counselor	12
IV	COUNSELING PROCESS 5 D Model of counseling process; Initial Interview, Assessing Client's needs; Rational Emotive Behaviour Therapy (REBT); Final phase, Role of Emotions	12
V	APPLICATIONS OF COUNSELING SKILLS Organizational Applications of Counseling Skills: Changing behaviour through Counseling; Specific Techniques; Context of Counseling; Role conflicts of Managers and Counselors; counseling at work place; Problem subordinates	12

Recommended Text Book

T1. Carroll M. (1996). Workplace Counseling (1st ed.). Sage publications,

Recommended Reference Books

- R1.** Kottler, J.A., & Shepard, D. S. (2008). Counseling Theories and Practices (1st ed.). Cengage Learning.
- R2.** Moursund, J. (1990). The Process of Counseling and Therapy (1st ed.). Englewood Cliffs NJ: Prentice hall.
- R3.** Patterson, L. E., & Welfel, E. R. (2004). The Counseling Process: A Multi-theoretical Integrative Approach (Skills, Techniques, & Process, Cengage Learning (6th ed.)).
- R4.** Rogers, C. C. (1961). On Becoming a Person: A Therapist View of Psychotherapy. Boston: Houghton-Mifflin. 6. Rogers, C. C. (1951). Client Centered Therapy. Boston: Houghton-Mifflin.
- R5.** Singh, K. (2015). Counseling Skills for Managers (2nd ed.). India: Prentice Hall of India.

Course Title: INTERNATIONAL BUSINESS MANAGEMENT
Semester: III

Course: MBA
Code: CMPMA3401T
L T P C
4 0 0 4

Course Objective:

- CO1: To develop an understanding of the international business management.
- CO2: To understand the trade theories applicable in international trade.
- CO3: To able to understand Strategy and Structure of International Business.
- CO4: To understand to take entry decision for in international market.
- CO5: To know about the International Institutions participating in trade.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: To get an overview of the key issues and concepts of International Business.
- CLO2: Understand how and why the world's countries differ.
- CLO3: Understand the monetary framework in which international business transactions are conducted.
- CLO4: Understand the role of International Organizations and Regional Trade blocks.
- CLO5: Implement the decisions for international operations in a superior manner.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment	07
II	International Trade Theories Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy	11
III	Strategy and Structure of International Business Strategy in International Business-Pressures for Cost Reductions & Local Responsiveness, Synthesis: Strategy & Architecture- Multidomestic Firm, International Firm, Global Firm, Transnational Firm. Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure; Control Systems.	12
IV	Entry Decisions for International Business- Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business.	12
V	International Institutions Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS	08

Recommended Text Book:

T1. Cherunilam F- International Business: Text and Cases, PHI

Recommended Reference Books:

R1. Joshi, R M : International Business, OUP

R2. Hill - International Business, McGraw-Hill

R3. Ehad Manipaz and Shiv S. Tripathi, International Business, SAGE Publishing India

R4. Aswathappa- International Business, McGraw-Hill

R5. Daniels - International Business (Pearson).

Course Title: EXPORT- IMPORT PROCEDURES & DOCUMENTATION
Semester: III

Course: MBA
Code: CMPMA3402T
L T P C
4 0 0 4

Course Objectives:

- CO1: To learn about export import concept of business.
- CO2: To understand infrastructural requirement for export and import.
- CO3: Learning what functions export documents perform.
- CO4: Learning the different types of documents of origin that evidence the origin of goods.
- CO5: Analyzing the various commercial and administrative documents.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding of introduction to exports management and direction and composition of foreign trade of India.
- CLO2: Understanding of the role of institutional infrastructure for exportpromotions.
- CLO3: Acquaintance of export procedures from Indian perspective.
- CLO4: Understanding of regulatory and commercial export documentsrequirement.
- CLO5: Acquaintance of export documentation used in India.

Credits: 4

Total Hours: 50

Unit	Content	Hours
I	Export Management- An Overview: Introduction to Export management, Definition of Export, needs and benefits arising from Export, Importance of Exports to India, Selecting of export market and product for export.; Direction of Exports from India; Trend in India's Export.; Types of exporters, Impact of GST on exports in India	12
II	Institutional Infrastructure for Export promotion: Institutions for financing exports- EXIM Bank. ECGC. Commodity Boards. Export Promotion Councils. IIFT, Federation of Indian Export Organization. Indian Council of Arbitration. Export DevelopmentAuthority. Agricultural and Processed Foods Export DevelopmentAuthority, SIDBI	12
III	Export Procedures Introduction, Stages in Export Procedure, Excise clearance procedure, Role of custom House Agents, Shipping and custom formalities, Marine Insurance, Negotiation of Export Documents, Realization of export proceeds	12
IV	Export Documentation : Aligned Documentation System, Main Commercial Documents and Regulatory Documents, Instruments of payment	08
V	Import Management in a Developing Economy Import procurement, methods, and Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.	06

Recommended Text Books:

T1. Khurana, P.K. Export Management. New Delhi: Galgotia Publications, 2010.

Recommended Reference Books:

- R1.**Balagopal, T.A.S. Export Management. New Delhi: Himalaya Publications, 2010.
- R2.**Cherunilam, F. International Trade and Export Management. New Delhi:Himalaya Publications, 2010.
- R3.**Paul,J. Export-Import Management. New Delhi: Oxford Press, 2010.

Course Title: INTERNATIONAL LOGISTICS MANAGEMENT
Course: MBA
Semester: III
Code: CMPMA3403T

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Course Objective:

- CO1: To help students understand the issues in International Logistics.
- CO2: To provide an understanding of Sales Contract in International Logistics.
- CO3: To provide a detail understanding of models of Forecasting in Supply Chain Management.
- CO4: To provide a detail understanding of various methods for Demand Forecasting.
- CO5: To help the students understand skills for inventory management.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding the issues in International Logistics for SCM
- CLO2: Knowledge of Processes in Export Sales Contracts.
- CLO3: Application of various techniques for Integrated Supply Chain Processes
- CLO4: Knowledge of International Transportation.
- CLO5: Understanding and application Costs factors with International Logistics

Credit-04
Total Hours: 50

Unit	Content	Hours
I	FOUNDATION CONCEPTS IN INTERNATIONAL LOGISTICS Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National and International Logistics, International Transport System, Globalisation and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management.	08
II	EXPORT SALES CONTRACT IN INTERNATIONAL LOGISTICS Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & Incoterms standards. International Purchasing Systems- Constituents, Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator.	10
III	INTEGRATING INTERNATIONAL LOGISTICS WITH SUPPLY CHAIN Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, and Demand-Driven Supply Network in International Logistics.	10
IV	INTERNATIONAL TRANSPORT SYSTEMS Introduction to International Transport System- Basic Terms, Characteristics and Relations, Significance of Transportation Services, Characteristics of Modes of Transports -Road Transportation, Rail Transportation, Maritime Transport, Air Transport. Technical performance & Transport Economic Indicators, Maritime Routing Patterns, The Containerization of Commodities, Transcontinental Bridges.	10
V	COST AND ECONOMY OF INTERNATIONAL LOGISTICS International Transport and Economic Development, Transportation and Commercial Geography, Components of International Transport Costs, International Transport Supply and Demand, Location Analysis, Market Area Analysis, The Nature of International Transport Policy, International Transport Planning, International Transport Safety and Security, Traffic Counts and Traffic Surveys, Cost / Benefit Analysis.	12

Recommended Text Book

T1. Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge

Recommended Reference Books

- R1.** Jean-Paul Rodrigue, Claude Comtois and Brian Slack, “The Geography Of Transport Systems” (2009), New York: Routledge,
- R2.** Douglas Long: International Logistics Global Supply chain management, Kluwer academic publishers
- R3.** Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
- R4.** Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.
- R5.** Morlok, Edward K. “The Freight Transportation System,” Excerpted from CRC Engineering Hand Book

Course Title: DATA WAREHOUSE & MINNING FOR BUSINESS
Semester: III

Course: MBA
Code: CMPMA3501T
 L T P C
 4 0 0 4

Course Objective:

- CO1: To understand concept of data warehousing and its functions.
- CO2: To identify the key processes of data warehousing and applications.
- CO3: To understand data mining basic concepts.
- CO4: To understand data mining techniques to solve problems in various disciplines.
- CO5: Compare and evaluate data mining techniques.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding of data warehousing and its functions.
- CLO2: Able to identify the key processes of data warehousing and applications.
- CLO3: To understand data mining basic concepts.
- CLO4: To understand data mining techniques to solve problems in various disciplines.
- CLO5: Compare and evaluate data mining techniques in employee's relations and their mental & Physical health.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Data Warehousing: Overview, Definition, Data Warehousing Components, Difference between Database System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Marting ,Concept Hierarchy , Use of Data warehousing in Current Industry Scenario, Case Study.	08
II	Data Visualization and Overall Perspective: Aggregation, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining.	06
III	Data Mining: Overview, Motivation, Definition & Functionalities, difference between data mining and Data Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world.	12
IV	Data Mining Techniques: Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling,.	12
V	Classification: Definition Decision Tree-Based Algorithms, Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitioned Algorithms. Hierarchical Clustering- CURE and Chameleon. Parallel and Distributed Algorithms, Neural Network approach, Business , Data mining Case study, Applications of Data Mining, Introduction of data mining tools like WEKA, ORANGE , SAS, KNIME etc.	12

Recommended Text Book

T1. Alex Berson, Stephen J. Smith “Data Warehousing, Data-Mining & OLAP”, TMH

Recommended Reference Books:

- R1.** Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC;
- R2.** R Data Mining: Implement data mining techniques through practical use cases and real world Data sets, Andrea Cirillo, Packt Publishing; 1 edition
- R3.** R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing
- R4.** Jiawei Han, Micheline Kamber, “Data Mining Concepts & Techniques” Elsevier.

Course Title: CONCEPTS OF DATABASE MANAGEMENT SYSTEM
Course: MBA
Semester: III
Code: CMPMA3502T

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4	0	0	4

Course Objective:

- CO1: To understand the about the DBMS Technology.
- CO2: To enable students to understand themselves the business application of DBMS.
- CO3: To develop their Knowledge and uses of Data mining techniques
- CO4: To make the students clear about the Application of DBMS for business process
- CO5: To recognize the Working knowledge of DBMS Software ORACLE.

Course Learning Outcomes : On Completion of this course, the students will be able to:

- CLO1: Knowledge about the DBMS Technology
- CLO2: Understanding the business application of DBMS
- CLO3: Application of DBMS for business process
- CLO4: Knowledge and uses of Data mining techniques
- CLO5: Working knowledge of DBMS Software ORACLE

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Overview, database system Vs file system, Database system concept and architecture, data model schema and instances, data independence and database language and interfaces, data, definitions language, DML, Overall Database Structure. Data modeling using the Entity Relationship, Model: ER model concepts, notation for ER diagram, mapping constraints, Introduction to Centralized and Client-Server Architectures of database.	08
II	RELATIONAL DATA MODEL AND LANGUAGE Keys, Concepts of Super Key, candidate key, primary key, Relational data model concepts, integrity constraints, entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, and tuple and domain calculus.	06
III	INTRODUCTION ON SQL Characteristics of SQL, advantage of SQL. SQL data type and literals. Types of SQL commands. SQL operators and their procedure. Tables, views and indexes. Queries and sub queries. Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors, Triggers, and Procedures in SQL/PL SQL Data Base Design & Normalization: Functional dependencies, normal forms, first, second, third normal forms.	12
IV	TRANSACTION PROCESSING CONCEPT Transaction system, Testing of serializability, serializability of schedules, conflict & view serializable schedule, recoverability, backup ,Recovery from transaction failures, log based recovery, checkpoints, deadlock handling. Concurrency control, Locking Techniques for concurrency control, Time stamping protocols for concurrency control, validation based protocol, multiple granularity, Multi version schemes	12
V	RECENT TRENDS IN DATABASE MANAGEMENT SYSTEMS Centralized and Client-Server Architectures, Distributed Databases, Object-Oriented Database, Spatial & Temporal Databases, Decision Support Systems, Data Analysis, Data Mining & Warehousing, Data Visualization, Mobile Databases, OODB & XML Databases, Multimedia & Web	12

	Databases, Spatial and Geographical Databases, Web and Mobile Databases, Active Databases	
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Recommended Text Book

T1. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill)

Recommended Reference Books:

- R1. . Navathe E - Fundamentals of Database Systems (Pearson Education,)
- R2. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
- R3. Beynon -Davies P- Database Systems (Palgrave)
- R4. Karthikeyan-Understanding Database Management System (Acme Learning)
- R5. Hoffer - Modern Database Management (Pearson Education)

Course Title: BUSINESS PROCESS RE-ENGINEERING
Course: MBA
Semester: III
Code: CMPMA3503T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand fundamentals of Business Process Re-engineering (BPR).
- CO2: To analyze tools of Business Process Re-engineering (BPR).
- CO3: To develop an appreciation of process view of organizations.
- CO4: To understand and apply BPR methodology
- CO5: To understand and resolve issues related to BPR in industry.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Developing an understanding of BPR as an improvement tool for businesses and societies.
- CLO2: Familiarizing the students with tools for BPR such as Benchmarking, Mapping etc.
- CLO3: Understand the shades of implementing BPR.
- CLO4: Developing an understanding of the standard BPR methodology and various models of BPR.
- CLO5: Understanding the causes for success and failure of BPR.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION OF BPR Business Process Re-engineering: Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry. Organizational Transformation thru BPR. Evolving technologies to support BPR initiatives.	12
II	BPR PROCESS Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations.	10
III	BPR SYSTEM Business Process Improvement. Business Process Redesign. Man Management for BPR Implementation. Re-organizing People and Managing Change. BPR in Public Systems.	12
IV	BPR METHODOLOGY BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR.	10
V	EMERGING ISSUES IN BPR Opportunities and challenges of BPR, Successes and Failures of BPR-Indian Cases. Emerging issues in BPR.	06

Recommended Text Book

 T1. Goldratt, E. M., & Cox, J. The Goal (2nd ed.). Hampshire: Gower.

Recommended Reference Books

- R1.** Grover, V., &Kettinger, W. J. (1998). Business process change: Re-engineering concepts, methods and technologies. London: Idea Group Publishing.
- R2.** Hammer, M., &Champy, J. (2003). Reengineering the corporation: A manifesto for business revolution. UK: Harper Collins Publishers.
- R3.** Jacka, J. M., & Keller, P. L. (2002). Business process mapping. New York: John Wiley & Sons.
- R4.** Johansson, H., Johansson, H. J., & Pendlebury, A. J. (2009). Business process reengineering: Breakpoint strategies for market dominance. New York: John Wiley & Sons.
- R5.** McKnight, Lee W., Paul M. Valler, & Raul L. Katz (Eds). (2001). Creative destruction: Business survival strategies in the global internet economy. London: The MIT Press.

Course Title: PURCHASING AND SUPPLY MANAGEMENT
Course: MBA
Semester: III
Code: CMPMA3601T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand the basic concept and philosophy of Supply chain management.
- CO2: To develop relationship between business and supply chain management.
- CO3: To provide overview of procurement, purchasing, outsourcing and supply.
- CO4: To Integrate Supply chain management, Purchasing and Inventory management.
- CO5: To develop understanding about the recent issues in Supply chain, Role of IT and value addition.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understand the basic concept of supply chain management
- CLO2: Establishing links between the Business strategy and supply chain
- CLO3: Familiarize with purchasing concepts, decisions, problems and its effect on a Company's competitiveness
- CLO4: Understanding inventory management in coherence with purchasing
- CLO5: Analyzing and developing company's purchasing processes and supply chain with IT.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION OF PURCHASING & VENDOR MANAGEMENT Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.	08
II	INVENTORY MANAGEMENT Concept, various costs associated with inventory, System of Inventory management. Value of information and supply chain integration, Bullwhip effect, Push-based, pull based systems	10
III	INTRODUCTION OF SCM Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.	12
IV	SCM STRATEGIES Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy	11
V	RECENT ISSUES IN SCM Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.	09

Recommended Text Book

T1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)

Recommended Reference Books.

- R1.** Simchi-Levi, Designing and Managing the Supply Chain, TMH, India.
- R2.** Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
- R3.** Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

Course Title: LOGISTICS AND SUPPLY CHAIN MANAGEMENT
Course: MBA
Semester: III
Code: CMPMA3602T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand the perspective of Supply Chain Logistics Management, Logistics concept and Logistic Environment
- CO2: To impart knowledge about Supply chain management and networking
- CO3: To provide insight into relationship between logistics and Warehouse for material handling
- CO4: To understand Logistic Connectivity, Transportation modes, maintenance and repair
- CO5: To apply Information technology use in Logistic management

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Examines the role of logistics in the supply chain within a firm as well as between Organizations linked within a given supply network.
- CLO2: Establishing link between supply chain and networking
- CLO3: Understanding connection between logistics and marketing, the estimation of value and costs in logistics and warehouse.
- CLO4: Learning about logistics, distribution and transportation alternatives.
- CLO5: Understanding the Logistics Information System.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	PERSPECTIVE OF SUPPLY CHAIN LOGISTICS MANAGEMENT Logistics concept, role and scope; Logistics Environment- Integrating Logistics of Supply, Logistics of Production and Logistics of Distribution. Internal and external factors for logistics strategy, Operational Resources of logistics (personnel, warehouse means of transport, warehouse transport aids, organizational aids, material stocks,	12
II	EFFECTIVENESS OF SUPPLY CHAIN MANAGEMENT Effective supply chain management, customer networking and manufacturing, Risk Pooling, Postponement, cross docking in supply Chain.	10
III	LOGISTICS ACTIVITY MIX JIT and Logistics, Synchronized manufacturing. Purchasing and Materials Management. Distributional logistical systems and facilities-single stage or multistage, warehouse(s), their number, location and allocation, Automated Warehousing, Materials Handling and Packaging. Simulation aided planning of conveyor and warehousing systems.	12
IV	SUPPLY CHAIN LOGISTICS MIX MANAGEMENT Supply chain logistics mix management, Logistical Connectivity: Transportation modes, rate structure, legal aspects; maintenance, spares and repairs; test and support equipment, Routing of freight flows.	10
V	MANAGEMENT AND ORGANIZATION OF THE LOGISTICS SYSTEMS Management and organization of the logistics systems, Organization, Information and cost control; Logistical information Systems, Computer aided logistics management. Case Studies.	06

Recommended Text Book

- T1. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).

Recommended Reference Books

- R1.** Dornier, Ernst, Fender, Kouvelis, Global Operations and Logistics, Wiley India.
- R2.** Ballou and Srivastava, Business Logistics/Supply Chain Management, Pearson India.
- R3.** Banchard, Logistics Engineering and Management, PHI.
- R4.** Sudalaimuthu and Anthony Raj, Logistics Management for International Business, PHI.

Course Title: SYSTEMS RELIABILITY, SAFETY AND MAINTENANCE MANAGEMENT
Course: MBA
Semester: III
Code: CMPMA3603T

L	T	P	C
4	0	0	4

Course Objective:

- CO1. To understand Reliability, Availability and Safety in manufacturing firms
- CO2: To provide information regarding Risk assessment and safety measures in manufacturing firms
- CO3: To provide overview of maintenance management, replacement and repair
- CO4: To understand Inventory management of spare parts along with failure mode effect and analysis
- CO5: To provide students with a comprehensive understanding of Information system in safety, reliability and maintenance management processes.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understanding of the qualitative and quantitative techniques that are used in the Reliability, availability and maintainability analysis.
- CLO2: Learn about the basic concepts of reliability, availability and maintainability.
- CLO3: Develop understanding about maintenance management objective and functions.
- CLO4: Understanding Failure rates, failure modes, and reliability data.
- CLO5: Analysing the Information system for Logistics.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION TO RELIABILITY AND SAFETY Reliability, Safety: Introduction to reliability, availability and safety engineering and management. Select statistical concepts and probability distributions. Optimization techniques for systems reliability, availability and safety.	10
II	RISK MANAGEMENT Reliability, availability, safety and maintainability. Risk assessment and management for reliability and safety. Maintenance Planning and Control:	10
III	MAINTENANCE MANAGEMENT Maintenance management objectives and functions. Classification of Maintenance system. Maintenance Planning and Scheduling. Issues of Replacement versus reconditioning and imperfect repair maintenance model.	12
IV	INVENTORY PLANNING AND CONTROL Spare parts Inventory Planning and Control for single and multi-echelon systems. Diagnostic tools of failure analysis: Failure Mode Effect and Criticality Analysis, Fault Tree Analysis.	10
V	INFORMATION SYSTEM FOR RELIABILITY, SAFETY AND MAINTENANCE MANAGEMENT Information System for Reliability, Safety and Maintenance Management: Organizational aspects and a computer aided management information system for reliability, safety and maintenance. Life cycle costing and cost management	08

Recommended Text Book

T1. R.C.Mishra, Reliability and Maintenance Engineering, New Age International, India.

Recommended Reference Books

- R1.**David J. Smith, Reliability, Maintainability and Risk: Practical Methods for Engineers including Reliability Centred Maintenance and Safety-Related Systems, 8th Edition
- R2.**Marvin Rausand, Reliability of Safety-Critical Systems: Theory and Applications.
- R3.**Reliability, Maintenance and Safety Engineering, Dr. A. K. Gupta, Laxmi Publication, Delhi

Course Title: BUSINESS INTELLIGENCE
Semester: III

Course Code:

L T P C
1 0 2 3

Course Objective:

The course is aimed to provide comprehensive knowledge and exposure to the concepts, theories and practices in the field of Business Intelligence. The class will focus on solving problems around Data Processing and Analysis. The overarching goal is to enable students to have skills that will help them to solve complex real-world problems in for decision support.

Course Content

Unit	Content	Hours
I	OVERVIEW OF BUSINESS INTELLIGENCE Definition with Real Time Examples, How business intelligence can turn data into insight, Use of Business Intelligence-how it can help to combat fraud and understand social sentiments, Future of business intelligence and analytics.	09
II	IBM COGNOS ANALYTICS FOR CONSUMER Why IBM Cognos Analytics? What is IBM Cognos? List v/s Crosstab, Examine detail filters and summary filters, Introduction to visualization, Traditional visualization v/s RAVE visualization.	09
III	IBM COGNOS ANALYTICS: AUTHOR REPORT FUNDAMENTALS Concepts and types of prompts, expressions using functions, reuse object, drill - through reports, analyse multi-lingual reports, Highlight exceptional data.	09
IV	IBM COGNOS ANALYTICS: AUTHOR ACTIVE REPORT Theory, query models, SQL statements, distribute reports using bursting, Analyze reports by joining queries, dynamic headers and titles that reflect report data, tooltips that clarify report data, send, emails using links in a report.	09
V	IBM COGNOS ANALYTICS: ADVANCED ACTIVE REPORT CONTROLS Active Reports, debug active report, Examine Active Report controls, Active Report variables, Create a simple Active Report using Static and Data-driven controls, decks and data decks to display traditional charts creation and analysis of Dashboard.	09

Course Outcome:

- Understand the vision of Business Intelligence from a global context.
- Applying and analyzing various prompt types and conditionally render objects in reports.
- Building and create Active Report connection. Creating projects using dashboards, stories and exploration to find business insights

- To understand and apply IBM Cognos Analytics in Market perspective of Business Intelligence.

Recommended Text Books:

1. “Successful Business Intelligence: Unlock the Value of BI & Big Data” by Cindi Howson
2. “Business Intelligence Guidebook: From Data Integration to Analytics” by Rick Sherman
3. “Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results” by Bernard Marr
4. “Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications” by Larissa T. Moss and Shaku Atr

Recommended Reference Books:

1. “Business Intelligence For Dummies” by Swain Scheps
2. “Hyper: Changing the way you think about, plan, and execute business intelligence for real results, real fast!” by Gregory P. Steffine.
3. “Learning Tableau 10 - Second Edition: Business Intelligence and data visualization that brings your business into focus” by Joshua N. Milligan
4. “Business Intelligence: The Savvy Manager's Guide” by David Loshin
5. “Business Intelligence in Plain Language: A practical guide to Data Mining and Business Analytics” by Jeremy Kolb

Course Title: PREDICTIVE ANALYTICS
Semester: III

Course Code:

L T P C
2 0 2 4

Course Objective:

To provide an overview of an exciting field of Predictive Analytics. To introduce the tools required For the Predictive Analytics. Review and explore data to look at data distributions and to identify data problems, including missing values. To enable students to have skills that will help them to solve complex real-world problems in for decision support.

To study, understand and implement each unit according to National Education Policy 2020 and Bloom's Taxonomy.

Course Content

Unit	Content	Hours
I	ANALYTICS OVERVIEW Definition of business Analytics with real time examples, How Predictive analytics: Transforming data into future insights, Analytics trends: Past, Present & Future, Towards a Predictive enterprise.	09
II	IBM SPSS MODELER & DATA MINING What is a Data Mining applications? Strategy for data mining: CRISP-DM, Identify nodes and streams, The framework of a Data – mining project, Brief the unit of analysis, Explain the type of dialog box.	09
III	UNIT OF ANALYSIS Concepts of Unit of analysis (Distinct, Aggregate, SetToFlag), Integrate data, CLEM Expression, Role of Relationship between two fields, Identifying the modeling objective.	09
IV	ADVANCED DATA PREPARATION WITH IBM SPSS MODELER Functions to enrich data, Method to transform data, Cross-record functions, Sampling, Partitioning and sampling data, Improving Efficiency.	09
V	PREDICTIVE ANALYTICS WITH IBM WATSON STUDIO IBM Watson Studio, Watson studio Components, Data preparation, Watson Machine learning, Data Refinery, Watson Studio Neural Network Modeler, IBM Watson Studio jobs, Use case with AutoAI.	09
VI	PROJECT Predicting using IBM SPSS Modeler & IBM Watson with real Case studies.	

Course Outcome:

- The syllabus adhere to all Bloom's Taxonomy Levels and has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:
- Understand and critically apply the concepts and methods of Business analytics. The CLO has been achieved according to BL1 and BL2 in Unit 1.

Faculty of Commerce & Management

- To understand and apply IBM SPSS Modeler in Data Mining, what kinds of data can be mined, what kinds of patterns can be mined? The CLO has been achieved according to BL2 and BL3 in Unit 2.
- Applying and analyzing how to use functions, deal with missing values, use advanced field operations, handle sequence data and improve efficiency. The CLO has been achieved according to BL2, BL3 & BL4 in Unit 3 & 4.
- To evaluate the Model on the basis of different Predictive Methods. The CLO has been achieved according to BL2, BL3, BL4 & BL5 in Unit 4.
- Building and create advanced analytical model that leverage historical data to uncover real-time insights to predict future events. The CLO has been achieved according to BL3, BL5 & BL6 in Unit 6.
- Satya Raju, Management- Text & cases, PHI, New Delhi.
- Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
- Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi
- L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
- N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing

Recommended Reference Books:

- IBM Courseware
- Predictive Analytics Mesmerizing & fascinating by ERIC SIEGEL

Course Title: PROFESSIONAL PROFICIENCY
Course: MBA
Semester: III
Code: PTSPMMA30T

L	T	P	C
2	0	0	4

Course Objectives:

Listening, Speaking, Reading, Writing skills to be developed to enable the students to read and write correct English, attain reasonable fluency in the Language and should also be exposed to introductory lessons of Aptitude Building

Credit-02
Total Hours: 25

Units	Contents	Hours
1.Hard Skills	Grammar: Basic Revision , Auxiliaries & Special Verbs, Prepositions and Prepositional Phrase, word building & formation, Para jumbles, paraphrasing. Etiquettes of formal writing, sending and receiving formal/business emails, writing reports, Resume Building. Critical Reading: Newspaper (Economic Times) to understand the relationship between commerce/business and language.	10
2.Soft Skills	Mock PI (HR based), Group Discussions, Extempore Conversational Dialogues, Group Discussions, General Etiquettes of speaking, listening, responding.	07
3.	Assessment: Questions (Subjective and Objective) based on hard Skills Taught in class given every week. The aim should be to bring the instruction given in practice by making them write, speak and think along the lines of the instruction given. The practice sheet should be evaluated and necessary feedback must be given. Some exercise on compositional skills must be given so they develop a sense of writing and expressing themselves through the written word.	08

Course Outcomes

- Better representation of himself/herself in terms of communication skills, overall personality development and aptitude building required for jobs.
- This program will help students becoming employable and ready for Industries /corporate and other Public and Private Sector jobs.

DETAILED SYLLABUS

FOR

MBA & MBA IBM

FOURTH SEMESTER

COURSE OUTLINE
MBA
SEMESTER – IV

S. No	Course Code	Course Title	Lectures (L) Hours/ Week	Tutorial (T) Hours/ Week	Practical (P) Hours Week	Credits	
Core Courses							
1	CMPCMA401T	Strategic Management	4	-	-	4	
2	CMPCMA402T	E-Governance	2	-	-	2	
	PTSPMMA30T	Professional Proficiency (MBA)-IV	2			2	
4	CMPCMA404P	Research Project Report	-	-	6	6	
Electives							
5		Specialization	Elective-III	4	-	-	4
6		A/B/C/D/E/F/	Elective-IV	4	-	-	4
7		Specialization	Elective-III	4	-	-	4
8		A/B/C/D/E/F/	Elective-IV	4	-	-	4
Comprehensive Viva-Voce							
9	CMPCMA405P	Comprehensive Viva-Voce-II	2	-	-	2	
Total Credits						32	

COURSE OUTLINE
MBA IBM
SEMESTER – IV

S. No	Course Code	Course Title	Lectures (L) Hours/ Week	Tutorial (T) Hours/ Week	Practical (P) Hours Week	Credits	
Core Courses							
1	CMPCMA401T	Strategic Management	4	-	-	4	
2	CMPCMA402T	E-Governance	2	-	-	2	
	PTSPMMA30T	Professional Proficiency (MBA)-IV	2			2	
4	CMPCMA404P	Research Project Report	-	-	6	6	
Electives							
5		Specialization	Elective-III	4	-	-	4
6		A/B/C/D/E/F	Elective-IV	4	-	-	4
7		Specialization	Elective-III	3	-	-	3
8		IBM	Elective-IV	2	-	-	2
Comprehensive Viva-Voce							
9	CMPCMA405P	Comprehensive Viva-Voce-II	2	-	-	2	
Total Credits						29	

Course Title: STRATEGIC MANAGEMENT
Semester: IV
Strategic Management

Course: MBA
Code: CMPCMA401T
L T P C
4 0 0 4

Course Objectives:

- CO1: To understand the nature of strategic management and its competitive and institutional context
- CO2: To appreciate the strengths and limitations of strategic analysis, and how it fits into the overall strategy process
- CO3: To master a range of methods and techniques of strategic analysis.
- CO4: To have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.
- CO5: To understand and able to apply corporate strategies.

Course learning Outcome: On completion of the course students will be able to-

- CLO1: Identify and demonstrate the key components of the strategic management process and how it can be applied in organizations in order to increase value propositions for all the organization's stakeholders.
- CO2: Understanding internal environmental analysis using methods like VRIO framework, SWOT Analysis and Value Chain Analysis.
- CO3: Illustrate the various macro environment elements for the purpose of strategy formulation.
- CO4: Create a strategy including synthesizing appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
- CO5: Understand the business level strategy and functional aspects of strategy implementation

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Introduction to Strategic Management Definition and importance of Strategic Management, Strategic Management Process, Levels of Strategy Strategic Intent: Hierarchy of Strategic Intent Basic Concepts: Stretch, Leverage, Business Definition & Model, Business Policy.	09
II	Internal Environmental Analysis The Resource Based View of the Firm, VRIO Framework & Application, SWOT Analysis, Value chain analysis, Evaluating Firm's Internal Capabilities	10
III	External Environmental Analysis Macro Environment, Industry analysis, Porter's 5 Forces, Model, Strategic Groups and Strategic Types, Imitation & Competitive Dynamics in an Industry	11
IV	Corporate Level Strategies: Portfolio Analysis – BCG and GE models, The Corporate Parent, Directional strategies – types of strategies for Growth, Stability & Retrenchment Business Level Strategy: Porter's Generic strategy model, Strategic Choice, 'Blue-Ocean' Strategy	10
V	Strategy Implementation & Evaluation Strategy Implementation and challenges, Structural, Cultural and Functional aspects of Implementation – Strategic management in HR, Marketing, Finance, Operations, etc., McKinsey 7S' Frame work, Corporate Restructuring Strategy, Strategy Evaluation and Control,	10

Developing Performance, Indicator- Porter's Diamond Model, Managing Strategic Change
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Recommended Text Books:

T1. Azhar, K. "Business Policy and Strategic Management". New Delhi: Tata McGrawHill Publication

Recommended Reference Book:

- R1. Johnson, & Scholes. "Exploring Corporate Strategy". Prentice Hall India.
- R2. Hunger and Wheelen, "Strategic Management" New Delhi: Pearson Education.
- R3. Galbraith, J.R. "Strategy Implementation: The Role of Structure and Process." West Publishing Company.
- R4. Macmillan, H. & Tampoe, M. "Strategic Management". Oxford University Press.
- R5. Pearce II, Robinson Jr., & Mittal. "Strategic Management: Formulation, Implementation and Control". Tata McGraw Hill.

Course Title: E-GOVERNANCE
Semester: IV

Course: MBA
Code: CMPCMA402T
L T P C
2 0 0 2

Course Objectives:

- CO1: To provide students with an understanding of e-governance.
 CO2: To impart knowledge of the e-governance Models.
 CO3: To understand importance of E-Government Infrastructure Development.

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

- CLO1: Define and describe the concepts of e-governance.
 CLO2: Understand and apply the e-governance Models.
 CLO3: Demonstrate & assess the requirement of e-governance infrastructure.

Credit-02

Total Hours: 25

Unit	Content	Hours
I	Introduction to E-Government and E-Governance Difference between E-Government and E-Governance; E-Government as Information System; Benefits of E-Government; E-Government Life Cycle; Online Service Delivery and Electronic Service Delivery; Evolution, Scope and Content of E-Governance; Present Global Trends of Growth in E-Governance	05
II	Models of E-Governance Introduction; Model of Digital Governance: Broadcasting / Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive – Service Model / Government-to-Citizen-to-Government Model (G2C2G); Evolution in E-Governance and Maturity Models: Five Maturity Levels; Characteristics of Maturity Levels; Towards Good Governance through E-Governance Models	11
III	E-Government Infrastructure Development Network Infrastructure; Computing Infrastructure; Data centres; E-Government Architecture; Interoperability Framework; Cloud Governance; E-readiness; Data System Infrastructure; Legal Infrastructural Preparedness; Institutional Infrastructural Preparedness; Human Infrastructural Preparedness; Technological Infrastructural Preparedness	09

Recommended Text Books:

- T1.** C.S. R Prabhu, e-Governance: Concepts and Case studies, prentice hall of India Pvt. Ltd.

Recommended Reference Book:

- R1.** Richard Heeks, Implementing and managing e-Government
R2. J. Satyanarayana, e-Government, , prentice hall of India Pvt. Ltd
R3. Backus, Michiel, e-Governance in Developing Countries, IICD Research Brief, No. 1, March 2001

Course Title: PROFESSIONAL PROFICIENCY (M.B.A)- IV
Semester: III

Course: MBA
Code: PTSPMMA40T
L T P C
2 0 0 2

Course Objectives:

- CO1. This course is designed to develop ability to read and write correct English.
- CO2. To attain reasonable fluency in the Language.
- CO3. To expose to soft skills required for management professionals.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Gain insight about Better representation of him / her in terms of communication skills and apply them in various business world.
- CLO2: To develop personality and aptitude building required for jobs
- CLO3: To inculcate employability skills and prepare for Industries /corporate and other Public and Private Sector jobs.

Credit: 2

Total Hours: 25

Unit	Content	Hours
I	HARD SKILLS Grammar: Basics of Grammar, Sentence Structure and formation, Figure of Speech, Synonyms, Antonyms, paraphrasing, fill in the blanks Reading and Comprehension : General Awareness, Unseen Passage	05
II	SOFT SKILLS Listening Classes on: Audio lessons on News, Case Presentations Speaking Lessons: JAM on General Topics, Introduction to Speaking	10
III	Assessment: Questions (Subjective and Objective) based on hard Skills Taught in class given every week. The aim should be to bring the instruction given in practice by making them write, speak and think along the lines of the instruction given. The practice sheet should be evaluated and necessary feedback must be given. Some exercise on compositional skills must be given so they develop a sense of writing and expressing themselves through the written word.	10

Course Title: **MARKETING OF SERVICES**
Semester: **IV**

Course: **MBA**
Code: **CMPCMA4104T**

L T P C
4 0 0 4

Course Objectives

- CO1: To provide an outline of current rational and changes in the field of servicesmarketing
- CO2: To enable students in critical examination of the concept of relationship marketing in service perspective.
- CO3: To develop an understanding of the concept of service product mix & promotion mixto make the pricing and service distribution process more efficient
- CO4: To understand about plant layout decisions and Mass production and customization.
- CO5: To understand business combination and about the micro and macro business environment.

Course learning Outcome: On completion of the course students will be able to:

- CLO1: Understand the concept of services and difference between product andservices
- CLO2: Apply the concept of service quality to make the STP process more effective.
- CLO3: Understand the concept of service product mix & promotion mix to make thepricing and service distribution process more efficient
- CLO4: Understand the role of communication to make the service recovery processeffective.
- CLO5: Understand the concept of relationship marketing in service prospective.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Difference between Product and Services Marketing, Augmented Marketing Mix, Characteristics of Services, Classification of Services. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmenting, Targeting and Positioning of Services. GAP Model	09
II	SERVICES MARKETING MIX Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions	11
III	DELIVERING SERVICE Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Service Recovery, Role of Technology in Services Marketing	10
IV	CRM IN SERVICES Relationship marketing, Customer profitability segment, Relationship- tools and strategies, Use of information technology for CRM; Marketing of Financial Services: Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Insurance Services.	12
V	SERVICES IN GLOBAL PERSPECTIVE International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.	08

Recommended Text Book:

T1. Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India: Tata Mc Graw Hill (2008).

Recommended Reference Books:

- R1.** Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education. (2006).
- R2.** Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books (2008).
- R3.** Lovelock, Christopher. & Wirtz, Jochen Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).
- R5.** Nargundkar, Rajendra Services Marketing: Text & Cases. New Delhi, India: TMH

Course Title: RETAIL MANAGEMENT
Semester: IV

Course: MBA
Code: CMPCMA4105T
L T P C
4 0 0 4

Course Objectives

- CO1: Understand effective methods and strategies required for retail management.
- CO2: Understand how to utilize resources and techniques used in retail management.
- CO3: Understand analysis of store location, merchandising, products and pricing.
- CO4: Demonstrate the importance various management functions in Retailing.
- CO5: Identifying drivers of retail change in India.

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

- CLO1: Explain the Concept and Functions of Retailing.
- CLO2: Understanding the concept of Retail consumer behaviour and its various dimensions.
- CLO3: Compare, Classify and explain theories of retail development.
- CLO4: Explain the importance of Retail Merchandising, store layout and design.
- CLO5: Able to demonstrate the importance various management functions in Retailing.

Credit: 4

Total Hour: 50

Unit	Content	Hours
I	Introduction to Retailing Definition and Concept, Functions of Retailing, Marketing concepts applied to retailing, Driving, Forces for Retailing. Foreign Direct Investment in Indian Retail Sector	10
II	Understanding the Retail Consumers The factors influencing retail shopper, Consumer decision making process, Retail in India: Evolution and Size of retail in India, Indian consumer, the use of market research as a tool for understanding markets and consumers needs	12
III	Retail Formats and Theories Theories of retail development, Concept of retail life cycle, Classification of retail stores. Choosing a Store Location: types of locations, steps involving in choosing a location, Global retail markets: Challenges and Threats in global retailing.	08
IV	Retail Merchandising The concept of merchandising, the evolution of merchandising function in retail, Store design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospheric	12
V	Managing Retail Business HRM in retail, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.	08

Recommended Text Book:

T1. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)

Recommended Reference Books:

- R1.** Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
- R2.** Swapna Pradhan – Retailing Management – Text and Cases, Tata McGraw Hill – 2ndedition, 2004

Course Title: RURAL MARKETING
Course: MBA
Semester: IV
Code: CMPCMA4106T

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Course Objective:

- CO1: To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- CO2: To acquaint with the special problems related to sales in rural markets.
- CO3: To understand the concept of market research and its implication in rural market.
- CO4: To understand the barriers of communication and identifying the strategies to overcome in rural market.
- CO5: To understand the role of corporate and government institution in rural market.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Develop an understanding of the concept of rural market and their characteristics
- CLO2: Understand the impact of personal, socio-cultural and psychological factors on the behavior of rural consumers
- CLO3: Apply the concept of STP strategies to design product, pricing, promotion and distribution strategies for rural consumers
- CLO4: Understanding the concept of market research and its implication in rural market.
- CLO5: Analyze the role of corporate and government institution in rural market

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION TO RURAL MARKETING Rural Marketing : Definition, Characteristics and Dimensions of Rural Markets , Image of Indian Rural Marketing and Approach to Rural Markets of India, Rural Market Profile, Rural Market in India, Size and Scope ,Environment of Rural Markets in India, Constraints in Rural Marketing and strategy to overcome the constraints.	10
II	RURAL CONSUMER BEHAVIOUR Factors affecting Rural Consumer Behaviour, Socio-cultural, Personal, Psychological Factors, Buying Decision Process, Buying Behavior Pattern, Buying Evaluation Procedure, Brand Loyalty, Innovation	08
III	RURAL MARKETING STRATEGY Segmentation, Targeting, Positioning for rural market, Product strategies, Pricing strategies, Distribution strategies, Promotion strategies.	08
IV	RURAL MARKETING COMMUNICATION Importance of Rural Marketing Communication, Rural Communication Media, Types of Rural Communication, Challenges of Rural Communication, Ways to Achieve Effective Rural Communication.	12
V	RURAL MARKETING NETWORK Intermediaries in the Rural Distribution Channel, Rural Marketing Institution, Corporate Presence in Rural India, Problems in Agricultural Marketing, Marketing of Agricultural Input and Non-farm Products, Role of Government in Rural Marketing	12

Recommended Text Book

- T1. Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India: Tata Mc Graw Hill (2008).

Recommended Reference Books

- R1.** Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education (2006).
- R2.** Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books (2008).
- R3.** Lovelock, Christopher. & Wirtz, Jochen. Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).
- R4.** Nargundkar, Rajendra Services Marketing: Text & Cases. New Delhi, India: TMH(2008).

Course Title: BEHAVIOURAL FINANCE
Semester: IV

Course: MBA
Code: CMPCMA4204T

L T P C
4 0 0 4

Course Objective:

- CO1: To understand basics of behavioral finance.
- CO2: To understand behavioral theories which influence investment decision.
- CO3: To learn behavioral factors involved in financial market
- CO4: To understand the behavioral content involved in corporate financing decision.
- CO5: To analyse emotions and decisions involved in managing market risk.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Understanding concepts of behavioural finance in investment decision.
- CLO2: Able to understand and apply learn behavioural theories which influence investment decision its implications for investors.
- CLO3: To have acquaintance of behavioural factors involved in financial market.
- CLO4: Able to analyse behavioural content involved in corporate financing decision.
- CLO5: Analyze and apply the emotional quotient which affects individual's investment decision.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Introduction to Behavioral finance Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception, Peculiarities (biases) of quantitative and numerical information perception, Representativeness, Anchoring	07
II	Utility/ Preference Functions Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making, Theories based on Expected Utility Concept - Investor rationality and market efficiency.	11
III	Behavioral Factors and Financial Markets The Efficient Markets Hypothesis, Capital Asset Pricing Model, Modern Portfolio Theory, Prospect Theory, Framing and SPA Theory	12
IV	Behavioral Corporate Finance Rational Managers with Irrational Investors Approach, Capital Budgeting, Capital Structure, Dividend Policy, Initial Public Offerings, Merger & Acquisitions (M & A), Agency Conflicts and Corporate Governance, Behavioral Risk Management.	10
V	Emotional and Social Influence on Decision Making: Investors Behavioral factors: individual investors trading and portfolio, pension participant behavior; Social influence: Objective, social influence on investment and consumption, conspicuous Consumption, Heuristics and Biases.	10

Recommended Text Book

- T1. Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.

Recommended Reference Books:

- R1.** Ackert and Deaves, Behavioral Finance: Psychology, Decision-Making, and Markets".
- R2.** John R. Nofsinger, The Psychology of Investing, Pearson Prentice Hall, (4th Edition)
- R3.** Meir Statman, What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-Hill
- R4.** Brian R. Bruce, Handbook of Behavioral Finance,
- R5.** Joachim Goldberg, Rüdiger von Nitzsch , Behavioral finance ,Wiley Finance.

Course Title: TAXATION LAWS & PRACTICE
Semester: IV

Course: MBA
Code: CMPCMA4205T

L	T	P	C
4	0	0	4

Course Objective:

- CO1. To acquaint the students with the philosophy of taxation in Indian Context
- CO2. To acquaint the students with the basis of chargeability with reference to income-tax.
- CO3. To enable the students to gain the concept of Total Income.
- CO4. To familiarize students with procedural portion of the income tax statute.
- CO5. To make the students understand structure of indirect taxes in India.
- CO6. To provides a comprehensive overview of the taxation system, procedures, and structures.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1. To know the genesis, classification, and constitutional validity of Indian taxation laws.
- CLO2. To make the students to elucidate the chargeability of income-tax.
- CLO3. To compute the total income by understanding the computation of each head, and related provisions.
- CLO4. To understand the assessment and procedure under the Income Tax Act 1961.
- CLO5. To Illustrate the chargeability related to indirect tax system with reference to GST and Customs Duty

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Jurisprudence of Taxation: Concept & Meaning of Tax, Philosophical Approach to Classification of Taxes, Tax Planning, Tax Avoidance, Tax Evasion, and Tax Management Direct Tax: Constitutional Validity of Taxation Law, Construction of Tax Statutes and Relevant Finance Act, Contents of Income Tax Laws, Indirect Tax: Constitutional Validity & Amendment for GST, VAT Concept & GST, Double Taxation and Cascading Effect, Dual GST Model, Contemporary and Reformatory Issues	10
II	Income Tax: Part I – Basis of Charge Prologue to Income Tax Act 1961, Basis of Charge, Concept of Total Income; Basic Concepts (Section 1 to Section 4): Person, Assessee & Types, Previous Year, Assessment Year, Income, Maximum Exemption Limit, Tax Rates; Residential Status (Section 5 to Section 9): Incidence, Classification & Conditions to determine the residential status; Exempted Incomes (Section 10 to Section 13): Various Exemptions under section 10, section 11 & section 12 and section 13, Concept of Tax Holidays & tax Heavens	10
III	Income Tax: Part II – Computation of Total Income Heads of Incomes under section 14; Concept, Chargeability and Provisions of the head – Salaries (Section 15 to Section 17), House Property (Section 22 to Section 27), Profits & Gains from Business & Profession (Section 28 to Section 44), Capital Gains (Section 45 to Section 55), Income from Other Sources (Section 55 to Section 59), Clubbing of Incomes (Section 60 to Section 69), Set-off and Carry-forward of Losses (Section 70 to Section 80), General Deductions (section 80A to Section 80U)	14
IV	Income Tax: Part III – Procedural Provisions Advance Tax (Section 207 to Section 219), Tax Deducted at Source (Section 192 to Section 194), Filing of Returns (Section 139 to Section 144), Assessments & Procedures	08
V	Indirect Taxes: GST: Levy, Concept of Supply, Time of Supply, value of Supply, Input Tax Credit, Registration. Customs Duty Law: Background of Customs Duty, Types of Customs Duty, Concept of Computation of	08

	Assessable Value and Custom Duty	
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Recommended Text Book

T1. Singhanian, V. K. & Singhanian, M. Corporate Tax Planning and Business Tax Procedures.
Taxmann Publication, New Delhi.

Recommended Reference Books:

R1.Bhatia, H. L. Public Finance. Vikas Publishing House.

R2.Mehrotra, H. C. Corporate Tax Planning. Sahitya Bhawan Publication.

Course Title: MERGERS AND CORPORATE RESTRUCTURING **Course:** MBA
Semester: IV **Code:** CMPCMA4206T

L **T** **P** **C**
4 **0** **0** **4**

Course Objective:

- CO1: To provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring.
- CO2: To understand the linkages between corporate restructuring and financial markets and the impact of the same share price and on the business.
- CO3: To understand various tax aspects associated with the corporate restructuring.
- CO4: To understand financial restructuring.
- CO5: To understand methods of valuation of various financial Assets.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Able to understand the various methods available for corporate restructuring as a mode of consolidation.
- CLO2: To understand the process of Merger and Amalgamation.
- CLO3: Able to understand various types of takeovers in the corporate restructuring.
- CLO4: Develop an understanding about financial restructuring.
- CLO5: Develop an understanding for valuation of various tangible and intangible assets.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	MEANING OF CORPORATE RESTRUCTURING Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.	10
II	MERGER AND AMALGAMATION Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.	12
III	TAKEOVERS Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.	08
IV	FINANCIAL RESTRUCTURING Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects.	10
V	APPROACHES TO VALUATION Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.	10

Recommended Text Book

T1. Alex Berson, Stephen J. Smith “Data Warehousing, Data-Mining & OLAP”, TMH

Recommended Reference Books:

- R1.** Arzac, E.R. (2008). Valuation for Mergers, Buyouts and Restructuring (2nd ed.). John Wiley and Sons, Inc.
- R2.** Brealey, Myers & Allen. (2018) Principles of Corporate Finance. (12th ed.). McGraw Hill.
- R3.** Chandra P. (2015). Corporate Creation. New Delhi Tata Mc-Graw Hill. 4. Damodaran, A. (2012). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. (2nd ed.). John Wiley and Sons, Inc.
- R4.** Damodaran, A. (2017). The Dark Side of Valuation. (2nd ed.): Financial Times Press.
- R5.** De Pamphilis, D.M. (2008). Mergers, Acquisitions, and Other Restructuring Activities. (4th ed.): Academic Press, Elsevier Inc.

Course Title: INDUSTRIAL RELATIONS
Semester: IV

Course: MBA
Code: CMPCMA4304T
 L T P C
 4 0 0 4

Course Objective:

- CO1: To develop an understanding of the interaction pattern among labour, management and the state.
- CO2: To build awareness of critical issues in industrial relations and impart knowledge of the contents of the labour laws to the stakeholders.
- CO3: To understand the trade union act.
- CO4: To learn industrial dispute act.
- CO5: To know about worker's participation management.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Understand the concept of Labour welfare and its sources with its application to remove disputes by industrial dispute Act.
- CLO2: Illustrating the constitutional validity of the wages Act and outline the procedure for fixation and revision of minimum rates of wages.
- CLO3: Explaining the Legislation related to Social security and Protective provisions in relations to Bonus Act.
- CLO4: Identifying the Social security Framework against employment injury and workmen's compensation Act.
- CLO5: Summarize the benefits provided under the employees state Insurance Act..

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Industrial Relations Concept, Scope and Objectives, Significance, Unitary approach, Conflict approach, Weber's social action approach, Gandhian or trusteeship approach, Principles of good industrial relations, Role of State, Employers and the Unions in industrial relation, ILO	08
II	Trade Unionism and Industrial Relations Forms of collective bargaining, process of negotiation during bargaining, Labor movement or Trade Union Movement, Types and structure of Trade Union, Union security, Functions and Problems of trade unions	06
III	The Trade Union Act, 1926 Definition of a trade union, Registration of trade union, rights and privileges of a registered trade union, Duties and liabilities of a registered trade union, regulations, penalties	12
IV	Introduction to Industrial Disputes Act 1947 Meaning, Causes and forms. Industrial Relations machinery to solve industrial disputes: Works Committee, Conciliation, Conciliation Officers--Board of Conciliation – Court of Enquiry, Arbitration, Adjudication-Labor Court-Industrial Tribunal - National Tribunal.	12
V	Worker's Participation in Management Evolution of Concept, Objectives of W.P.M, Forms of Worker's Participation in India, Sachar Committee and Varma Committee on Worker's Participation. Necessary Conditions for effective	12

	working of WPM	
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Recommended Text Book

T1. Mamoria, C. B., Gankar, S.V., & Mamoria, S. (2010). 13th Edition. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House..2010

Recommended Reference Books:

- R1.** Sinha, N. 1st Edition. Industrial Relations, Trade Unions and Labour Legislation. New Delhi: Pearson Education.2004
- R2.** Singh, B.D. Industrial Relations and Labour Laws. New Delhi: Excel Books.2010
- R3.** Kumar, H. L. 3rd Edition. Labour Laws. New Delhi: Universal. Pvt. Ltd.2006
- R4.** Srivastava, S.C4th Edition. Industrial Relations and Labour Laws. New Delhi: Vikas Publishing House Pvt .Ltd.2003
- R5.** Singh,P.N.,& Kumar,NEmployee Relations Management. New Delhi: Pearson Publication.2010

Course Title: CHANGE MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

Course: MBA

Semester: IV

Code: CMPCMA4305T
L T P C
4 0 0 4

Course Objective:

CO1: To familiarize with the change and organizational development theories to improve organizational performance and create healthy places of work, and organizational intervention practices that encourage learning and change.

CO2: Gain expertise, knowledge and skills in the growing field.

CO3: Learn how to apply change processes and OD tools in their organization.

CO4: Help the students develop as potential change agents and OD professionals.

CO5: Understand the Strategic Interventions and issues of OD in future context

Course Learning Outcomes: On Completion of this course, the students will be able to:

CLO1: Develop an understanding the theoretical framework, perspectives, theories, and models of organizational change

CLO2: Understanding the concepts, factors and mechanisms underlying resistance to change.

CLO3: Able to outline the patterns and emerging trends in Organizational culture.

CLO4: Learn the concept and relevance of organizational Development

CLO5: Demonstrate the Organizational development interventions and its process

Credit-04

Total Hours: 50

Unit	Content	Hours
I	Organizational Change: Concept of planned change, Internal and External Factors of Change, Nadler and Tushman's model, Kotter's eight step model ,Strategies for Managing Change	08
II	Resistance to organizational change: Concept, Nature, factors contributing to resistance, mechanisms underlying resistance, the behavioral elements, cognitive and affective processes, Suggestions to managing resistance to change.	06
III	Organizational culture and change: Introduction, nature, levels, patterns of work culture. Formal and informal components of organizational culture, functions of organizational culture and change, researches on cultural differences in organizations. Organizational culture leadership and firm size.	12
IV	An introduction to organization Development: Overview of organizational development: definitions, Field of organizational development, Characteristics, Role of change agents and leadership, Assumptions And Values Underlying OD, Relevance of OD.	12
V	Managing the OD process: Diagnosis (Six-box model), Action and program management component. Team interventions: Role Analysis Technique, Responsibility Charting. Techno-structural interventions: Socio-technical System, Quality Circles, Work Redesign, and Strategic Interventions: Organizational Transformation through Business Process Reengineering. The future of OD: Changing environment and fundamental strengths of OD, ethical standards in OD.	12

Recommended Text Book

T1. Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition.

Recommended Reference Books:

- R1.** Organizational Change and Development; Dipak Kumar Bhattacharyya, Oxford.
- R2.** Organization Development; Wendell Frenck and Cecil, H. Bell, Jr, Prentice Hall of India.
- R3.** Organization Development and Change Thomas G. Cummings and Christopher G Worley Thomson.
- R4.** Change Management: A Guide to Effective Implementation; Robert A Paton and James McCalman, Response Books, New Delhi.
- R5.** . Organization Change & Development, Kavita Singh, Excel Book.

Course Title: LEADERSHIP AND TEAM BUILDING
Course: MBA
Semester: IV
Code: CMPCMA4306T

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Course Objective:

- CO1: To understand the concept of Leadership.
- CO2: To understand the conditions for formation and development of team co-operation.
- CO3: To adopt crucial competences like Problem-solving, creativity, independence and responsibility-taking.
- CO4: To assess adequately preconditions for leadership and team-building.
- CO5: To understand team building interventions mechanism.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Understand the concept of Leadership and its components with measuring effects.
- CLO2: Illustrating the power acquisition model and stages of leadership culture development with organizational politics.
- CLO3: Explaining the leadership theories and basic contingency models.
- CLO4: Identifying the leadership traits and skills with styles.
- CLO5: Extending various team building interventions mechanism at each stage.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION OF LEADERSHIP Concept, Introduction, meaning, definition, Components of Leadership- Leader, Followers and situation, Leadership myths.; Assessing leadership: Managerial incompetence, Leadership Talent Management system.; Measuring effects of Leadership: Superior's effectiveness & performance ratings, subordinate's rating of satisfaction.; organizational climate, morale, motivation and leadership effectiveness, and Unit performance indices	10
II	POWER, INFLUENCE AND LEADERSHIP Sources of power, Power acquisition for leadership, approaches to understanding power: Emerson's power dependence theory, Salancik & Pfeffer Strategic contingency Model, Mintzberg's Genesis of power theory. Influence tactics. Leadership and values: concept, forms of leadership, moral reasoning, key work values, stages of leadership culture development, moral justification.	06
III	LEADERSHIP THEORIES Evolution of leadership theories, Basic leadership models- Trait theory, Behavioral theories- Ohio State studies, University of Michigan Studies, Blake and Mouton's Managerial Grid, Contingency Models- Fiedler's Contingency Theory, Hersey and Blanchard's Situational Leadership theory, Contemporary theories- Servant leadership, transactional and transformational leadership.	12
IV	LEADERSHIP FACETS Leadership and Change: Concept, approaches to organizational change. Leadership traits: bright side of personality and dark side of personality. Leadership skills: Basic and advanced skills. Leadership styles: Lewin's leadership styles. Behavioral, charismatic, traditional and Situational leadership styles.	12

V	TEAM BUILDING Team: Types, Ginnett's Team Effectiveness Leadership; Model, Leadership prescription of the model. Team Building: Stages in team building, Effective Team Characteristics, Team building skills. Team building interventions: Levels of Team Building interventions, types of interventions. Building high performance teams: The Rocket Model.	10
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Recommended Text Book

T1. Hughes, Ginnett, Curphy - Leadership, Enhancing the Lessons of Experience (Tata Mc Graw Hill, 5th Ed.) 2010.

Recommended Reference Books

R1. Halder U - Leadership and Team Building (Oxford university Press, 2nd Ed.) 2010

R2. Yukl G - Leadership in Organizations (Pearson Education Ltd., 6th Ed.)2007

R3. West Michael - Effective Team Work (Excel Books, 1st Ed.)2003

R4. Sadler Philip - Leadership (Crest Publishing House).2007

Course Title: INTERNATIONAL MARKETING
Course Code: CMPCMA4404T
Semester: IV

L	T	P	C
4	0	0	4

Course Objectives:

- CO1: To achieve an understanding of the complexities, opportunities & creative challenges of marketing across time, space & cultures.
- CO2: To understand the concept of risk and role of culture in performing marketing activities in international prospective
- CO3: To learn how to track & evaluate changes in world markets that affects the consumer demand & shape of marketers' strategies.
- CO4: To develop expertise in assessing of marketing opportunities for all sizes & types of companies.
- CO5: To learn how to develop successful marketing strategies targeted at specific global market segments.

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

- CLO1: Understanding the concept of international marketing and its determinants.
- CLO2: Recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
- CLO3: Able to understand and apply the market entry strategies in overseas market and understanding the role of market research in international prospective.
- CLO4: Understanding the concept of product design and development for ~~international~~ market.
- CLO5: Understanding the pricing strategies and the role of distribution channel in international scenario.

Credits: 4
Total Hour: 50

Unit	Content	Hour
I	GLOBAL MARKETING: AN OVERVIEW Definition of International Marketing, International Dimensions of Marketing, Scope and challenges of International marketing:- EPRG Framework, Domestic v/s International, Marketing, Process of Internationalization, Benefits of International Marketing, Driving & restraining forces.	07
II	POLITICAL, LEGAL & CULTURAL ENVIRONMENT Political Environment: Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk, Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market Culture and its Characteristics, Influence of Culture on Consumption, Thinking, Communication Process; Cultural Universals.	11

III	INTERNATIONAL MARKETING PLANNING Marketing Research, Global Marketing Information Sources, Marketing Information System, Market Analysis, Marketing Strategies of US, EU & Japanese MNC's, Foreign Market Entry Strategies – (Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, and Free Trade Zones.	11
IV	INTERNATIONAL PRICING STRATEGY Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, INCO terms, Terms of Sale, Methods of Financing and Means of Payment; International Channels of Distribution: Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.	12
V	INTERNATIONAL PROMOTION STRATEGIES Promotion Mix, Promotion and Communication, Personal Selling' International Sales Negotiations; International Advertising: Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising, Global e-marketing.	09

Recommended Text Books:

T1. Warren, J. K. 7th Edition. Global Marketing Management. USA: Prentice Hall. 2002

Recommended Reference Books:

- R1.** Ronkainen, Czinkota, & Michahel, R. Best Practices in International Marketing. FortWorth. Harcourt College.2002
- R2.** Bradely, F. 2nd Edition. International Marketing, Strategy. Hemal Hempstead, Prentice Hall.2004
- R3.** Kotler, P. 2nd Edition. A Framework for Marketing Management. USA: PrenticeHall.2002
- R4.** Derskey, H. 4th Edition. International Management. New Delhi: Prentice Hall of India.2007
- R5.** Aswatthapa, K. 3rd Edition. International Business. New Delhi: Tata McGraw-Hill.2006

Course Title: GLOBAL STRATEGIC MANAGEMENT
Semester: IV

Course: MBA
Code: CMPCMA4405T
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 4 0 0 4

Course Objective:

- CO1: To understand the strategies used in international businesses.
- CO2: To understand the process of strategic management in International perspective.
- CO3: To clarify issues which are of paramount importance for competitiveness in International business operations.
- CO4: To understand various competitive strategies used international business.
- CO5: To learn controlling of international strategies.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: To develop an understanding of introduction to global strategic management.
- CLO2: Understanding of international planning for international business.
- CLO3: Understanding of various competitive strategies for international business.
- CLO4: Understanding the importance of strategic global alliances.
- CLO5: Learn and able to implement international strategies in business.

Credits: 4

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION TO GLOBAL STRATEGIC MANAGEMENT Benefits and risks of single country strategy, dimensions of global strategy, motives and reasons for internationalization of firms, basic components of global strategy, drivers for global strategic perspectives, competing pressures for Cost Reductions & Local Responsiveness, value creation in business	07
II	STRATEGIC PLANNING FOR INTERNATIONAL BUSINESS International strategic management process; Approaches in formulating and implementing strategy; developing a strategic planning model for MNCs; Global strategy framework, Sources of competitive advantage of global companies	11
III	COMPETITIVE STRATEGIES FOR INTERNATIONAL BUSINESS Strategic roles of subsidiaries – types of subsidiary level strategies, and roles of corporate parent; Entry Decisions for International Business; Timing of Entry, Mode of entry in Foreign Market- advantages and disadvantages and, risks vs control,	11
IV	STRATEGIC ALLIANCES Motives for strategic global alliances; strategic value of an alliance; partner analysis; Selection & Structure of Strategic Alliance; criteria for successful alliances;, Advantages of Strategic Alliances, Disadvantages of Strategic Alliances.	12
V	INTERNATIONAL STRATEGIES-IMPLEMENTATION & CONTROL S9election of foreign market, implementation through structure culture and leadership, global strategy structure relationship, Control Systems and Incentives-Type of Control Systems, Incentive Systems for control; Role of legal structure in controlling; designing an effective monitoring and control system, ethical management in MNCs	09

Recommended Text Books:

T1. Lasserre, P. Global Strategic Management. Hampshire: Palgrave MacMillan, 2007.

Recommended Reference Books:

- R1.**Aswathapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.
- R2.**Sanyali, R. N. International Management- A Strategic Perspective. New Delhi: Prentice Hall of India, 2005.

Course Title: INTERNATIONAL TRADE LAWS
Semester: IV

Course: MBA
Code: CMPCMA4506T
L T P C
4 0 0 4

Course Objective:

- CO1: To understand WTO and its working.
- CO2: To understand various aspects WTO which deals with the harmonization and coordination of national commercial policies
- CO3: To understand Transnational, Transactions and Resolution in international trade.
- CO4: To develop an understanding of legal framework for International commercial transactions between individuals belonging to different nationalities.
- CO5: To analyze the recent challenges in international trade.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Understand the objectives and functioning of WTO.
- CLO2: Review and apply the various WTO agreements for effective International trade.
- CLO3: Analyze the forces that shape the international commercial laws.
- CLO4: Understand and evaluate the export import policy in India.
- CLO5: Analyze the recent challenges in international trade and role of international institutions

Credit-04

Total Hours: 50

Unit	Content	Hours
I	THE WORLD TRADE ORGANIZATION-PART 1: Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law, Economic Theories of free trade- Absolute Advantage theory; Comparative Advantage theory; Huckster–Ohlin theory; Leontief Paradox and New trade theory, Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement, Institutional structure of the WTO, WTO Dispute Settlement challenges, Principles of Non- discrimination-Most favored nation treatment and National treatment obligation, Dumping-Anti-dumping Measures	10
II	THE WORLD TRADE ORGANIZATION-PART 2: WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phy, What is the difference between sanitary and phytosanitary, WTO and environment protection, General Agreement on Trade in Services (GATs) - Meaning of trade in services, General obligations, Specific obligations in Financial services, Telecommunication services, India and the GATs. Trade-Related Aspects of Intellectual Property Rights (TRIPs), IPRS covered by TRIPs, Indian response to the TRIPs, Agreement on Agriculture, Trade Related Investment Measures (TRIMS)	10
III	TRANSNATIONAL, TRANSACTIONS AND RESOLUTION Transnational Commercial Laws: Meaning and scope of Transnational Commercial Law, Sources of Transnational Commercial Law, Movement towards unification of national commercial laws UNIDROIT and UNCITRAL, International Carriages- Carriage of goods by sea; Carriage by air; Multimodal transportation, International Sales of goods, The role of International Chamber of Commerce in the development of Transnational Commercial Laws; Uniform Customs and Practices on Documentary Credits. International Commercial Arbitration. UNCITRAL Model Law on International commercial arbitration. Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards.	10
IV	FOREIGN TRADE POLICIES Foreign Trade Development and Regulation Act, 1992. Foreign Exchange Management Act, 1999. Special Economic Zones and International trade. Law relating to Customs- Customs Act, 1962.	12

	Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board. Current issues relating to foreign direct investment. The Industries (Development and Regulation) Act and its application.	
V	EMERGING ISSUES OF INTERNATIONAL TRADE The recent challenges and proposed amendments by third world. Role of SAARC and BRICS	08

Recommended Text Book

T1. Indira Carr, Peter Stone, International Trade Law, Routledge

Recommended Reference Books

- R1.** Michael J. Trebilcock, Advanced Introduction to International Trade Law, 2nd edition, Elgar Advanced Introductions series.
- R2.** Simon Lester Bryan Mercurio Arwel Davies, World Trade Law: Text Materials and Commentary, Bloomsbury Publishing PLC
- R3.** Niharika Vij, International Trade Law, Universal Law Publishing

Course Title: CLOUD COMPUTING FOR BUSINESS
Course: MBA
Semester: IV
Code: CMPCMA4504T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand cloud services and solutions
- CO2: To know about cloud and cloud management
- CO3: To understand the relevance of Cloud storage and virtualization.
- CO4: To lean cloud storage and offerings.
- CO5: To lean cloud visualization technologies.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: To develop an understanding of cloud services and solutions
- CLO2: Able to identify the key processes of cloud and cloud management.
- CLO3: To learn the relevance of Cloud storage and virtualization.
- CLO4: To analyze and implement cloud technology to solve problems in various disciplines.
- CLO5: Compare and evaluate Cloud and Virtualization.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Introduction to Cloud Computing, Definition of Cloud, Evolution of Cloud Computing, Cloud Models, Cloud Characteristics - Cloud Computing Characteristics, Essentials, Benefits, Business and IT perspective	10
II	CLOUD TYPES AND SERVICES Cloud Services Requirements, Cloud and Dynamic Infrastructure, Cloud Adoption Measured Service, Cloud Models, Public versus Private Clouds, Hybrid Cloud, Community Cloud, Cloud Infrastructure Self Service.	10
III	CLOUD ARCHITECTURE Cloud Architecture, Layered, NIST Cloud Computing Reference Architecture, Service Oriented Architecture, IaaS, PaaS, SaaS, Architectural Design Challenges	10
IV	CLOUD STORAGE AND OFFERINGS Cloud Storage, Storage as-a-Service, Advantages of Cloud Storage, Cloud Storage Providers , S3 in AWS, Google App Engine, Microsoft Azure Cloud Offerings - Information Storage, Retrieval, Archive and Protection, Cloud Analytics, Testing under Cloud - Information Security , Software-as-a-Service Security , Security Governance , Security Standards.	12
V	CLOUD VIRTUALIZATION TECHNOLOGY Cloud and Virtualization, Basics of Virtualization, Types of Virtualizations, Virtualization Defined, Virtualization Benefits, Server Virtualization, Hypervisor Management Software, Storage virtualization, Virtual Machine Security , IAM	08

Recommended Text Book

T1. Alex Berson, Stephen J. Smith "Data Warehousing, Data-Mining & OLAP", TMH

Recommended Reference Books:

- R1.**Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC;
- R2.**R Data Mining: Implement data mining techniques through practical use cases and real world datasets, Andrea Cirillo, Packt Publishing; 1 edition
- R3.**R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing
- R4.**Jiawei Han, Micheline Kamber, “Data Mining Concepts & Techniques” Elsevier.

Course Title: DATA ANALYTICS FOR BUSINESS DECISIONS
Course: MBA
Semester: IV
Code: CMPCMA4505T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand the Role of Business Analyst and Data Science in business.
- CO2: To understand the basic concept of data management
- CO3: To understand the basic concept of R programming
- CO4: To understand the application of business analysis.
- CO5: To understanding the basic concept of Data Science Project Life Cycle.

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Understand the basics of business analysis and Data Science.
- CLO2: Understand data management and handling and Data Science Project Life Cycle Comprehending.
- CLO3: Understand the data mining concept and its techniques.
- CLO4: Understand and Analyzing machine learning concept
- CLO5: Understand the application of business analysis in different domain.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Introduction and concept of business analytics, Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	08
II	DATA ANALYSIS Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with noisy data, Dealing with missing or incomplete data, Outlier Analysis, Methods to deal outlier, Data Visualization	06
III	Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization	12
IV	Introduction to R and Visualization of Data: R graphical user interfaces, data import and export, attribute and data types, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45o labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.	12
V	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	12

Recommended Text Book

T1. Alex Berson, Stephen J. Smith “Data Warehousing, Data-Mining & OLAP”, TMH

Recommended Reference Books:

- R1.** Essentials of Business Analytics: An Introduction to the methodology and its application,
- R2.** Bhimasankaram Pochiraju, SridharSeshadri, Springer
- R3.** Business Analytics : Albright & Winston, Cengage
- R4.** Business Analytics, Tanushri Banerjee & Arindam Banerjee, SAGE Publishing
- R5.** Introduction to Data Science, Laura Igual Santi Seguí, Springe

Course Title: MANAGEMENT OF E-BUSINESS

Course: MBA

Semester: IV

Code: CMPCMA4506T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To develop an understanding of emerging e-business paradigms.
- CO2: To understand e-Commerce and its paradigm.
- CO3: To understand Indian e-commerce industry.
- CO4: To understand Electronic Payment Systems.
- CO5: To analysis of factors responsible for successes and failures of e-business initiatives

Course Learning Outcomes (CLOs): On Completion of this course, the students will be able to:

- CLO1: Developing an understanding of transacting electronically and emerging technology for the same.
- CLO2: Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce.
- CLO3: Understanding the government initiatives for e-business.
- CLO4: Discuss the significance of electronic payments.
- CLO5: Develop an appreciation of strategies for e-Business.

Credit-04

Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION OF E-COMMERCE Introduction to e-Commerce; Role of EDI in e-Commerce; Emerging paradigms of e-commerce; Knowledge management in the e-Commerce Era.	05
II	MANAGING OF E-COMMERCE Managing businesses electronically. E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions.	10
III	GOVERNMENT INITIATIVES FOR E-COMMERCE Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI. Success stories of e-Commerce in India; Cashless Economy. Integrators and Key Players	12
IV	ELECTRONIC PAYMENT SYSTEMS Electronic Payment Systems. Electronic Wallets; Payment Gateways; Payment and Content Management; Security and Privacy Issues related to E-Commerce. On-line, Pre-paid and post-paid Electronic Payment Systems. Architectural Framework for E-Business.	10
V	IMPLEMENTATION OF E-COMMERCE Implementing B-2-B E-Commerce. Supply-Chain Integration; Enterprise Application Integration. E-Commerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies. Search Engines and Internet Advertising. Building Virtual Communities. Building e-Alliances; Business Exchanges and Intermediaries. E-Business Strategies and Economies of E-Business.	13

Recommended Text Book

- T1. Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rd ed.). New Delhi: Tata McGraw Hill Education.

Recommended Reference Books

- R1.** Chaffey, D. (2007). E-Business and e-commerce management (3rd ed.). Pearson Education.
- R2.** Erisman, P. (2017). Six Billion Shoppers: The Companies Winning the Global ECommerce Boom. Macmillan.
- R3.** Kalakota, R., &Whinston, A. B. (2009). Electronic commerce: A manager's guide. New Delhi: Pearson Education.
- R4.** Vaitheeswaran, K.(2017). Failing to Succeed: The Story of India's First E-Commerce Company. India: Rupa Publications.
- R5.** Vince, C., &Cripe, B. (2008). Reshaping your business with web 2.0. New Delhi: McGraw Hill Computing.

Course Title: MANUFACTURING SYSTEM MANAGEMENT
Course: MBA
Semester: IV
Code: CMPMA4604T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To understand the practical application of different type of manufacturing system.
- CO2: To understanding the use of IT enabled technology in manufacturing system.
- CO3: To understanding the entire value chain.
- CO4: To develop an ability to analyze the capacity utilization & Strategy.
- CO5: To develop understanding of tools for maintenance and capacity planning.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Conceptual knowledge of working of Manufacturing unit and complete system
- CLO2: Understanding of the processes of and activities of Manufacturing
- CLO3: Competency to implement effective managerial practices in manufacturing
- CLO4: Understanding of tools for maintenance and capacity planning
- CLO5: Knowledge about the support systems of manufacturing

Credit-04
Total Hours: 50

Unit	Content	Hours
I	MANUFACTURING SYSTEM Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; Strategic benefit of Plant location & Plant Layouts. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)	08
II	MANUFACTURING SUPPORT SYSTEM Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture, Bar Code Technology and Radio Frequency Identification	10
III	COMPONENTS OF VALUE CHAIN Describe the key components of the entire value chain including supplier, Relationships between manufacturing cost and customer satisfaction, internal and external customer relationship, Evaluate the effective use of Lean techniques, Adopting Continuous Process Improvement (CPI), Just in Time, Enterprise Resource Planning (ERP), Analyze sustainable and green manufacturing practices.	12
IV	CAPACITY PLANNING Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.	11
V	MAINTENANCE SYSTEM Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records	09

Recommended Text Book

T1 Kalpakjian and Schmid, Manufacturing Engineering and Technology, Pearson.

Recommended Reference Books .

- R1.** Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
- R2.** J P Kaushik: Manufacturing Processes , PHI
- R3.** James. B. Dilworth, “Operations Management – Design, Planning and Control for Manufacturing and Services”, McGraw Hill Inc. Management Series,

Course Title: TOTAL QUALITY MANAGEMENT
Course: MBA
Semester: IV
Code: CMPMA4605T

L	T	P	C
4	0	0	4

Course Objective:

- CO1: To describe Quality Management Systems
- CO2: To recognise the value of Total Quality Management
- CO3: To practice Quality Assurance and Control
- CO4: To Measure Quality and make improvements
- CO5: To apply Quality Management Tools and Techniques

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: Knowledge about the quality dimensions and its importance
- CLO2: Knowledge about the techniques of quality control and its importance for organizational
- CLO3: Competitiveness.
- CLO4: Competency to analyze and impacts of Quality Control tools in the organization
- CLO5: Understanding of the International and Indian Quality Control Standards.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	QUALITY CONCEPTS Evolution of Quality Management, Concepts of Quality, Quality Control v/s Quality assurance , Dimensions of Quality, Principles of Quality, Deming's, Juran's & Crosby's Quality Philosophy, Quality Cost, Quality Leadership, Role of Top Management.	12
II	QUALITY MANAGEMENT SYSTEM (QMS) & PROCESS QUALITY IMPROVEMENT Basics of QMS, 7 QC tools, Regression Control Charts, Process Capability and Analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Different Cost associated with Quality like Assurance cost, Failure cost , prevention cost, rectification cost, appraisal cost, Process failure mode and effect analysis (PFMEA), Understanding Service Quality, case studies.	10
III	PRODUCT QUALITY IMPROVEMENT Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.	12
IV	TOTAL QUALITY MANAGEMENT Meaning of TQM, Elements of Total Quality Management, Quality Circles, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development & Design. Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM)	10
V	QUALITY STANDARDS ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Quality Audit, Quality Awards.	06

Recommended Text Book

T1. Mitra A., Fundamentals of Quality Control and Improvement, PHI

Recommended Reference Books

- R1.** Lt. Gen. H. Lal, “Total Quality Management”, Eastern Limited
- R2.** Greg Bounds, “Beyond Total Quality Management”, McGraw Hill
- R3.** Menon, H.G, “TQM in New Product manufacturing”, McGraw Hill
- R4.** D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons,

Course Title: OPERATIONS PLANNING & CONTROL
Course: MBA
Semester: IV
Code: CMPMA4606T

L	T	P	C
4	0	0	4

Course Objective:

- CO1. To understand the various fundamentals and functions of production planning and control.
- CO2. To impart learning on work study procedures and practices.
- CO3. To generate understanding on the essentials of product/ process planning and useful tools to accomplish both.
- CO4. To develop knowledge and ability to undertake production scheduling procedures.
- CO5. To know the recent trends in production planning and control such as manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP) and global practices.

Course Learning Outcomes: On Completion of this course, the students will be able to:

- CLO1: It will help in understanding the fundamentals of production planning and profit considerations.
- CLO2: It will provide quantitative knowledge and capability to use various product/process planning tools.
- CLO3: It will enable them to devise appropriate strategies concerning aggregate planning and cost.
- CLO4: It help in resolving complex scheduling issues by way of implementing standard scheduling procedures.
- CLO5: It will enhance exposure to recent trends in production planning and control and increase adaptability With latest global-production practices.

Credit-04
Total Hours: 50

Unit	Content	Hours
I	INTRODUCTION Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – qualitative and quantitative analysis techniques.	10
II	PROCESS OF PRODUCTION PLANNING AND CONTROL Capacity planning –Concept, types, plant capacity, capacity planning strategies-Routing –procedure, materials flow patterns, Scheduling –production scheduling, machine scheduling and Line Balancing with numerical,Loading –process, strategies and relationship between capacity and loading-numerical, PPC in different production systems ie. Job, batch, Mass (assembly) and continuous	10
III	AGGREGATE PLANNING Meaning, Strategies and Cost, concept of Aggregate planning; capital-intensive, labor-intensive, and fashion industries. Materials requirement planning (MRP I), MRP-Manufacturing resource planning (MRP II) – Master production scheduling, Enterprise Resource Planning (ERP) and global practices	12
IV	WASTE MANAGEMENT Value and waste, Types of waste; 5S techniques of eliminating wastes, Lean process to minimize wastages	10
V	CONTROL SYSTEMS Production control systems, Gantt Charts, Bar Charts, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants	08

Recommended Text Book

T1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company.

Recommended Reference Books

- R1. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited,
- R2. James.B.Dilworth, “Operations Management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition.
- R3. S.N.Chary, “Theory and Problems in Production & Operations Management”, Tata McGraw Hill,

- R4.** KanishkaBedi, “Production and Operations management”, Oxford university press,
R5. Elwood S.Buffa, and RakeshK.Sarin, “Modern Production / Operations Management”, John Wiley and Sons,

Course Title: Sectoral Analytics
Semester: IV

Course Code:

L T P C
1 0 2 3

Course Objective:

1. *The course is aimed to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of Sectoral Analytics. This course will equip the students with necessary techniques and skills of Basics of analytics, advantages and challenges & its type to inform inspire and enlist their activity and willing cooperation in the performance of their jobs. This course's goal is to help to frame business problems from a financial perspective by using data to make better decisions by leveraging cognitive capabilities-Watson.*

Course Content

Unit	Content	Hours
I	INTRODUCTION OF PYTHON What is Python, Its advantages and disadvantages, How to run python scripts, How to use variables, String operator and functions, Inputting the data, Working with Boolean and other statements, Use of pandas library for data analysis, Different types of errors that one can encounter while working with Python, Perform visualization using matplotlib.	09
II	BUSINESS ANALYSIS USING FINANCIAL STATEMENTS Types of Financial Analytics, Difference between primary and secondary markets, Domains of Financial Analytics, Uses of Analytics across Retail banking, Investment banking, Credit ratings/targeted marketing, Fraud detection, Customer relationship management, Application of Financial Analytics across Financial Domains, Retail banking, Investment banking, Quantitative Methods in Finance, Managerial Economics and Corporate Strategy, Financial Management, Financial Modeling Basic concepts and techniques used to construct financial portfolios, Business Analysis Using Financial Statements, Strategic Investment Questions, Strategic acquisitions Questions, Strategic merger Questions.	09
III	UNDERSTAND TRADITIONAL SYSSTEM IN HUMAN RESOUCRCE MANAGEMENT The pyramid of employee needs, HRMS and HRIS (Traditional Systems in Human Resources Management), HR Analytics, Case Study: How implementation of Workday benefited a company, Issues where HR Analytics revolves, Use of Analytics for answering to complex problems, Use of HR Analytics across various functions, Need of HR analytics in Business and	09

	Industries, Key business issues that can be addressed using HR analytics, Challenges in HR analytics, Ways to deal with existing challenges in HR Analytics, Data Driven HR decisions methods and case study, Basic HR Analytics Tools -IBM Cognos, Using Watson Analytics workforce attrition.	
IV	PREDICTIVE & PRESCRIPTIVE ANALYTICS Getting started with IBM Kenexa Talent Insight, New way of working using solutions and technologies to hire and onboard, understand and engage, and grow and retain, Use of Products and tools to realize the promise of a Smarter Workforce, Career Competency Framework, Resource Optimization & Contingency Planning, Business benefits of optimization	09
V	ADVANCED DATA EXPLORATION IBM SPSS Modeler – Machine Learning, Scoring, data mining, deployment at scale, non linear and iterative, automation and integration, Ad-hoc analysis, hypothesis and model testing, data preparation, data understanding, descriptive statistical analysis	09

Course Outcome:

- Understand the employee pyramid and HR Analytics form
- To understand Resource Optimization & Contingency Planning techniques.
- To Apply the Applications of Financial Analytics
- To Understand the development /identification marketing metrics.

Recommended Text Books:

- 1.Applying Predictive Analytics Within the Service Sector (Advances in Business Information Systems and Analytics) 30 May 2017 - Rajendra Sahu
- 2.Data Analytics Made Accessible, by A. Maheshwari
- 3.Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die by E. Siegel
- 4.Too Big to Ignore: The Business Case for Big Data, by award-winning author P.Simon
- 5.Lean Analytics: Use Data to Build a Better Startup Faster, by A. Croll and B. Yoskovitz
- 6.Data Smart: Using Data Science to Transform Information into Insight, by J. W. Foreman
- 7.Human Resources Management, written by Gary Dessler

Recommended Reference Books:

- 1.The HR Scorecard Brian Becker, Mark Huselid, Dave Ulrich
- 2.Predictive HR Analytics: Mastering the HR Metric Kirsten & Martin Edwards
- 3.Investing in people. Financial Impact of Human Resource Initiatives KirsWayne Cascio, John Boudreau
- 4.Nine Lies About Work: A Freethinking Leader’s Guide to the Real World *Marcus Buckingham, Ashley Goodall*

