BA16101 FUNDAMENTALS OF MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

1. To provide an overview in the basic concepts of management and the factors related to it.
2. To understand the need for planning and decision making.
3. To enrich the students with various organizing techniques.
4. To impart knowledge in leadership qualities, motivation and communication process.
5. To be familiar with various controlling mechanisms in an organization.

UNIT I MANAGEMENT OVERVIEW 9

Definition, Need, Functions, Levels and challenges. The Evolution of Management Theory. Management and society: The External Environment - SWOT, Social responsibility and Ethics – Globalization and Management – Emerging trends in global business - Management Roles - Value Based Management : Creating Shareholder Value, Contemporary Theory.

UNIT II PLANNING AND DECISION MANKING 9

Vision, Mission, Objectives, Nature, Importance, Types and Process-Strategies, Policies, procedures and methods – nature and type of policies – functional policies, Premising and Forecasting –Management By Objectives (MBO)-Decision Making - Process.

UNIT III ORGANIZING 9

Organizational Structure: Departmentation - Span of Management-Power and Distribution of Authority - Delegationand decentralization - Staffing-Line and Staff relationship – Selection and Recruitment - Direction and Supervision - Committees and Teams – Communication.

UNIT IV DIRECTING 9

Leadership – Theories of Leadership – types of leadership – Motivation – Theories of Motivation - Techniques of Motivation – Communication – Types - Process – Barriers.

UNIT V CONTROLLING 9

Controlling in management – control Process - Control Techniques and Information Technology - Emerging formsof organization – Innovation Management.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

1. acquire knowledge about the basic concepts of management and its functions.
2. exhibit their skill in planning and decision making.
3. understand the techniques in organizing.
4. develop qualities of a leader and motivational skills.
5. exhibit their ability in controlling the activities of an organization.

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1. Koontz Harold & Weihrich Heinz Essentials of Management: An International Perspective Tat McGraw Hill – 8th Edition, 2009
2. Heinz Weihrich, Mark V. Cannice & Harold Koontz Management: A global and Entrepreneurial Perspective Tata McGraw Hill – 13th Edition, 2010
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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS 1	POS2
CO1								3					1	
CO2						1		2			1			3
CO3			3					3					1	2
CO4									1				1	
CO5	1			1									1	

BA16102 MANAGERIAL ECONOMICS 3 0 0 3

COURSE OBJECTIVES

6. To learn the basic economic concepts, environment and its implications in business.
7. To discuss about the demand and supply and various challenges in managing them.
8. To inculcate various techniques in the estimation of production cost.
9. To develop the skill of understanding the market structure and determination of commodity price.
10. To create an awareness about the national income and inflation.

UNIT I INTRODUCTION 9

Economic and Managerial Decision making, Economics of a Business- A brief review of important economic termsand concepts. The firm and its goals, Economic goal of the firm and optimal decision making, Goals other than profit.

UNIT II SUPPLY AND DEMAND INTRODUCTION 9

Market demand, market supply, and market equilibrium. Comparative statics analysis supply, Demand and price: The managerial challenge, Demand elasticity, the economic concept of elasticity – Types of Elasticity - Demand estimation and forecasting.

UNIT III ESTIMATION OF PRODUCTION AND COST 9

The production function, A short-run analysis of total, Average and marginal product, the long run production function, the estimation of production functions, the importance of production function in managerial decision making. Cost – Output functions, Cost in the short run – Cost in the long run, Economies of scale, application of costanalysis

UNIT IV MARKET STRUCTURE AND PRICE DETERMINATION 9

Perfect competition and monopoly Introduction: Competition and market types in economic analysis. Pricing and output decision in monopoly markets, implications of perfect competition and monopoly for managerial decision making. Price discrimination, Pricing methods in practice, Multi product pricing. Price determination equilibrium between demand and supply.

UNIT V NATIONAL INCOME AND INFLATION 9

Concepts of national income - Approaches to measure national income – Inflation concepts – types of inflation – Inflation theories – factors determining inflation – consequences of inflation – control of inflation - Role of MonetaryPolicy – Trade Cycle.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

11. understand the basic economic concepts, environment and its implications
12. acquire knowledge about the challenges in managing demand and supply
13. demonstrate their ability in estimating production cost
14. analyze the market structure and determine prices accordingly
15. exhibit their knowledge about national income and inflation

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1. Atmanand, Managerial Economics, Excel books, 2012.
2. Dr. D. M. Mithani, Managerial Economics Theory and Application, Himalaya Publication, 7/e, 2014.
3. M.L.Jhingan and Stephen, Managerial Economics, Vrinda Publications, 2/e, 2014.
4. Paul.G.Keat, Philip. K. Y.Young, Sreejatha Banerjee, Managerial Economics -Economic Tools for Today's Decision Makers, Pearson Education, 6/e, 2011.
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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	2			3				3		3	2		3	
CO2			2	3				3		2				2
CO3	1			3				2		3				2
CO4			1	2				3		2		2		
CO5	1			2						3		3		

PMA16107 STATISTICS FOR MANAGEMENT 3 2 0 4

COURSE OBJECTIVES

16. To introduce the students about the basic statistical variables.
17. To impart knowledge regarding sampling techniques.
18. To help the students understand the need for hypothesis testing and the various parametric tests involved in it.
19. To understand the significance of non-parametric test and its applications.
20. To be familiar with the types of correlation and regression analysis.

UNIT I INTRODUCTION TO STATISTICS AND PROBABILITY 15

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 15

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS 15

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sampleand two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV NON-PARAMETRIC TESTS 15

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness offit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 15

Correlation analysis, estimation of regression line – Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

TOTAL: 75 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

21. acquire knowledge in the basic concepts of statistics
22. understand the various techniques in sampling
23. develop hypothesis and apply statistical parametric tests
24. acquire skills in conducting non-parametric tests
25. develop knowledge and skill in correlation and regression analysis

REFERENCES

1. Richard I. Levin, David S. Rubin, “ Statistics for Management”, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.
3. Srivatsava TN and Shailaja Rego, “Statistics for Management”, Tata McGraw Hill, 2008.
4. Ken Black, “Applied Business Statistics”, 7th Ed., Wiley India Edition, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 11th Ed., Thomson (South – Western) Asia, Singapore, 2012.
6. N. D. Vohra, “Business Statistics”, Tata McGraw Hill, 2012.

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5. https://www.youtube.com/watch?v=aztcS-3MwH0

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CO1	2		2	2					2		2			
CO2	3	1						3			3			3
CO3	2			1		2		3	2		2		3	
CO4	2			2	1	1		3			3			
CO5	1							3			2			

BA16103 ORGANIZATIONAL BEHAVIOR 3 0 0 3

COURSE OBJECTIVES

26. To discuss the need and importance of organizational behaviour and its scope.
27. To understand the outcomes of individual behaviour and its impact on work.
28. To describe the dynamics in group behaviour and means of developing effective team.
29. To know the leadership styles and sources of power.
30. To be familiar with factors affecting organizational culture and development.

UNIT I INTRODUCTION TO OB 5

Definition, need and importance of organizational behavior – Nature and scope – Frame work – Organizational behavior models.

UNIT II INDIVIDUAL BEHAVIOUR 12

Personality – types – Factors influencing personality – Theories – Learning – Factors - The learning process – Learning theories – Organizational behavior modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Changing Attitude – Measurement- Values. Perceptions – Factors influencing perception – Interpersonal perception.Motivation – Types – Theories – Effects on work behavior.

UNIT III GROUP BEHAVIOUR 10

Group Formation –Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Developing Effective Team - Interpersonal relations – Communication – Improving verbal and non verbal communication.

UNIT IV LEADERSHIP AND POWER 8

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Finding and creating effective leaders – Sources of power – Power canters – Power and Politics.

UNIT V ORGANISATION CULTURE, CHANGE, CLIMATE & DEVELOPMENT 10

Organizational culture – Multi cultural organization and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Resistance to change – Managing change – Promoting creativity in an organization – Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

31. understand the basics of organizational behaviour
32. understand the outcomes of individual behaviour and its reflection in workplace
33. acquire knowledge in group behaviour
34. reflect leadership styles in different situations
35. understand organization culture and factors affecting change and development

REFERENCES

1. Schermerhorn, hunt and Osborn, Organisational Behaviour, John Wiley, 9th Edition, 2012
2. Udai Pareek, Understanding Organisational Behaviour 3rd Edition, Oxford Higher Education, 2012
3. Mc Shane & Von Glinov, Organisational Behaviour, 7th Edition, Tata Mc Graw Hill, 2014
4. Hellrigal, Slocum and Woodman, Organisational Behaviour & Management, 11th Edition, Cengage Learning, 2007
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6. Robbins , Judge, Sanghi, Organisational Behaviour, 14th Edition Pearson Publication
7. Fred Luthan Organisational Behaviour, 12th Edition, McGraw Hill Publications.
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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	3		3	2					3		1			
CO2	2		3				1	2				2		
CO3			2		3				2					
CO4	2		2		1	2	1	2						3
CO5	2			3	3			3					3	

BA16104 **BUSINESS COMMUNICATION** **3 0 0 3**

COURSE OBJECTIVES

36. To improve the conceptual understanding of written, oral and symbolic communication.
37. To understand the significance of non-verbal communication.
38. To provide an overview about the various methods of oral communication.
39. To impart knowledge and skill in business correspondence.
40. To expose the students to different forms of business proposals and reports.

UNIT I COMMUNICATION IN BUSINESS 9

Systems approach- forms - functions and principles of communication - management and communication-communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window - Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION 9

Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION 9

Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies.

UNIT IV BUSINESS CORRESPONDENCE 9

Business letter - principles of business writing- memos -e-mails – agendas - minutes- sales letter- enquiries- orders-letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé - Modernmeans of Communication – Social Media.

UNIT V BUSINESS PROPOSALS AND REPORTS 9

Project proposals- characteristics and structure- Project reports – types- characteristics,-structure-Appraisal reports

1. performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- acquire knowledge about various forms of communication
- communicate messages effectively through non-verbal communication
- inculcate knowledge on different methods of oral communication
- exhibit their talent in business correspondence
- understand the various forms of business proposals and reports

REFERENCES

1. McGrath, E. H., S.J,Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi, 2008.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South- western, 2004.

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CO1	2		2	2					2		2			
CO2	3	1						3			3			3
CO3	2			1		2		3	2		2		3	
CO4	2			2	1	1		3			3			
CO5	1							3			2			

BA16105 ACCOUNTING FOR MANAGERS 3 2 0 4

COURSE OBJECTIVES

- To introduce the students to the basics of accounting principles.
- To develop the skills for preparation, analysis and interpretation of financial statements.
- To provide an overview regarding maintenance of company accounts.
- To understand the concepts of cost accounting and different methods involved in it.
- To describe the various aspects of marginal costing and its applications.

UNIT I FINANCIAL ACCOUNTING 15

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventionsand Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting – Bank Reconciliation Statement

UNIT II ANALYSIS OF FINANCIAL STATEMENTS 15

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard) and funds flow statement analysis.

UNIT III COMPANY ACCOUNTS 15

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

UNIT IV COST ACCOUNTING 15

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing-Budgetary Control & Variance Analysis - Standard cost system.

UNIT V MARGINAL COSTING 15

Concept of Marginal Costing , Characteristics of Marginal Costing , Difference between Absorption Costing and Marginal Costing , Marginal Cost, Contribution , Cost Volume Profit (CVP) Analysis, Break Even Chart , Break Even Point, Profit Volume ratio, Target profit , Margin of Safety , Application of Marginal cost , Limitations of Marginal cost.

TOTAL: 75 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- acquire knowledge about the fundamentals of accounting principles
- prepare, analyse and interpret basic financial statements
- exhibit their ability to maintain company accounts
- analyse different methods of cost accounting
- understand the concept of marginal costing and its significance

REFERENCES

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition,Tata McGraw Hill Publishers, 2011.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2010.
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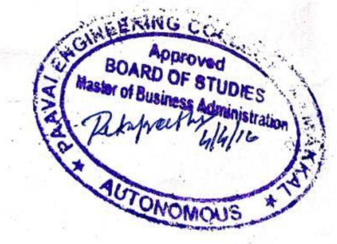
CO2	3	1						3			3			3
CO3	2			1	2			3	2		3		3	
CO4	2				2	1		3	3		3			
CO5	1						1	3			2	2		



BA16106 **BUSINESS LAW** **3 0 0 3**

COURSE OBJECTIVES

- To provide basic understanding of law of contract and different types of contract in business.
- To discuss about the regulations in sales of goods act and negotiable instrument act.
- To understand the provisions in Indian partnership act.
- To impart the basic provisions in Indian companies act.
- To know about the salient features of consumer protection act, right to information act and cyber law.

UNIT I LAW OF CONTRACT 9

Law of contract - Indian Contract Act 1872 - essentials of a valid contract - offer, acceptance, competence, consent, consideration, performance of Contract -breach of contract and remedies - quasi contract.

UNIT II SALES OF GOODS ACT 1930 AND NEGOTIABLE INSTRUMENT ACT 9

Introduction, Definitions, Formalities of the contract of sale - Conditions and Warranties - Transfer of property as between the seller and the buyer - Rights of an unpaid seller.

Negotiable Instrument Act - Types and characteristics of negotiable instruments-Promissory notes, bills of exchange, cheques - parties - holder and holder in due course - negotiation - crossing, endorsement, dishonor and discharge-banker and customer.

UNIT III INDIAN PARTNERSHIP ACT 9

Indian Partnership Act 1932 – definition – formation – registration - partnership deed - minor in partnership - rights,duties and liabilities of partners - dissolution.

UNIT IV INDIAN COMPANIES ACT 9

Indian Companies Act 1956 - Nature and types of companies - incorporation, commencement of business- documents associated with formation - issue and allotment of shares -dematerialization of shares - transfer and transmission of shares - management and directors - meetings and resolutions - postal ballot - buyback of shares - prevention of oppression of mismanagement - merger and acquisitions.

UNIT V CONSUMER PROTECTION ACT, RIGHT TO INFORMATION ACT & CYBER LAW 9

Consumer Protection Act 1986 - Meaning of consumer- rights of consumer - complaints- grounds, time-unfair and restrictive trade practices - consumer grievance redressal machinery, district, state, and national level, jurisdiction. Right to Information Act 2005 - salient features – information – request – fee – response social issues. Introduction to IT laws & Cyber Crimes – Internet, Hacking, Cracking, Viruses, Virus Attacks, Pornography, Software Piracy, Intellectual property, Legal System of Information Technology.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- acquire knowledge in law of contract and the various types of contract
- understand the regulations in sales of goods act & negotiable instrument act
- recognize the features of Indian partnership act

- acquire knowledge regarding Indian companies act
- understand the regulations in consumer protection act, right to information act and cyber law

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2. N D Kapoor, Elements of Mercantile Law, Sultan Chand & Sons, 35/e, 2014.

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CO1	3							2	2		3			
CO2	2							2	1		2			2
CO3	2	1			2	2		3	1		2		3	
CO4	2				2	3			1	3				
CO5	3	2			2		1			2	2			

BA16107 **PERSONAL ENRICHMENT LABORATORY** **0 0 4 2**

COURSE OBJECTIVE

- To foster an all round development of students by focusing on soft skills, emotional intelligence, telecommunication and presentation skills.

CONTENT OF COURSES

1. LSRW- Concept
2. Goal Setting
3. Body Language
4. Public Speaking
5. Business Etiquettes
6. Team Building
7. Decision Making Skills
8. Emotional Intelligence
9. Art of Tele Communication
10. Presentation Skill

TOTAL: 60 PERIODS

COURSE OUTCOME

At the end of this course, the students will be able to exhibit their talent in soft skills, emotional intelligence, and telecommunication and presentation skills.

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1. Masters Ann, Personality Development for Life and Work, Cengage Learning, 10/e, 2012.
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CO1	2			3				3		3	2		3	

BA16201 PRODUCTION AND OPERATIONS MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To impart knowledge about production and operations management (POM) in the context of changing business environment.
- To identify and trace the recent developments in the POM.
- To experience various techniques adopted at different levels of production management of an organization.
- To inculcate knowledge in production, planning and scheduling.
- To learn the concept of material management and inventory control technique.

UNIT I INTRODUCTION 9

Introduction to Production and Operations Management – History and Evolution of POM – OM today – Production/Operations as a System – Decisions in POM – Strategic, Operating and Control Decisions – Scope of POM - Recent Trends in Production and Operations Management. Role of Operations in Strategic Management Production and Operations Strategy. Demand Forecasting for Production – Need, Types, Objectives and Steps Overview of Qualitative and Quantitative methods

UNIT II PRODUCT DESIGN AND DEVELOPMENT 9

Product Design and Development – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process Planning - Selection, Strategy, Major Decisions. Capacity Planning – Factors considered – Types – Capacity requirement Planning

Facility/Plant Location Decision – Factors considered – Techniques for Selection of Location.

UNIT III PLANT LAYOUT AND PROJECT MANAGEMENT 9

Facility/Plant Layout – Factors considered – Types – Techniques for Selection. Project Management – PERT and CPM.

UNIT IV AGGREGATE PLANNING / PRODUCTION PLANNING 9

Aggregate Planning – Approaches, Types of Plans, Strategies, relationship to Master Production schedule. Overviewof MRP, MRP II and ERP. Production Planning and Control – Scheduling – Assignment – Johnson's Rule – Gantt Chart.

UNIT V MATERIALS MANAGEMENT & WORK STUDY 9

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing –Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory Management – Objectives, Costs and Control techniques – EOQ Models. Work Study – Objectives – Types. Method Study and Motion Study. Work Measurement and Productivity.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- demonstrate and appreciate the role and importance of the production function in organizations

- demonstrate the effects of the evolution of production management in global business
- recognize and apply the analytical techniques in production management
- understand the planning and scheduling the production function
- apply the inventory control technique in production management

REFERENCES

1. Norman Gaither and Gregory Frazier, " Operations Management", Cengage Learning – 9th Edition, 2013
2. Buffa and Rakesh, "Modern Production and Operation Management", John Wiley & Sons – 8th Edition 2010
3. Aswathappa K and Shridhara Bhat K, "Production and Operations Management Himalaya Publishing House, New Delhi– 2nd Edition, 2011
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CO1	1					2	2							
CO2	2				2			2	3		3			
CO3	1				1		2	2			1		2	
CO4	3				2			2			2			3
CO5	2				2						3			

BA16202 **FINANCIAL MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To make students understand the financial system in India.
- To impart knowledge in investment decision.
- To apprise the students about the various sources of funds and leverage.
- To expose the students to working capital and dividend decisions.
- To inculcate knowledge in Indian stock market.

UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT 9

Objectives of financial management, risk return trade off, emerging role of financial manager in India, Indian Financial System: Financial market, Capital Market, Money Market, Forex Market, Time value of money – Techniques – Valuation of bonds and shares, Risk Return concepts.

UNIT II CAPITAL BUDGETING & COST OF CAPITAL 9

Importance, Project classification, Investment Criteria - discounting and non-discounting criteria, estimation of cashflows – elements, basic principles and cash flow estimation for new and replacement projects. Capital budgeting techniques. Concept of cost of capital- Determining Component Cost of Capital - Specific Cost of Capital -Overall cost of capital,

UNIT III LEVERAGE, CAPITAL STRUCTURE AND DIVIDEND POLICY 9

Financial and Operating leverages- Indifference point Meaning, difference between capital structure and financial structure, - EBIT – EPS Analysis, ROI – ROE Analysis, leverages. Dimensions of dividend policy, legal procedural aspects, Bonus shares and stock splits, share buy backs. Dividend models – Traditional and MM models, Capital Structure Theories – NI, NOI and MM Approach.

UNIT IV WORKING CAPITAL MANAGEMENT 9

Characteristics of current assets, factors influencing working capital requirements – Estimation of working capital, Receivables, Cash management, Inventory Management, Short term finance- level of current assets, current assets financing policy, operating cycle and cash cycle, estimation of working capital requirements, Projected P&L account, Balance sheet Working capital financing – accruals, trade credit, working capital advance by commercial banks, public deposits, commercial paper, factoring .

UNIT V STOCK MARKET 9

Primary and Secondary Market – Assets based Financing- Venture Capital – Hire Purchase – Long Term Finance.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- exhibit the conceptual understanding of financial system
- evaluate investment decisions of the firm
- demonstrate the various sources of funds in the market
- implement the working capital management and dividend decision
- know about the transaction in stock market

REFERENCES

1. Prasanna Chandra Financial Management Tata McGraw-Hill Education, 2008
2. M.Y.Khan & P.K.Jain, Basic Financial Management, TMH 7th Edition, 2015
3. Sharma & Shashi k Gupta, Financial Management, Kalyani Publisher, 7th Edition, 2014
4. IM Pandey, Financial Management, Vikas Publishing House 11th Edition 2015

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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	3				3		3	2		3				
CO2	3				3		2				2	3		
CO3	3				2		3				2	3	3	
CO4	2				3		2		2			3		3
CO5	2						3		3			3		

BA16203 **MARKETING MANAGEMENT** **4 0 0 4**

COURSE OBJECTIVES

- To understand the conceptual foundations of marketing management as a functional area of business.
- To gain knowledge in market segmentation and branding.
- To know the marketing mix strategies.
- To identify the factors influencing buyer behaviour.
- To impart knowledge in online marketing.

UNIT I INTRODUCTION 12

Marketing – Definitions – Marketing Mix – Conceptual frame work – Selling Vs Marketing – Marketing environment: Internal and External – Techniques for Environmental Scanning –Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II SEGMENTATION AND BRANDING 12

Need for Segmentation – Bases for segmentation – Evaluation and selecting the segment – Target strategies – Positioning. Brand building – Brand valuation – Brand loyalty – Measuring brand loyalty – Brand equity – Industrial 2.consumer – services marketing strategies – Competitor analysis.

UNIT III ASSEMBLING MARKETING MIX 12

Product planning and development – Product life cycle – New product Development and Management – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOR 12

Understanding industrial and individual buyer behaviour – Influencing factors – Buyer Behavior Models – Tools tostudy buyer behaviour – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & ONLINE MARKETING 12

Marketing Information System – Research Process – Concepts and applications: Product – Advertising – Promotion 3.Consumer Behavior – Retail research –Green Marketing Strategy– Cause related marketing – Ethics in marketing 4.Online marketing trends and strategies.

TOTAL: 60 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- state the role and functions of marketing department
- understand the concept of market segmentation
- use marketing mix concept for decision making
- analyse the individual and industrial buyer behaviour
- apply online marketing strategies

REFERENCES

1. Philip Kotlar & Kevin Lane Keller – Marketing Management PHP 14th Edition – 2012
2. S.H.H. Kazmi, Marketing Management – Tata McGraw Edition, 2007
3. Micheal R Czinkota & Masaaki Kotabe Marketing Management, Vikas Thomas Learning, 2012 11th Edition
4. Duglas.J.Darymple, Marketing Management, John Wiley & Sons, 2008
5. NAG, Marketing Successfully – A Professional Perspective, Macmillan 2008
6. Boyd Walker, Marketing Management, Mc Graw Hill, 2012
7. Keith Flether, marketing Management and Information Technology, Prentiece Hall, 2010

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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1					2		2			2	2			
CO2	2				3						2			
CO3	3				3	2	2		3		3			3
CO4	3		2		3						3		3	
CO5	2										1			

BA16204 **HUMAN RESOURCE MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To understand the basic concepts and functions of human resource management.
- To create an awareness in recruiting and selecting candidates for a job.
- To describe the various methods in training and development.
- To learn the methods of calculating compensation, performance evaluation and career management.
- To understand the challenges faced by international HR managers.

UNIT I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 8

Evolution of human resource management – The importance of the human factor – Principles of HRM - Objectives of human resource management – Inclusive growth and affirmative action – Quality of a good human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit. Institutions of repute which impart HRM education in India.

UNIT II FINDING AND HIRING THE BEST HUMAN FOR THE JOB 8

Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External sources. Selection process screening – Tests – Validation – Interview - Medical examination – Recruitment introduction – Cost – Benefit analysis of recruitment - Importance – Practices – Socialization benefits.

UNIT III TRAINING AND DEVELOPMENT 10

Types of training methods purpose benefits resistance Training implementation and evaluation - Executive development programmes – Common practices – Benefits – Self-development – Knowledge management. .

UNIT IV COMPENSATION & BENEFITS AND PERFORMANCE APPRAISAL 10

Compensation plan – Reward – Structured pay scales of the government sector and cost to the company approach of the private consultant. Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships. Method of Performance evaluation – Aligning performance outcome to career & succession planning. Promotion, Demotion, Transfer and separation.

UNIT V INTERNATIONAL HRM & EMERGING HORIZONS OF HRM 9

Concepts of International HRM – challenges of international HR managers. Global HR practices. E-HRM, HRIS (Human Resource Information System). Measuring intellectual capital: Impact of HRM practices on organizational performance: contemporary issues in Human Resource Management. Case studies.

TOTAL: 45 PERIODS

COURSE OUTCOMES

- know the fundamental concepts and functions of human resource management
- acquire knowledge about recruitment and selection
- design training and development programmes
- acquire skills in calculating compensation, performance evaluation and career management
- understand the challenges and emerging trends in global HR practices

REFERENCES

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resources, PHI Learning, 2012.
2. Bernadin, Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3. Decenzo and Robbins, Human Resource Management, Wiley 13th Edition, 2016.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2013.
5. Ivancevich, Human Resource Management, McGraw Hill 2013.
6. Dessler Human Resource Management, Pearson Education Limited, 2014

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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	2						3							
CO2	2			3			3		3		3			
CO3	2		3	2			2		3		2		2	
CO4	3		3		2		3		3		3			3
CO5			3						1		2			

BA16205 MANAGEMENT INFORMATION SYSTEM 3 0 0 3

COURSE OBJECTIVES

- To understand the basic concepts in information system.
- To discuss the application of data base management system.
- To describe the various modes of network communication.
- To learn the role of information system in management functions.
- To expose the students to different information system models.

UNIT I INTRODUCTION TO INFORMATION SYSTEM 9

Fundamentals of information systems – Concept of Information – Concept of System, Sub-system, system approach

5. Information system – Tools for information System - Meaning and Definition of MIS - MIS design, Development,Implementation and Maintenance

UNIT II DATA BASE MANAGEMENT SYSTEM 9

Information Technology – Concepts – Architecture - Computer Hardware & Trends in computer Hardware & Computer peripherals - Computer software – system software – Application software – Database management – Filemanagement – Database models, Database management system – Client server computing.

UNIT III NETWORK COMMUNICATION 9

Role of communication -Trends in communication – Telecommunications and Networks – communication direction, synchronization, channels and media – Network Technology. – Tele communications Alternatives – DTP

6.Image processing – Electronic communication system – electronic meeting system.

UNIT IV INFORMATION SYSTEM APPLICATION 9

Information system for management functions – Information system for Business functions- Accounting, Finance, Manufacturing and Inventory control, Marketing - Human resource Information System and Geographic information system – Applications of Information Technology in E-Business.

UNIT V INFROMATION SYSTEM MODELS 9

Strategic and managerial implication of Information system – Managing information system resources – Other information system, Information system models - TPS – Office automation – Decision support system – Executive information System – Artificial Information system – Enterprise Resource Planning.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- acquire knowledge in the basic concepts in information system
- understand the various application of data base management system
- exhibit their skill in network communication
- apply information system in performing management functions
- familiar with different information system models

REFERENCES

1. James O'Brien,"Management Information Systems", TataMcGraw Hill Publishing Co.Ltd, 2007.
2. L.M.Prasad & Usha Prasad, "Management Information Systems", Sultan Chand & Sons, 2003.
3. A.K.Gupta, "Management Information Systems", S. Chand & Co. Ltd, 2003.
4. Kenneth C. Laudon & Jane P. Laudon, "Management Information Systems", Prentice Hall of India, (P) Ltd, 2008

WEB LINKS

1. www.bitsmithsoft.com
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3. www.mytreedb.com
4. www.Primasoft.com

Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	3			2			3				3			
CO2	2			3			3		2		2			
CO3	3			2			2		3		2			
CO4	3					3				2	2			
CO5				2			3		3		3			

PMA16201 APPLIED OPERATIONS RESEARCH 3 2 0 4

COURSE OBJECTIVES

- To introduce the fundamentals in linear programming.
- To learn the techniques in linear programming.
- To impart knowledge and skill in game theory.
- To describe the application of inventory models and networking models.
- To discuss about queuing theory and replacement models.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 15

Introduction to applications of operations research in functional areas of management. Linear Programming – Formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase).

UNIT II LINEAR PROGRAMMING EXTENSIONS 15

Transportation models – Balanced and unbalanced problems – Initial basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of degeneracy - Assignment models –Solution by Hungarian and Branch and Bound algorithms – Travelling salesman problem.

UNIT III GAME THEORY 15

Game theory – Two person zero sum games-Saddle point – Dominance rule – Convex linear combination (Averages) 7.Methods of matrices – Graphical and LP solutions.

UNIT IV INVENTORY MODELS AND NETWORKING MODELS 15

Inventory Models – EOQ and EBQ Models (With and without shortages) – Quantity Discount Models – Networking Models – PERT & CPM.

UNIT V QUEUEING THEORY AND REPLACEMENT MODELS 15

Queuing Theory – Single and multi-channel models – Infinite number of customers and infinite calling source – Replacement models – Individuals replacement models (With and without time value of money) – Group replacement models.

TOTAL: 75 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- understand the fundamental concepts in linear programming
- apply the techniques in linear programming
- exhibit their skill in applying game theory
- acquire knowledge in application of inventory models and networking models
- familiar with queuing theory and replacement models

REFERENCES

- Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
- N. D Vohra, Quantitative Techniques in Management,Tata Mcgraw Hill, 2010.
- Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education,.

- Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
- G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
- Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
- Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
- Frederick & Mark Hillier, Introduction to Management Science – A Modelling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

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3. https://www.youtube.com/watch?v=h0bdo06qNVw
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5. https://www.youtube.com/watch?v=ofwJvX9j8QM

Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	2													
CO2	3					3			2		3			3
CO3	2					3					3		3	
CO4	2		2			2		3			3			
CO5	2		3			3					2	2		

BA16206 **BUSINESS RESEARCH METHODS** **3 0 0 3**

COURSE OBJECTIVES

- To discuss about the basic concepts in research.
- To understand the criteria involved in research design.
- To describe the methods of data collection and sampling techniques.
- To learn the various statistical tools used in analysis and interpretation of data.
- To enable the students to prepare research reports.

UNIT I INTRODUCTION 9

Research – Definition – Meaning- Objectives – Motivation in research – Types of research – Approaches – Significance – Research Methods Vs. Methodology – Criteria of good research – Problems for researcher in India –The research Process – Research hypothesis – Basic concepts – procedures

UNIT II RESEARCH DESIGN AND MEASUREMENT 9

Research Design – Meaning – nature – features of good design – Different research design – Principles of experimental design, Measurement and Scaling - Measurement scales – source of error – techniques of developing sound measurement tools. Scaling: Meaning – important scaling techniques. Validity and reliability.

UNIT III DATA COLLECTION 9

Types of data – Primary and secondary data – Methods of primary data collection – Construction of questionnaire – Validation of questionnaire – sampling plan – sample size – determination of optimal sample size – sampling techniques – Probability and Non-probability sampling methods.

UNIT IV ANALYSIS AND INTERPRETATION 9

Data Preparation – editing – coding- data entry – validity of data – Statistical technique – Chi-square test – ANOVA 8. Bivariate and Multivariate techniques – Multidimensional scaling - Factor analysis – Discriminate analysis – Cluster analysis – Multi regression and correlation. Interpretation: Meaning of interpretation – techniques – precautions.

UNIT V RESEARCH REPORTS 9

Meaning of report writing – significance – steps – layout of research report – types of reports – oral presentation – Mechanics of writing a research reports – precautions of writing research reports.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course, the students will be able to

- familiar with the basic concepts in research
- formulate research design and device a suitable sampling plan for data collection
- understand the methods of data collection and sampling techniques
- analyse data using appropriate statistical tools
- develop research reports

REFERENCES

1. C.R.Kothari, Research Methodology: Methods and Techniques, New Age International Publishers, 3rd Edition Nov 2014
2. Naresh Malhothra, Marketing Research, Pearson Education/PHP 6th Edition, 2012
3. Wiliam G Zikmund, Business Research Methods, Thomson, 8th Edition, 2010
4. Cooper and Schinder, Barry J Babin , Business Research Methods, TMH, 11th Edition, 2010

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- www.nou.edu.ng

Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	1							2		2			2	2
CO2	1			2				3						2
CO3	2			3				3	2	2		3		3
CO4			1	3		2		3						3
CO5			1	2										1

BA16207 BUSINESS APPLICATION SOFTWARE LABORATORY 0 0 4 2

COURSE OBJECTIVE

1. To impart practical knowledge and skill in applying ms office and statistical software in business.

S.No.	Topic	No. of Hours
1	**MS Office** - MS Word - MS Power Point - MS Excel - MS Access	**30**
2	**USING STATISTICAL SOFTWARE PACKAGES** 1. Chi-square 2. One way ANOVA 3. Correlation 4. Regression	**30**

TOTAL: 60 PERIODS

COURSE OUTCOME

At the end of this course, the students will be able to utilize and apply computer technology and statistical software effectively in making business decisions.

REFERENCES

1. Sudalaimuthu, Anthonyraj, Computer Application in Business, Himalaya Publishing House, 2/e, 2014.
2. Carver, Doing Data analysis with SPSS: Version 18.0, Thomson Learning, 5/e, 2012.
3. Ajai S. Gaur Sanjaya S. Gaur, Statistical methods for Practice and research – A guide to data analysis using SPSS Sage Publications Ltd (Response Books), 2/e, 2009.
4. Alexis Jeon, Introduction to computers with MS Office Tata- McGraw-Hill, 2007.

WEB LINKS

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2. www.codelsoftware.com

Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	2										1			

BA16208 PERSONAL EFFECTIVENESS LABORATORY 0 0 4 2

COURSE OBJECTIVE

1. To enable the learners to improve their presentation skills, soft skills and article reviews.

CONTENTS OF THE COURSE

- Presentations
- Group Discussions
- Overcoming fear of facing Interviews
- Time Management
- Vocabulary skills for critical corporate communication and to give effective presentations
- To internal and external customers of an organization.
- Lateral thinking
- Stress management
- Talk Shows
- Article Reviews
- Book Reviews

TOTAL: 60 PERIODS

COURSE OUTCOME

At the end of this course, the students will be able to exhibit their talent in presentation skills, soft skills andarticlereviews.

REFERENCES

– Sherfeild, Developing Soft skills-Pearson Education, 1/e, 2013.
– Herta A.Murphy, Effective Business Communication, 7/e, TMH, 2013.
– Colin Beard, John P.Wilson, Experiential Learning, Kogan Page, 3/e, 2013.
– S.Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Week														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS1	POS2
CO1	2										3			

PAAVAI ENGINEERING COLLEGE
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Master of Business Administration
AUTONOMOUS

BA 16302 **SOCIAL DEVELOPMENT LAB** **0 0 2 1**

COURSE OBJECTIVES

- To interact with local community and understand their problems and prospects
- To know the sensitivity of social issues and find solutions for it.
- To exhibit knowledge in community development
- To inculcate knowledge in social impacts and assessments.
- To understand the general awareness of social development.

Community development is a structured intervention that gives communities greater control over the conditions that affect their lives. This does not solve all the problems faced by a local community, but it does build up confidence to tackle such problems as effectively as any local action can. Community development works at the level of local groups and organizations rather than with individuals or families. The range of local groups and organizations representing communities at local level constitutes the community sector.

"Community development is a skilled process and part of its approach is the belief that communities cannot be helped unless they themselves agree to this process. Community development has to look both ways: not only at how the community is working at the grass roots, but also at how responsive key institutions are to the needs of local communities".

DESCRIPTION

This is an applied module where students will be challenged to investigate and explore new trends in social and community development. The module will have a very strong field component where students will be required to conduct independent investigation into new and developing fields. The primary objective is to equip the students with the knowledge and skills in understanding the processes of community change and effecting community change.

Submissions

At the end of the field work the students are encouraged to submit a detailed project report to the faculty concerned. The work of the student will be evaluated on the basis of the following:-

7. General Awareness of the problems and its study
8. Solutions applied to the problems
9. Results

Students may relate to the below mentioned topics

11. Adult Education
12. Agriculture
13. Animal Husbandry
14. Attitude Change
15. Educational Facilities

16. Family Health
17. Health Activities
18. Industry
19. Recreational Facilities
20. Rural Development
21. Rural Extension
22. Sanitation
23. Self Help Programs
24. Social Development
25. Women's Education
26. Horticulture,
27. Farm products wastages
28. Female Infanticide
29. Medical facilities
30. Pollution or depletion of water resources and its effect on the community

TOTAL: 30 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- gain an experiences with local community by interaction and give solution to their problems.
- analysis the social issues and solve it.
- gain knowledge in community development.
- know the social impacts and assessments.
- be familiar with the social development.

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1		2	2		2					2			1	
CO2	1	2			2				2	2				
CO3			2			2				2			1	
CO4	1	2			2	2			2					
CO5			2			2					2	2	1	3

BA 16401 INTERNATIONAL BUSINESS MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To know the international business environment.
- To understand the international trade and investment.
- To gain knowledge in the international strategic management.
- To learn the production, marketing, finance and human resource of global business.
- To know the conflict management in international business management.

UNIT I INTRODUCTION 6

International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT 11

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 11

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management-global entry strategy – different forms of international business – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 11

Global production – Location – scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development, pricing, production and channel management- Investment decisions – economic- Political risk –

sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 6

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- know the international business environment.
- apply the international trade and investment.
- gain knowledge in the international strategic management.
- enhance the production, marketing, finance and human resource of global business.
- enrich the conflict management in international business management.

REFERENCES

3. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition,Tata Mc Graw Hill, 2009.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
5. K.Aswathappa, International Business, Tata Mc Graw Hill, 2008.
6. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, Internationalusiness, Thomson, Bangalore, 2005.
7. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
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3. www.crab.rutgers.edu/.../International%20Bussiness%20Environment/notes/Int...
4. www.graduate.au.edu/.../school%20of%20business/.../IBM%20Guide%2...

CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1	1		2										1	
CO2										2				
CO3						2							1	
CO4							2							2
CO5							2							

BA 16402 STRATEGIC MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To learn the major concepts of strategy of formation process.
- To describe the organization’s mission, vision and developing policies and plans.
- To analyze and implement the strategic management in strategic business units.
- To study the concept of Strategy Implementation & Evaluation.
- To know the overview of Strategic Issues.

UNIT I STRATEGY AND PROCESS 9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE 9

External Environment - Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES 10

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 9

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and ConflictTechniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES 8

Managing Technology and Innovation - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- understand the major concepts of strategy of formation process.
- know the organization's mission, vision and developing policies and plans.
- analyze and implement the strategic management in strategic business units.
- implement and evaluate the business strategy.
- get overview an idea in of strategic issues.

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2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.
4. An Integrated Approach to Strategic Management, Charles W.L.Hill & Gareth R.Jones, Cengage Learning.
5. Strategic Management, Charles W.L.Hill, India Edition.2008.

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1. www.slideshare.net/KiruthikaRuthi/strategic-management-full-notes
2. www.nptel.ac.in/courses/110108047/.../Course%20Lecture%20Notes.pdf
3. www.slideshare.net/KiruthikaRuthi/strategic-management-full-notes

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1	1												1	
CO2										2			1	
CO3				1						2				2
CO4		1										1		
CO5											2	1	1	

GENERAL MANAGEMENT ELECTIVES

BA 16G01 **BUSINESS ETHICS AND CORPORATE GOVERNANCE** **3 0 0 3**

COURSE OBJECTIVES

- To understand business ethics as part of ethics and its role in human development.
- To familiarize oneself with the theory and practice of managing ethics in organizations.
- To discuss the various functional areas of ethics in a corporate setup.
- To understand the importance of Corporate Social Responsibility in business excellence.
- To be familiar with different approaches in Corporate Governance.

UNIT I INTRODUCTION 9

Introduction to ethics – Definition of Ethics, Business Ethics– Nature, Characteristics and Needs, Ethical Practices in Management - Factors affecting business ethics-Theories of ethics.

UNIT II VIRTUE AND ETHICS 9

Virtue, Virtue Ethics - Ethical dilemma, Ethical gap, Ethical leadership – Whistle blowing – Trade Secrets.

UNIT III ETHICS IN FUNCTIONAL AREAS 9

Ethics in Finance, Ethics in Marketing, Ethics in HRD – Ethics and Business Strategy - Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics- Influence of Organizational Culture in Ethics – Ethics Committee – Ethical Audit

UNIT IV CORPORATE SOCIAL RESPONSIBILITY 9

Corporate Social Responsibility – Social Audit – Ethics and Government – International Business Ethics-Stakeholder Theory - Social Responsibilities of Business – Environmental Protection, Fair Trade Practices - Safeguarding Health and well being of Customers.

UNIT V CORPORATE GOVERNANCE 9

Corporate Board--Attributes, Duties, Responsibilities, Liabilities- Shaping Directorial Competence and Board Effectiveness-Corporate Disclosure and Investor Protection-Corporate Board Committees- Globalization and Corporate Governance- Emerging Trends in Corporate Governance.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- understand the Long-term benefits of adhering Ethical Codes.
- exhibit ethics in trade activities.
- apply ethics in various disciplines of an organization.
- identify the practical implications of Corporate Social Responsibility.
- analyze effectively appropriate mechanism for effective governance on corporate management.

REFERENCES

5. S.K.Bhatia (2005). Business Ethics and Corporate Governance. Himalaya Publishing House.
6. Fernando A C (2010). Business Ethics and Corporate Governance. Pearson Education.
7. Sharma J P (2011). Corporate Governance, Business Ethics and CSR (With Case Studies and Major Corporate Scandals). ANE Books.
8. D. Murray (1997). Ethics in Organizational, Kogan Page Publishers.
9. S. K. Chakraborty (1998). Values and Ethics in Organisation, Oxford University Press.

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3. www.slideshare.net
4. https://webservices.ignou.ac.in

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2						2					1	
CO2													2	
CO3							1							1
CO4		2					2				1			
CO5				1										

BA 16G02 **EVENT MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To imbibe knowledge and skills regarding Management of Events.
- To understand different ways of managing diverse events.
- To know about the methods of planning various events in an organization.
- To describe the logistics involved in managing and exhibition.
- To recognize the need and importance of sponsors in managing an event.

UNIT I INTRODUCTION 9

Designing - Corporate Events, Corporate Hospitality Ensuring ROI-Managing Customer Expectations-Types of Corporate Events-In-House vs. Event Management Companies- Corporate Event Packages- Staff Events, Customer Events Team Building, Menu and Wine Selection.

UNIT II EVENT ACTIVITIES 9

Charity Events and Award Ceremonies - Setting Fundraising Targets and Objectives- Working with Volunteers and Committees - Generating Goodwill and Media Exposure- Commissioning Celebrities- MCs and Entertainment - Outdoor Events, Concerts, Logistics, Types of Outdoor Events, Risk Management.

UNIT III EVENT PLANNING 9

Health and Safety Planning and Logistics- Marketing and Sponsorship- HR Management- Programming Entertainment and Celebrity Events- Concerts, Launches, Fashion shows, National Festivals and High-Profile Charity Events Liasioning with Agents- Contract Negotiations- Client Briefings.

UNIT IV EXHIBITION MANAGEMENT 9

Types, Trade Shows vs. Consumer Shows- Running an Exhibition, Exhibiting a Show- Designing Exhibition Stands- Managing a Sales Team- Making the Most Out of Exhibiting- Event Logistics Sports Event Management- Creativity- Types of Sporting Hospitality- Logistics and Onsite Management Choosing Sporting Celebrities and Managing Expectations Paparazzi and Entourages- Onsite Staff Selection and Admissions Management

UNIT V SPONSORSHIP MANAGEMENT 9

Event Sponsorship Understand Sponsorship, Understand –Event Organizer, Event Partners, Event Associates, Event Sponsor, Importance of sponsorship –for event organizer, for sponsor, Type of Sponsorship, Making sponsorship database, making sponsorship proposal, Closing a sponsorship, Research of sponsorship, Converting sponsorship into partnership.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- gain technical knowledge in the field of Event Management effectively.
- apply professional competence in organizing various events in general business management.
- acquire required skills in planning events for an organization.
- design and administer exhibitions and tradeshows.
- acquire knowledge regarding sponsorship management.

REFERENCES

1. Joe Goldblatt, Kathleen S. Nelson. (2001). The International Dictionary of Event Management. John Wiley & Sons.
2. Julia Rutherford Silvers. (2012). Professional Event Coordination. Wiley Desktop Editions.
3. Lynn Van Der Wagen, Brenda R. Carlos. (2004). Event Management. Prentice Hall.
4. Diwakar Sharma (2009). Event Planning & Management. Deep & Deep Publications.
5. Sita Ram Singh (2009). Event Management. Aph Publishing Corporation.

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1. www.slideshare.net
2. www.wittenborg.eu/event-management-2012.html
3. www.irishrugby.ie/downloads/IRFU_Advisory_handbook.pdf
4. www.eventeducation.com

Mapping of Course Outcomes with Programme Outcomes:
(1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1				1				2					
CO2					2									2
CO3			2										1	
CO4	2			1					1			1		
CO5						2								

BA 16G03

TOTAL QUALITY MANAGEMENT 3 0 0 3

COURCE OBJECTIVES

- To know the fundamentals of Quality Management.
- To be familiar with the internal and external requirements of quality management.
- To understand the approaches and tools in total quality management.
- To describe the various techniques and applications in total quality management.
- To understand the significance of quality engineering in product design.

UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

Define Quality – Need for Quality, Evolution of Quality – Basic concepts of TQM – TQM framework, contribution of Deming, Juran and Crosby Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, and Shingeo; Barriers of TQM.

UNIT II TQM PRINCIPLES 9

Leadership, Strategic Quality planning, Quality Statement – Customer focus – customer orientation, customer satisfaction, customer complaints, customer retention – employee involvement – motivation, empowerment, team and teamwork, recognition and reward, performance appraisal – continuous process improvement – PDSA cycle, 5S, Kaizen and 8D methodology.

UNIT III TQM TOOLS AND TECHNIQUES I 9 Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability – meaning, significance and measurement ; Six-sigma concepts of Process Capability; Total Productive Maintenance (TPM) – relevance to TQM; Business Process Re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TQM TOOLS AND TECHNIQUES II 9

Quality Function Deployment (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process; FMEA – requirements of reliability, failure rate, stages, design, process and documentation; Quality Circle – Performance measures. Taguchi techniques – Introduction, loss function, parameter and tolerance design, signal to noise ratio; Seven old (statistical) tools; Seven new management tools; Benchmarking and POKA YOKE.

UNIT V QUALITY SYSTEMS 9

Need for ISO 9000 – ISO 9000:2000 Quality Systems – Elements, Documentation, Quality Auditing – QS 9000 - ISO 14000 – concepts, requirements and benefits – case studies of TQM implementation in manufacturing and service sector including IT.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- acquire knowledge in the basic concepts of quality and their importance.
- identify the role of internal and external factors in ensuring quality in an organization.
- understand the different approaches in TQM.
- know the methods of application of tools and techniques in quality control and quality assurance.
- be familiar with the scope of process management and product designs, its concepts and techniques.

REFERENCES

6. Dale H.Besterfield et al. First Indian Reprints. (2004). Total Quality Management. (3rd edition). New Delhi. Pearson Education.
7. Poornima M.Charantimath. First Indian Reprint (2003). Total Quality Management, New Delhi. Pearson Education.
8. Suganthi L & Anand A.Samuel (2005). Total Quality Management, PHI Learning Pvt. Ltd.,
9. Sharma D.D. (2004). Total Quality Management - Principles, Practice and Cases, 2nd edition 2004, reprint 2011, Sultan Chand & Sons.
10. Shailendra Nigam (2005). Total Quality Management - An Integrated Approach, Excel Books India.

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2. www.totalqualiybuildingservices.com
3. www.searchcio.techtarget.com

Mapping of Course Outcomes with Programme Outcomes:
(1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1										2			3	
CO2	3													3
CO3									2				2	
CO4					3									2
CO5			3											2

BA16G04 ENTERPRENEURSHIP DEVELOPMENT 3 0 0 3

COURCE OBJECTIVES

- To learn the competencies required for an entrepreneur.
- To be familiar with the role of government and other agencies in promoting entrepreneurship.
- To discuss the various factors that has to be considered while preparing a business plan.
- To understand the channels and means of launching a small business.
- To describe the techniques in managing a small business.

UNIT I ENTREPRENEURIAL COMPETENCE 6

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial personality characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT 12

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION 12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 10

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.

UNIT V MANAGEMENT OF SMALL BUSINESS 5

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- acquire knowledge and skills necessary to become an entrepreneur.
- understand the support rendered by government and other agencies in entrepreneurship development.
- analyze and develop a business plan.
- identify the various factors to be considered for launching a small business.
- exhibit the skills required to manage small business.

REFERENCES

4. Mathew Manimala. (2005). Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition.
5. Prasanna Chandra (1996). Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill.
6. P.C.Jain (1999). Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi.
7. P.Saravanavel (1997). Entrepreneurial Development, Ess Pee kay Publishing House, Chennai.
8. Poornima M. Charantimath. (2014). Entrepreneurship Development and Small Business Enterprises. Pearson publishers.

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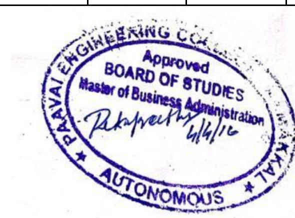
5. www.ediindia.ac.in
6. www.isb.edu/wadhwani-centre-for-entrepreneurship-development
7. www.iie.nic.in
8. www.nstedb.com

Course outcome	Program outcome												Program Specific outcome	
	Po1	Po2	Po3	Po4	Po5	Po6	Po7	Po8	Po9	Po10	Po11	Po12	PS01	PS02
CO 1	3			3	1		2	2	2		2	3	2	3
CO 2		2	2		2	1					1	`1	1	3
CO 3		1	1		1		1		1	1				3
CO 4	1						1				1	3	1	2
CO 5	1	1	1		1	1	2		2	1		3		1



BA 16G05 PROJECT MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To be familiar with the basic concepts of managing projects.
- To understand the importance of planning and budgeting in project management.
- To identify the various approaches in scheduling and allocating resources.
- To recognize the need for controlling projects.
- To describe the techniques involved in organizing projects and conflict management.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

UNIT II PLANNING AND BUDGETING 9

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT III SCHEDULING & RESOURCE ALLOCATION 9

PERT & CPM Networks – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT IV CONTROL AND COMPLETION 9

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

UNIT V PROJECT ORGANIZATION & CONFLICT MANAGEMENT 9

Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- understand the basic concepts in underlying management of projects.
- plan and formulate budget for project management.
- apply project management principles in business situations to optimize utilization of resources and time.
- inculcate the importance of controling and completing projects.
- acquire knowledge and skills required for organizing projects and managing conflicts.

REFERENCES

9. Samuel J.Manteletal. (2006). Project Management–Core Textbook, First Indian Edition, Wiley India.
10. John M. Nicholas (2006). Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education.
11. Clifford Gray and Erik Larson (2005). Project Management, Tata McGraw Hill Edition.
12. Gido and Clements (2003). Successful Project Management, Second Edition, Thomson Learning.
13. John M. Nicholas and Herman Steyn (2008). Project Management for Business, Engineering and Technology, Butterworth-Heinemann.

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Mapping of Course Outcomes with Programme Outcomes:
(1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1

BA 16G06 **DISASTER MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To create awareness about the disaster preparedness.
- To describe the various applications of technology in disaster risk reduction.
- To understand the ways and means of creating awareness for risk reduction.
- To be familiar with various preparations to be done for developing a plan to disaster.
- To discuss about disasters that are caused by seismic waves, earthquakes and tsunamis.

UNIT I INTRODUCTION **9**

Introduction – Disaster Preparedness – Goals and Objectives of ISDR Programme – Risk Identification – Risk Sharing – Disaster and Development: Development Plans and Disaster Management – Alternative to Dominant Approach – Disaster Development Linkages – Principle of Risk Partnership.

UNIT II APPLICATION OF TECHNOLOGY IN DISASTER RISK REDUCTION **9**

Application of Various Technologies: Data Bases – RDBMS – Management Information Systems – Decision Support System and Other Systems – Geographic Information Systems – Intranets and Extranets – Video Teleconferencing. Trigger Mechanism – Remote Sensing – An Insight – Contribution of Remote Sensing and GIS – Caste Study.

UNIT III AWARENESS OF RISK REDUCTION **9**

Trigger Mechanism – Constitution of Trigger Mechanism – Risk Reduction by Education – Disaster Information Network – Risk Reduction by Public Awareness.

UNIT IV DEVELOPMENT PLANNING ON DISASTER **9**

Implication of Development Planning – Financial Arrangements – Areas of Improvement – Disaster Preparedness – Community Based Disaster Management – Emergency Response.

UNIT V SEISMICITY **9**

Seismic Waves – Earthquakes and Faults – Measures of an Earthquake, Magnitude and Intensity – Ground Damage – Tsunamis and Earthquakes.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- apply the principles of disaster management & disaster preparedness at the time of emergencies.
- acquire knowledge in the recent developments of technology and its role in risk reduction.
- create awareness for public regarding risk reduction.
- understand the need for developing a plan during disaster.
- inculcate the impact of seismic waves, earthquakes and tsunamis in disasters.

REFERENCES

3. Narayan B (2009), Disaster Management, APH Publishing Corporation.
4. Anil Sinha (2001). Disaster Management - Lessons Drawn and Strategies for Future. NIDM Publications.
5. Murthy D B N (2007). Disaster Management - Text and Case Studies. Deep and Deep, New Delhi.
6. Amita sinvhal (2010). Understanding earthquake disasters, TMH.
7. Pardeep sahni, Alka Dhameja and Uma medury (2001). Disaster mitigation: Experiences and reflections, PHI.

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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1			2			2	3	3	2	2	3	3		
CO2			3			2	2	2	3	3	2	3		
CO3			3			3	3	3	2	3	2	3		
CO4			3			3	2	2	3	2	2	2		
CO5			2			3	2	3	3	3	3	2		

MARKETING ELECTIVES

BA 16M01 STRATEGIC BRAND MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To understand steps in brand building.
- To learn about the brand positioning techniques.
- To develop their skills in measuring and interpreting brand performance.
- To design and implement the brand strategies.
- To evaluate brand extension opportunities.

UNIT I BRANDING PERSPECTIVES 9

Branding challenges and opportunities – The Brand Equity concept – Strategic Brand Management ProcessCustomer Based Brand Equity-Making a Brand strong: Brand Knowledge – Sources of Brand Equity-Building a strong Brand: The four steps of Brand Building-Creating customer value. Criteria for choosing brand elements, options and tactics for brand elements, legal brand considerations.

UNIT II BRAND POSITIONING 9

Identifying and Establishing Brand Positioning – Positioning Guidelines – Defining and Establishing Brand Mantras – Internal Branding – Brand Audits - Rolex brand audit. Positioning with examples and cases. Perceptual mapping-meaning and relation to brand positioning,

UNIT III MEASURING AND INTERPRETING BRAND PERFORMANCE 9

Developing a Brand Equity Measurement and Management System: The new accountability- The Brand value chain-designing brand-tracking studies- establishing brand equity management systems.

UNIT IV DESIGNING AND IMPLEMENTING BRAND STRATEGIES 9

Brand Architecture – Brand Hierarchy- Designing brand strategy- using cause marketing to build brand equity.

UNIT V NEW PRODUCTS AND BRAND EXTENSIONS 9

New products and Brand Extensions- Advantages of extension – Disadvantages of Extensions – Understanding how consumers evaluate brand extensions – Evaluating brand extension opportunities – Extension guidelines based on academic research. Brand extension examples and cases – Guidelines for profitable extensions

TOTAL: 45 PERIODSCOURSE OUTCOMES

At the end of this course the students will be able to

- identify the steps in brand building.
- use techniques for brand positioning.
- measure and interpret brand performance.
- design and implement brand strategies.

- evaluate the brand extension opportunities.

REFERENCES

5. Strategic Brand Management, Building Measuring & Managing Brand Equity – 4th Ed Phi / Pearson Education – Kevin Lane Keller
6. Brand Management: The Indian Context, 1st Edition – Y L R Moorthi – Vikas Publication.2005
7. Essentials of Marketing Research, 6/e Naresh K. Malhotra, Satyabhushan Dash, Pearson Education 4. Brand Management – Chunnawalla – HPH, 5/e, 2013

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7. www.kvimis.co.in/.../Keller%20Strategic%20Brand%20Management.pdf
8. www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf

Mapping of Course Outcomes with Programme Outcomes: (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (POs)												Program Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1		3											2	
CO2	1													
CO3						2							3	
CO4									2					
CO5			3										2	

BA 16M02 SALES AND RETAIL MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To know the emerging trends in sales management.
- To learn selling process and quota management.
- To understand the concepts of retail store management.
- To plan the location and layout of the store.
- To be clear with the concepts of merchandise management and retail strategy.

UNIT I INTRODUCTION TO SALES MANAGEMENT 9

Meaning, importance, emerging trends in sales management qualities and responsibilities of sales manager, Elementary study of Sales Organization. Sales forecasting – methods of sales forecasting.

UNIT II SELLING PROCESS 9

The Personal Selling process, Importance of Personal Selling, Classifications of Personal selling approaches, Selling skills. Management of Sales Territory and Quota, sales territory, meaning, designing, sales quota, types of sales Quota.

UNIT III INTRODUCTION TO RETAIL 9

Meaning, characteristics - Retail Management process Retail Models/types and Theories of retail development retail Industry in India- The concept of organized retail-Evolution of retail in India- Drivers of retail change - The size and segments of retail in India - Key challenges-, trends in retailing, Careers in Retailing.

UNIT IV LOCATION AND LAYOUT 9

The process of deciding location- methods of estimating demand and evaluating a trading area –Types of retail location-Retail store design and visual merchandising: Objectives of Layout and Design –Elements of Store Layout-Planning and circulation – Exterior and Interior store design- Types of Layout- The grid layout-the Race track layout – Freeform layout – Layout selection considerations.

UNIT V MERCHANDISE MANAGEMENT AND RETAIL STRATEGY 9

Basics of Retail Merchandising, The process of merchandise planning, The Methods of Merchandise procurement, Retail pricing and Evaluating Merchandise performance – private labels – category management. Retail strategy – Human resource Management in retail – Marketing Management in retail.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- explain the concept of sales management.
- approach the selling process and quota management systematically.
- understand the basics of retail store management.
- choose a location and design layout of the store systematically.
- gain knowledge in the concepts related to merchandise management.

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CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1			2			2	3	3	2	2	3	3		
CO2			3			2	2	2	3	3	2	3		
CO3			3			3	3	3	2	3	2	3		
CO4			3			3	2	2	3	2	2	2		
CO5			2			3	2	3	3	3	3	2		

BA 16M03 **SERVICES MARKETING** **3 0 0 3**

COURSE OBJECTIVES

- To provide basic understanding of services marketing mix.
- To get insight knowledge in the current issues involving customer service expectations.
- To know the customer defined service standards.
- To analyze the strategies for managing the employee, customers and intermediaries in Service Organization.
- To understand the strategies for matching demand and capacity.

UNIT I INTRODUCTION TO SERVICES 9

Meaning of Services - Differences between goods v/s services, the services marketing mix, the gap model of service quality. Consumer behavior in services: Search, Experience & credence properties.

UNIT II CUSTOMER EXPECTATION OF SERVICES 9

Customer Expectation of services. Meaning and types of services expectations, Factors that influence customer expectation, Model of customer service expectation, Current issues involving customer service expectations, Customer Perception, customer satisfaction, service quality, service encounters.

UNIT III SERVICE STANDARDS 9

Customer defined service standards – Factors necessary for appropriate service standards, customer defined service standards, Process of developing customer defined service standards, Physical evidence and service-scape: Physical evidence, types of service-scape, role of service-scape, framework for understanding service-scape.

UNIT IV SERVICE DELIVERY 9

Delivering and performing service, Employee's role in service delivery – The critical importance of service employees, Boundary – Spanning roles, Strategies for closing GAP 3. The importance of customers in service delivery, Customer's roles, Self-service technology, Strategies for enhancing customer participation, delivering service through intermediaries and electronic channels.

UNIT V DEMAND & CAPACITY 9

Managing Demand & Capacity – Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies. The need for co-ordination in marketing communication – Four categories of strategies to match service promises with delivery, exceeding customer expectations.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- demonstrate the extended services marketing mix.
- understand current issues involving customer service expectations.
- exhibit the customer defined service standards
- know the strategies for managing the employee, customers and intermediaries in Service Organization.
- gain knowledge in the strategies for matching Supply and demand.

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6. Services Marketing, Christopher Lovelock, JochenWirtz – Pearson, 7/e, 2011
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9. Essentials of Services Marketing, K Douglas Hoffman, John E G Bateson – Thomson, 4/e, 2012
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CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO1 0**	**PO1 1**	**PO1 2**	**PSO 1**	**PSO 2**
CO1			2			2	3	3	2	2	3	3		
CO2						2	2	2	3	3	2	3		
CO3			3			3	3	3	2	3	2	3		
CO4						3	2	2	3	2	2	2		
CO5			2			3	2	3	3	3	3	2		

BA 16M04 INTEGRATED MARKETING COMMUNICATION 3 0 0 3

COURSE OBJECTIVES

- To understand the Social, Economic and Legal Implications of advertisements.
- To learn the Media strategy and scheduling.
- To know the different types of advertisements.
- To gain an in-depth understanding in sales promotion.
- To develop their skills in designing of sales promotion campaign.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS 9

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT IV INTRODUCTION TO SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V SALES PROMOTION CAMPAIGN 9

Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- understand the social, economic and legal Implications of advertisements.
- know the Media strategy and scheduling.
- gain knowledge in different types of advertisements.
- get insight knowledge in sales promotion.
- design the sales promotion campaign.

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44. E.Belch and Michael, Advertising and Promotion, McGraw Hill, 9th/e, 2013.
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CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1														
CO2		3											2	
CO3	1													
CO4						2							3	
CO5									2					

BA 16M05 CUSTOMER RELATIONSHIP MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To understand the fundamentals of Customer Relationship Management (CRM).
- To emphasize CRM Retention and Development Strategies.
- To impart knowledge in customer portfolio management and customer experience management.
- To develop skills in managing networks for CRM.
- To learn the organizational issues of CRM.

UNIT I FUNDAMENTALS OF CRM 9

Introduction, Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.

UNIT II CUSTOMER RETENTION AND DEVELOPMENT 9

Customer retention - Managing Customer Retention or Value Retention - Economics of Customer Retention, Which Customers to retain? Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.

UNIT III CUSTOMER PORTFOLIO MANAGEMENT AND CUSTOMER EXPERIENCE MANAGEMENT 9

Portfolio – Customer – Basic disciplines for CPM – CPM in the B2B Context - Customer Experience - Experiential Marketing Strategies and Tactics, Customer Experience and the role of CRM.

UNIT IV MANAGING NETWORKS FOR CRM 9

Network - Business Networks, Network Position, Concept of Focalfirm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.

UNIT V ORGANIZATIONAL ISSUES AND CRM 9

Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person-to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- know the concepts of customer relationship management.
- use the strategic customer retention and development strategies in CRM.
- exhibit knowledge in customer portfolio management and customer experience management.
- develop their skills in managing networks for CRM.
- understand the organizational issues of CRM.

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1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier Relationship Management – Text and Cases, S. Shajahan, TMGH.
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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO1 0**	**PO1 1**	**PO1 2**	**PSO 1**	**PSO 2**
CO1			2										2	
CO2				3										3
CO3												2		3
CO4							3							
CO5						2							2	

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BA 16M06 INTERNATIONAL MARKETING 3 0 0 3

COURSE OBJECTIVES

- To know the fundamental concept of international marketing.
- To learn the global marketing management.
- To understand the concepts of Pricing decisions and product of services in B2B.
- To analyze the concept of international distribution.
- To make the students understand about the international promotions.

UNIT I FRAMEWORK OF INTERNATIONAL MARKETING 9

Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies.

UNIT II GLOBAL MARKETING MANAGEMENT 9

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition.

UNIT III PRODUCTS AND SERVICES FOR BUSINESS 9

Demand in global business-to-business markets – quality and global standards – business services – trade shows' crucial part of business-to-business marketing – relationship markets in business-to-business context **-** Pricing policies and decisions – price escalations – cost of exporting – marginal cost pricing.

UNIT IV INTERNATIONAL DISTRIBUTION 9

International marketing channels – distribution patterns – alternative middlemen choices – factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages – marine transportation – warehousing.

UNIT V INTERNATIONAL PROMOTIONS 9

Promotions – international advertising – sales promotion in international markets –international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the students will be able to

- understand international marketing.
- know the global marketing management.
- get knowledge of Pricing decisions and product of services in B2B.
- apply the concept of international distribution.
- analyze the international promotions.

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1. International Marketing – Cateora, Graham – TMH 15/E, 2014
2. International Marketing – R Srinivasan – PHI, 7/e, 2014
3. Global Marketing Management – Warren Keegan – Pearson / PHI, 10/e, 2014
4. International Marketing – Rakesh Mohan Joshi – Oxford, 2nd/e, 2014
5. International Marketing – Dana – Nicoleta, Lascu – Biztantra, 2013
6. International Marketing: Analysis and Strategy - SakOnkvisit, Johnshaw – Pearson Education/PHI, 5/e, 2014.
7. International Marketing – Varshney, Bhattacharya – S Chand, 6/e, 2015
8. International Marketing – Francis Cherunillam – HPH, 8/e, 2014
9. International Marketing – Michael Czinkota, Illka A Ronkainen – Thomson, 10/e, 2014
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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1		1	2				3							
CO2		1	2									3	2	
CO3							1		2		3			
CO4				1			3				2			
CO5			3				2				1			3

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FINANCE ELECTIVES

BA 16F01 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To understand the concepts of investment.
- To know the securities markets.
- To gain knowledge in fundamental economic analysis.
- To learn the concepts of technical analysis.
- To know the concepts of portfolio management.

UNIT I INVESTMENT SETTING 8

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS 10

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS 9

Fundamental Analysis Vs. Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT 9

Portfolio analysis –Portfolio Selection – Markowitz Model, Single Index and Multi Index Model-Capital Asset Pricing Model - SML & CML – Portfolio Revision –Portfolio Evaluation.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- analyze and evaluate the various investment opportunities.
- understand the economic and industry information.
- interpret the published information and value the share price.
- exhibit the concepts of portfolio management.
- get detailed knowledge in BSE and NSE.

REFERENCES

6. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 6th edition, 2008.
7. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4th Edition 2012.
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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO1 0**	**PO1 1**	**PO1 2**	**PSO 1**	**PSO 2**
CO1	1					2			2				1	
CO2														2
CO3			2			2							2	
CO4	1		3										2	
CO5								2				2		2

BA 16F02 MERCHANT BANKING AND FINANCIAL SERVICES 3 0 0 3

COURSE OBJECTIVES

- To know the concepts of Merchant Banking.
- To Understand Various Issues.
- To study the services of rating.
- To learn the concepts of loans.
- To learn the concepts of fund based services.

UNIT I MERCHANT BANKING 5

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

UNIT II ISSUE MANAGEMENT 12

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

UNIT III OTHER FEE BASED SERVICES 10

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

UNIT IV FUND BASED FINANCIAL SERVICES 10

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

UNIT V OTHER FUND BASED FINANCIAL SERVICES 8

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

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- know the concepts of Merchant Banking.
- understand various issues.
- implement the services of rating.
- gain knowledge in the concepts of loans.
    - get insight knowledge in the concepts of fund based services.

REFERENCES

5. M.Y.Khan, Financial Services, Tata McGraw-Hill, 13th Edition, 2012
6. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.
7. Machiraju, Indian Financial System, Vikas Publishing House, 8nd Edition, 2012.
8. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
9. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
10. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 5st Edition, 2010.

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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**
CO1	1			2						2			1	
CO2									2			2		
CO3		3												
CO4				2				3						2
CO5		1									2			

BA 16F03 CORPORATE FINANCE 3 0 0 3

COURSE OBJECTIVES

- To understand the financial markets and its processes.
- To learn the techniques for determining the intrinsic value of securities.
- To discover the complex interaction between the economy and the financial markets.
- To study about the Financing Decision.
- To make the students to know the concepts of Corporate Governance.

UNIT I INDUSTRIAL FINANCE 9

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks. – Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE 6

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT 12

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION 10

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment - financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE 8

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this Course the Student will be able to

- apply the mathematics of portfolios in industrial finance.
- use the extensions of the working capital finance.
- know the characteristics of derivative assets.
- gain then knowledge in financing decision.
  - know the concepts of Corporate Governance.

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1. Richard A.Brealey, StewatC.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 8th Edition, 2008
3. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
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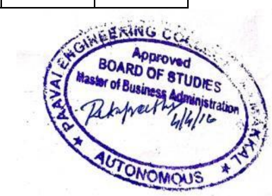
7. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.

WEB LINK

1. www.sebi.gov.in

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1				1					1				1	
CO2	2						2							
CO3									2					2
CO4												1		
CO5		1					2					1		



BA 165F04 **DERIVATIVE MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To know the concepts of international trade.
- To make them aware of the documentation done for exports and imports
- To familiarize them in financing of foreign trade in India.
- To enrich knowledge in derivative management.
- To learn the concept of contract and option.

UNIT I INTERNATIONAL TRADE **9**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXIM FINANCE AND FOREX MANAGEMENT **9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – EXIM Bank – ECGC and its schemes –Import Licensing – Financing methods for import of Capital goods Foreign Exchange Markets –Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT III DERIVATIVE MANAGEMENT **9**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts –Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT IV FUTURES CONTRACT, OPTION AND SWAP **10**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices, Option- Definition- Types – Option pricing models – difference between option and futures. Definition – Interest rate calculation in SWAPS.

UNIT V DERIVATIVES IN INDIA **8**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract erminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this Course the Student will be able to

- gain the knowledge in international trade.
- get in-depth knowledge in documentation of Exim.
- exhibit the Concepts of foreign Trade in India.
- enrich the knowledge about Derivative Management.
- learn the Concept of Contract and Option.

REFERENCES

3. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008
4. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.
5. Stulz, Risk Management and Derivaties, Cengage Learning, 1st Edition, 2008.
6. Varma, Derivaties and Risk Management, 1st Edition, 2008.
7. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
8. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall of India, 2008.

WEB LINKS

5. www.sebi.gov.in
6. www.bseindia.com
7. www.nseindia.com

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1		2						2						1
CO2			2										1	
CO3						2							2	
CO4										2				
CO5	1						1						2	

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BA 16F05 INSURANCE AND RISK MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To know overview of risk management.
- To study the concept of risk management techniques.
- To enrich their knowledge in Insurance.
- To know the overview of life Insurance.
- To enumerate the information in legal points of general insurance.

UNIT I INTRODUCTION TO RISK MANAGEMENT 9

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk.

UNIT II RISK AVERSION & MANAGEMENT TECHNIQUES 9

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk.

UNIT III INTRODUCTION TO INSURANCE 9

Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging-Types of Insurance-Essentials of Insurance Contracts - Indian Insurance Industry - Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance - Regulation of Insurance- Insurance Act 1938- eligibilityRegistration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

UNIT IV LIFE INSURANCE 9

Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract - Life Insurance Documents-Insurance Premium Calculations.-Life Insurance Classification - Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance – Claims Management - Insurance Pricing - Insurance Marketing.

UNIT V GENERAL INSURANCE 9

General Insurance Corporation (GIC)-Performance Private and Public General insurance companies.

Health Insurance - Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare PolicyEmployee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance - Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage.

Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.- Concept of Property Insurance, Personal Accident, Householder, Shopkeeper, Corporate Insurance, Crop Insurance.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- understand the overview of risk management.
- know the concept of risk management techniques.
- impart knowledge in Insurance.
- gain in-depth knowledge in life insurance.
- know the legal points of general insurance.

REFERENCES

1. Harrington and Niehaus, 'Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 2nd Edition, 2007.
2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 2nd Edition, 2007.
3. Mark S. Dorfman, 'Introduction to Risk management and Insurance, 8th Edition, Prentice hall of India, 2005.
4. Stulz, Risk management and Derivaties, Cengage Learning, 1st Edition, 2008.
5. Skipper and Kwon, 'Risk management and Insurance', Blackwell Publishing, 2008.
6. NaliniPraveTripathy, and Prabir Pal, 'Insurance – Theory and Practice, Prentice hall of India, 2008.
7. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 11th Edition, 2010.

WEB LINKS

1. www.irmi.com
2. www.irda.org.in
3. www.hdfc.in

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1				2				2				2		
CO2						2	2						1	
CO3		2												2
CO4									2					1
CO5					1			2						

BA 16F06 **MICRO FINANCE** **3 0 0 3**

COURSE OBJECTIVES

- To understand the concepts of micro finance.
- To study about the overview of financial and operational evaluation.
- To know the various evaluation methods in micro Finance.
- To enrich knowledge in various issues and trends in Indian Micro Finance.
- To study the concepts of micro finance scheme by RBI

UNIT I INTRODUCTION TO MICRO FINANCE 9

Basics – Need for Micro Finance (MF) - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Gramen Bank - Micro credit - Innovations - Group lendingStepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products.

UNIT II FINANCIAL AND OPERATIONAL EVALUATION 9

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsides & Donors - Bench Marking - Rating MFIs. Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency.

UNIT III OTHER EVALUATIONS OF MICROFINANCE 9

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – Competition - Risks .Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics.

UNIT IV MICRO FINANCE IN INDIA 9

Challenges to Micro Finance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance – State sponsored Organizations.

UNIT V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE 9

Issue – Role of Technology - Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- exhibit the concepts of MF
- get a detail knowledge in financial and operational evaluation.
- interpret the various evaluation methods in MF.
- apply the concepts of various issues and trends in IMF.
- evaluate the concept of micro finance schemes by RBI.

REFERENCES

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2009.
2. Stephanie Janeb, "Micro-finance: Its Impacts on Children and Women", Thomas International Publishing Company India Pvt. Ltd., New Delhi, 2003.
3. The Economics of Microfinance, Prentice-Hall of India, New Delhi, 2007.

WEB LINKS

8. www.rbi.org.in/Scripts/FAQView.aspx?Id=102
9. www.mfinindia.org

CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1	1					2		2			1	1	1	
CO2		3	1	1				3	2		2			
CO3			2				1				1		1	
CO4	1		2			2			1					
CO5	1				3					1			1	3

HUMAN RESOURCE ELECTIVES

BA 16H01
MANAGERIAL BEHAVIOR AND EFFECTIVENESS **3 0 0 3**

COURSE OBJECTIVES

- To the dimensions of managerial jobs.
- To inculcate the concept of managerial and organizational process.
- To enable the students to develop competitive spirit and foster creativity.
- To learn gap between industrial expectation and academy in managerial skills.
- To impart the techniques of developing individual managerial skills.

UNIT I DEFINING THE MANAGERIAL JOB 9

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs Effective and Ineffective Job behavior – Functional and level differences in Managerial Job behavior.

UNIT II DESIGNING THE MANAGERIAL JOB 9

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III MANAGERIAL EFFECTIVENESS 9

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 9

Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE 9

Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of the course students will be able to

- practice the methods of acquiring and maintaining talents of an organization.
- bridge the gap and measure managerial effectiveness.
- implement creativity and innovation in people management.
- apply the techniques in developing the individual managerial skills.

- analyse the requirements of managerial skills.

REFERENCES

1. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
2. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
3. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition,2006.
4. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2000.
5. R.M.Omkar, Personality Development and Career Management, S.Chand, 1st edition, 2008.

WEB LINKS

5. www.hrcrest.com
6. www.hrinz.org.
7. www.safeschoolshub.edu

CO/PO Mapping

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COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1			2				1				2	2	2	
CO2		2	1	2			1		2	3	2			1
CO3	2	1	1		2		1		3	1	2			1
CO4	2		2			3			1	1	2			1
CO5	2		2						3		3	3	2	

BA 16H02 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT 3 0 0 3

COURSE OBJECTIVES

- To inculcate the basic concept, practice, application and intervention in the field of OD.
- To understand the various OD interventions and their implementation.
- To learn the formation of organization culture.
- To learn various OD theories.
- To understand workforce diversity and wellness.

UNIT I ORGANIZATION AND ITS ENVIRONMENT 9

Meaning of Organization – Need for existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL CULTURE 9

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT III ORGANIZATIONAL DEVELOPMENT (OD) 9

Organizational Theory and Mode: Kurt Lewin -Roboert Tanenbaum – McGregor – Herbert Sherpard – Robert Blake. Models and Theories of Planned Change and System Theory.

UNIT IV ORGANIZATION DEVELOPMENT PROCESS 9

Diagnosing Organization – Diagnosing Group and Individuals – Collecting and Analyzing Diagnostic Information – Designing Intervention – Managing Change - Evaluating and Institutionalizing Interventions.

UNIT V RESTRUCTURING THE ORGANIZATION 9

Restructuring Organizations - Employee Involvement - Work Design - Developing Talent - Managing Workforce Diversity and Wellness.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of the course students will be able to

- understand the theory and practice in organization development.
- develop insight and competence in OD diagnostic and intervention processes.
- gain knowledge and skills to become change agent.
- understand the creation of organization culture.
- apply major OD theories.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, South Western Thompson, 20011.
2. Robbins Organization Theory; Structure Design & Applications, Prentice Hall of India, 2013.
3. Bhupen Srivastava, Organizational Design and Development: Concepts application, Biztantra, 2011.
4. Organization Development by S.Ramanarayan, T.V.Rao 2011.
5. Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 7th Edition 2010.

WEB LINKS

1. www.organisationdevelopment.org
2. www.med.upenn.edu
3. www.changedesigns.net

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COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2
CO1									2	2			2	
CO2	2	2	2		2	2								1
CO3	2				1		1		1					
CO4	2				2		3			2	2		2	
CO5					2	2	3			2	2			1

BA 15H03 INDUSTRIAL RELATIONS AND LABOUR WELFARE 3 0 0 3

COURSE OBJECTIVES

- To equip students with necessary skills and techniques for the managerial function of Industrial Relations.
- To understand the various factors and issues that affects an industrial relations system.
- To provide a conceptual background, deal with problems and issues.
- To learn the various safety measures practised in industrial safety.
- To learn the welfare facilities offered to the industrial employees.

UNIT I INDUSTRIAL RELATIONS CONCEPT AND TRADE UNION 9

Concepts – Importance – Evolution – Conditions for Successful Industrial Relations – Poor Industrial Relation Causes – Trade Union – Significance – Functions – Trade Union Acts 1926 – Provisions of the Act – Duties and Liabilities of Registered Trade Union – Rights and Privileges of Registered Trade Union.

UNIT II INDUSTRIAL CONFLICTS 9

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE 9

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Facilities – Labour Welfare Officer Duties.

UNIT IV INDUSTRIAL SAFETY 9

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR 9

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of the course students will be able to

- analyse typical industrial problems and remedial provision available for employees.
- know various welfare provisions available to industrial employees.
- understand various industrial acts and its amendments.
- understand various safety measures practised industrial safety.
- know the welfare facilities given to special category employees.

REFERENCES

1. C.S.Venkata Ratnam, Globalization and Labour Management Relations, Response Books, 2011.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2011.
4. Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 1st Edition, 2013.
5. Subba Rao, Essentials of Human Resource Management & Industrial relations (Text & Cases) Himalaya Publications, 2007.

WEB LINKS

5. www.labour.gov.in
6. www.dol.govt.nz
7. www.ilo.rg

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1	1		2		2		2				2	2	2	
CO2			2		2				2					1
CO3					2				2		2	2		
CO4	2	2	2			2	3						2	
CO5		2	2				2				2			1

BA 16H04 COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To provide theoretical and application-oriented inputs on competency mapping.
- To understand the concept of competency and competency based HR practices.
- To learn the ways of establishing the performance management system.
- To know ways of rewarding employees based on competency.
- To gain knowledge of competency based performance management.

UNIT I DESIGNING COMPETENCY MAPPING 9

Definitions - Types of Competency – Developing Competency Model - Methods of Collecting Competency Data – BEI – Observation - Repertory Grid - Critical Incidents Techniques - Expert Panel – Survey - Automated Expert System and Job Analysis.

UNIT II APPLICATION OF COMPETENCY MAPPING 9

Competency based Recruitment and Selection - Competency based Performance Management Competency based Training and Development - Competency based Pay.

UNIT III INTRODUCTION TO PERFORMANCE MANAGEMENT SYSTEM 9 Definition - Purpose of PM system - Characteristics of Ideal Performance Appraisal System - Performance Management Process - Performance Appraisal Vs Performance Management.

UNIT IV ESTABLISHING PM SYSTEM 9

Defining Performance, Determinants of Performance, Performance Dimensions, Approaches to Measuring Performance, Diagnosing the Causes for Poor Performance, Choosing a Performance Measuring Approach, Measuring Results and Behavior, Gathering Performance Information, Implementing Performance Management System.

UNIT V PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT 9

Personal Development Plans, 360 degree feed back as a developmental tool, Balanced Score Card, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of the course students will be able to

- apply competency model with other HRM functions.
- design and develop a system of gathering competency information for mapping.
- implement competency model in new organizational setting.
- impart the methods of performance management system.
- execute performance based reward or compensation system.

REFERENCES

1. Seema Sanghi, The Handbook of Competency Mapping – Understanding, Designing & Implementing Competency Models, New Delhi: Sage Publications, 2013.
2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2012.
3. Whetten & Cameron, Development Management Skills, Prentice Hall India, 2013.
4. Performance Management by Herman Aguinis (Second Edition), 2013.
5. Competence at Work by Lyle M.Spencer & Signe M.Spencer, 2013.

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8. www.tvrls.com
9. www.cengrow.com
10. www.un.org

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1			1			2	2				3		2	
CO2			1				2				2			1
CO3		2			1	1	2				1			1
CO4	1	2	2		2	3	3				2		2	
CO5	1				2		2							

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BA 16H05 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT 3 0 0 3

COURSE OBJECTIVES

- To provide strategic perspective of HRM in an organization.
- To learn forecasting, acquisition and management of human resources.
- To impart skills and knowledge in the area of coaching and counselling.
- To learn various strategies in T&D.
- To know the areas of strategic HR issues.

UNIT I ROLE OF SHRM 9

Introduction to SHRM – Definition - Need and Importance and Objectives of SHRM – Evolution of SHRM – Theoretical Difference between SHRM and HRM -Integrating HR Strategy with Business Strategy - Developing Plans and Policies.

UNIT II ANALYZING HUMAN RESOURCE ENVIRONMENT 9

Define HR Environment - Broad Influences of Technology - Influences of HRIS – Redeployment of Human Resource Staff - Workforce Diversity - Demographic Changes - Temporary and Contract Labours - Employee Leasing - Dual-Career Couples - Work Life Balance - Down- Sizing – Global Sourcing of Labour.

UNIT III STRATEGIC SELECTION AND RETENTION 9

Forecasting the Supply of HR - Forecasting the Demand for HR - Strategic Recruitment and Selection –Employer Branding - Special Events Recruiting - Contest Recruiting - E-recruiting – Outsourcing of Recruiting Function - Head-hunting - Virtual Hiring - Competency Based Approach to Selection – Strategic Retentions: Executive Education – Telecommuting - Flexi-Hours, Work from Home Policy – Employee Empowerment - Employee Involvement - Autonomous Work teams.

UNIT IV STRATEGIC TRAINING AND DEVELOPMENT 9

Planning and strategizing training - creating learning organizations - linkage between business strategy and training - need based training - training evaluation- Kirk-Patrik model – ROI approach - cross cultural training - Competency mapping - multi-skilling - succession planning.

UNIT V MANAGEMENT OF STRATEGIC HR ISSUES 9

Retrenchment Strategies - Early Retirement Plans – VRS - Project Based Employment, Downsizing –Pink-slip Concept - Behavioural Issues in Strategic Implementation – Matching Culture with Strategy – Mergers and Acquisitions - Leadership Power and Politics – Employee Morale - Personal Values and Business Ethics.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of the course students will be able to

- integrate organization's vision and mission with the HR strategy.
- resolve the problems of diverse workforce through innovative strategies.
- assess and refine HR strategies to meet the changing needs of business environment.
- know various strategies in T&D.
- understand the strategic HR issues.

REFERENCES

1. Strategic Human Resource Management by Michael Armstrong, 203.
2. Strategic Human Resource Management by Mabey, Salaman and Storey, 2014.
3. Strategic Human Resource Management by Rothwell & Kazanas, 2011.
4. Strategic Human Resource Management by Jeffery A Mello, 2013.
5. Strategic Human Resource Management by Tanuja Agarwala, 2010.

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COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1		2	2		1		2			1	2			
CO2		2			1		2			2	2	2	2	
CO3	2		2		2		2			2		2		2
CO4	1				2						2	3	2	
CO5	1				2		1		3		2	2		

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BA 16H06 WAGE AND SALARY ADMINISTRATION 3 0 0 3

COURSE OBJECTIVES

- To provide both theoretical and application-oriented inputs on wage and salary management.
- To acquire knowledge on pay roll administration.
- To learn the factors affecting wages and salary policy.
- To know wage policy followed in industry.
- To gain knowledge in statutory employee benefits.

UNIT I INTRODUCTION TO WAGE ADMINISTRATION 9

Objectives of Compensation – Formulation - Theories of Wage Determination - Types of Wages - Compensation Decisions - Compensation Bench Marking - Types of Executive Compensations.

UNIT II MARKET INFLUENCE ON WAGE AND SALARY 9

Macro Economics of Labour Markets - Neoclassical Micro Economic of Labour Markets - Supply and Demand Different Types of Labour Market in India - Impact of Labour Demand & Supply on Compensation Fixation.

UNIT III WAGE POLICY 9

National Wage Policy – Objectives - Concepts Company Wage Policy – Wage Determination - Pay Grades - Economic Principles - External Equity - Wage Surveys - Wage Components.

UNIT IV PAY ROLL MANAGEMENT 9

Different Pay Structures - Pay Roll Management - Deductions - Issue Involving Pay Increases -Cost to Company (CTC) Computation. Dearness Allowance: Computation of CPI – Exercise - Wage Incentives Concept - Different Kinds of Wage Incentives Plans And Their Application - Pay for Performance - Competency Based Pay.

UNIT V STATUTORY EMPLOYEE BENFEITS 9

Types of Employee Benefits –Statutory Employee Benefits in India - Tax Obligation on Employee Benefits.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of the course students will be able to

- apply the essential inputs on wage and salary management in the work settings.
- gain knowledge on pay roll administration.
- understand determining factors of wages and salary.
- know on statutory employee benefits.
- gain knowledge on employee incentive system.

REFERENCES

8. Compensation Management by Deepak Kumar Bhattacharyya – Oxford, 2012.
9. Compensation management in Knowledge Based world - 10th Edition by Richard Henderson, Pearson, 2014.
10. Human Resource Management by Robert L. Mathis & Jackson H.Jackson, 2011.

WEB LINKS

1. www.shrmindia.org
2. www.peoplematters.com
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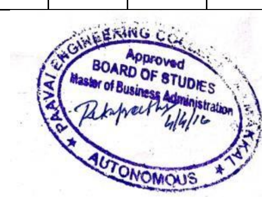
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1	1					2	2		1	2	2			1
CO2							2		3		2	2	2	
CO3	2		1	1			3				2			
CO4			2		3	1	1		1				2	
CO5	2						2		2	2				1



SYSTEM ELECTIVES

BA 16S01 ENTERPRISE RESOURCE PLANNING 3 0 0 3

COURSE OBJECTIVES

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To know the ERP solutions and functional modules
- To understand the ERP system
- To learn the emerging trends in ERP developments

UNIT I INTRODUCTION 7

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Future and Scope of ERP- Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II ERP AND TECHNOLOGY 8

Business Intelligence: Factors, Technology, Techniques for integrating business intelligence into business processes- BPR: Phases, Challenges in implementing BPR.

UNIT III ERP SOLUTIONS AND FUNCTIONAL MODULES 8

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, Business process Management, Functional modules.

UNIT IV ERP IMPLEMENTATION 12

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees. Post Implementation - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP 10 Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing. Strategies for ERP Marketing- Marketing strategy, Relationship marketing, Participants in the ERP buying process, Sales cycle

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this Course the Student will be able to

- enrich the Knowledge in ERP implementation cycle
- be familiar with the core and extended modules of ERP
- implement the techniques of ERP in the organization.
- gain knowledge in ERP system.
- know the emerging trends in ERP developments

REFERENCES

2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
4. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
5. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008. 5. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009

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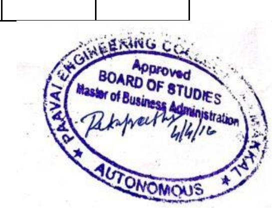
CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1					3									3
CO2											2		2	
CO3										2			2	
CO4				3										
CO5								2					3	



BA 16S02 ADVANCED DATABASE MANAGEMENT SYSTEMS 3 0 0 3

COURSE OBJECTIVES

- To learn the various advanced databases used in the organization.
- To know the recent trends in database management.
- To study the concept of date warehousing
- To understand the concept of data mining. Tools and techniques
- To know the overview of Business Intelligence

UNIT I INTRODUCTION 10

Database and DBMS – characteristics – importance – advantages – evolution - codd rules-database architecture; data organization- file structures and indexing. DBMS Models - Multimedia Databases, Parallel Databases.

UNIT II DATABASE IMPLEMENTATION 9

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III DATA WAREHOUSING 9

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT IV DATA MINING TOOLS, METHODS AND TECHNIQUES 9

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis-Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization.

UNIT V BUSINESS INTELIGENCE AND DATA MINING APPLICATIONS 8

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- understand the various advanced databases used in the organization.
- implement the recent trends in database management.
- enrich their knowledge in the concept of date warehousing
- enumerate the concept of data mining, tools and techniques

- gain an overview idea in Business Intelligence

REFERENCES

1. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004.
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGrawHill, 2010.
3. Jefrey D. Ullman and Jenifer Widom, A First Course in Database Systems, Pearson Education Asia, 1st impression 2007.
4. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw- Hill International Editions, 2008.
5. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence –Concepts, Techniques and Applications Wiley, India, 2010

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4. www.matillion.com
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6. www.tutorialspoint.com/dbms

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1	2						3						2	
CO2			2				1							3
CO3			3				2						2	
CO4		2					1							
CO5					1		1				3	3		2

BA 16S03 SOFTWARE PROJECT AND QUALITY MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To know the concepts of project management.
- To be familiar with the software metrics.
- To estimate the project estimation.
- To analyze the quality models in software development
- To learn the concepts of the Quality assurance

UNIT I INTRODUCTION 9

Project- Project Management - Role of Project manager- Importance of managing projects – System view of Project management - Stakeholder management - Attributes of well engineered projects - Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.

UNIT II SOFTWARE METRICS 9

Core principles of software engineering - Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

UNIT III SOFTWARE PROJECT ESTIMATION 9

Importance - Activity definition, Activity sequencing - Schedule development- Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.

UNIT IV SOFTWARE QUALITY 9

Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.

UNIT V SOFTWARE QUALITY ASSURANCE 9

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- be familiar with the concepts of project management.
- acquire knowledge and skills in software metrics.
- apply the software estimation for business administration.
- know the recent quality standards for software evaluation.
- imply the concepts in the quality assurance.

REFERENCES

1. Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.
3. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.
4. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)
5. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.

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COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1	2						3						2	
CO2			2				1							3
CO3			3				2						2	
CO4		2					1							
CO5	1				1		1				3	3		2

BA 16S04 DATA MININING AND DATA WAREHOUSING 3 0 0 3

COURSE OBJECTIVES

- To know the basics in data mining.
- To learn design and development of data warehouse.
- To learn the tools and techniques of data mining.
- To acquire the applications of data mining.
- To inculcate the knowledge in data mining trends.

UNIT I INTRODUCTION TO DATA MINING 9

Architecture of data and organization-Relational, Transactional, Spatial data so on- Reporting and query processing –Relation to statistics, Machine learning- Data mining tasks – Process - Virtuous cycle of data miningcase studies. Data mining, Text mining, Web mining, Spatial mining, Process mining.

UNIT II DATA WAREHOUSING 9

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design.

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES 9

Lure of statistics- Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis - Support Vector Machine, Ant Colony Optimization With case study.

UNIT IV DATA MINING APPLICATIONS 9

Applications in various sectors - Financial services- Financial time serious prediction, retail banking-Credit risk management and credit scorecards, Genetics, Biological, CRM, Target marketing - Case studies.

UNIT V DATA MINING TRENDS 9

Text mining – Web mining - Spatial mining - web usage mining – E-metrics and Ecommerce data analysis - web promotions - Tutorial on data mining software.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this Course the Student will be able to

- understand the basics in data mining.
- design and develop of data warehouse.
- evaluate the tools and techniques of data mining.
- analyze the applications of data mining.
- understand the data mining trends.

REFERENCES

1. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2014.
2. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2013.
3. W.H.Inmon, Building the Data Warehouse, sixth edition Wiley India pvt. Ltd.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2013.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2014.

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COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**
CO1				2										
CO2										3			2	
CO3						3								2
CO4					2									
CO5			3											

BA 16S05 KNOWLEDGE MANAGEMENT SYSTEM 3 0 0 3

COURSE OBJECTIVES

- To know the basics in knowledge Management.
- To identify the models in knowledge management.
- To learn the strategy and metrics of knowledge management.
- To acquire the techniques of knowledge management in an organization.
- To acquire the leadership skills in knowledge management.

UNIT I INTRODUCTION 9

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

UNIT II KNOWLEDGE MANAGEMENT MODELS 9

Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I–space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

UNIT III KM TOOLS STRATEGY AND METRICS 9

KM capture and creation tools, Sharing and Dissemination tools, Acquisition and Application tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

UNIT IV KM IN ORGANIZATION 9

Organizational culture, Organizational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organizational levels, Knowledge reuse, Knowledge repositories.

UNIT V KNOWLEDGE LEADERSHIP 9

Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, balancing knowledge and business management systems, constructing knowledge infrastructure.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- understand the basics of knowledge management
- choose the models in knowledge management.
- implement the strategies and metrics in knowledge management.
- apply the techniques of knowledge management
- gain knowledge in the leadership skills in knowledge management.

REFERENCES

1. Knowledge Management in Theory and Practice, Butterworth – Heinemann 2010.
2. Sudhir Warier, Knowledge Management, Vikas Publishing House, 2009
3. Elias M Awad, Hassan Ghaziri, Knowledge Management, Pearson Education, 2007
4. KamalVijayan, Information and Knowledge Management, McMillan India, 20011
5. Rathan Reddy, Knowledge Management System, Himalaya Publishing House, 2009.

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5. http://www.knowledge-management-online.com
6. http://books.google.com

CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1	3												2	
CO2					3									
CO3				2										
CO4								2						3
CO5												3		

BA 16S06 **CYBER LAWS** **3 0 0 3**

COURSE OBJECTIVES

- To know the computer ethics and computer hacking
- To learn the overview of IT Law
- To understand the various Cyber Laws
- To know the possible offences in business.
- To acquire knowledge jurisdictional issues.

UNIT I COMPUTER ETHICS AND COMPUTER HACKING 9

A general Introduction – Computer ethics: an overview – Identifying an ethical issue – Ethics and law – Ethical theories - Professional Code of conduct – An ethical dilemma – A framework for ethical decision making - Computer hacking – Introduction – definition of hacking – Destructive programs – hacker ethics - Professional constraints – BCS code of conduct – To hack or not to hack? – Ethical positions on hacking

UNIT II LAWS AND CONTRACT 9

Overview of IT Law, I.T Act 2000 - Introduction and its application; Relevant Amendments IT laws, E-Contract, The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature; E-Money, Regulating E-Transactions, Role of RBI and Legal Issues, Credit card usage and Internet.

UNIT III PROTECTION OFFERED 9

Constitutional protection under Cyber law, Freedom of speech and expression, Human Rights violations; Revisiting industrial and Labour Laws, E-Media and Print Media - Intellectual Property Rights - Cyber Crimes Meaning and Concept , Intermediaries, Rights and liability-Civil, Criminal.

UNIT IV OFFENCES 9

Offences - concept and Legal parameters under I.T Law, Piracy, Detection and Investigation, punishments- global scenario, Rights and liabilities of Intermediaries, Overlapping between IPC and ITA; Telemedicine and Cyber Law: Law to curb Internet Advertisements, Social Media, Video Conferencing, Data Theft and disclosure.

UNIT V JURISDICTIONAL ISSUES 9

Jurisdiction and Future Perspective of Cyber Law- Concept of Jurisdiction, Indian context of Jurisdiction, Jurisdictional issues- European, UK and Singapore Laws, UNCITRAL Law, International Law in the IT context; Information Technology Amendment Bill 2010, Information Technology Rules.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- gain adequate knowledge in the computer ethics and computer hacking in business.
- apply the IT law in the business.
- understand the various Cyber Laws.
- acquire knowledge of offences in business.
- understand jurisdictional issues.

REFERENCES

1. P.N.Baxi and R.K.Suri. “Cyber and E-Commerce laws”. New Delhi:Bharat Publication House.
2. Syed Shakil Ahmed, Rajiv Raheja (2004) “A handbook on Information technology: Cyber law and ECommerce”. New Delhi. Capital Law House.
3. Vakul Sharma. (2012). “IT Law & Practice”. New Delhi. Delhi Law House.
4. Penny Duquenoy, Simon Jones and Barry G Blundell, “Ethical, legal and professional issues in computing”, Middlesex University Press, 2008
5. George Reynolds, “Ethics in Information Technology”, Cengage Learning, 2011.

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3. http://books.google.com
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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1	3												2	
CO2					3									
CO3				2										
CO4								2						3
CO5												3		

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Master of Business Administration
AUTONOMOUS

PRODUCTION ELECTIVES

BA 16P01 **SUPPLY CHAIN MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To learn the fundamental concepts of Supply Chain Management (SCM)
- To identify and trace the strategies of Sourcing
- To expose the different networks of supply chain and recent trends.
- To inculcate the knowledge in forecasting and inventory management
- To know the current trends in SCM

UNIT I INTRODUCTION 9

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. Supply chain strategy - Enablers/ Drivers of Supply Chain Performance. Overview of Supply Chain Models and Modeling Systems.

UNIT II STRATEGIC SOURCING 9

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum Sourcing strategy - Supplier Evaluation and Measurement - Supplier Selection and Contract Negotiation - Creating a world class supply base - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK 9

Distribution Network Design – Role - Factors Influencing Options, Value Addition. Models for Facility Location and Capacity allocation. Impact of uncertainty on Network Design. Network Design decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9

Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory. Coordination in the Supply Chain. Analyzing impact of supply chain redesign on the inventory. Managing inventory for short life - cycle products multiple item -multiple location in management.

UNIT V CURRENT TRENDS 9

Supply Chain Integration - Building partnership and trust in SC. SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation. E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. Fundamentals of transaction management. Information Systems development - eSCM - Agile Supply Chains -Reverse Supply chain. Agricultural Supply Chains.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- understand the concepts of supply chain management.
- know the process of SCM and strategies of SCM
- examine the purpose of having different networks of supply chain and implications and recent trends
- gain knowledge in the concepts of forecasting and inventory management exhibit the current trends on SCM

REFERENCES

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning/ Pearson Education, 2013(edition 5).
3. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2011.
4. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
5. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, edition 2, 2007.

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CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1	3													2
CO2			2										3	
CO3			3											2
CO4		2											2	
CO5						2								3

BA 16P02 **ADVANCED OPERATIONS MANAGEMENT** **3 0 0 3**

COURSE OBJECTIVES

- To impart the knowledge in strategies of operations in a global environment.
- To provide knowledge in forecasting and scheduling models.
- To depict skills in different methods of location and layout strategies
- To learn MRP and ERP models
- To know the recent trends in operation management

UNIT I OPERATIONS STRATEGY IN A GLOBAL ENVIRONMENT 9

Global view of Operations – Missions and Strategies – OM Decisions – Issues in Operations Strategy – Strategy Development and Implementation – Global operations Strategy options.

UNIT II FORECASTING AND SCHEDULING MODELS 9

Forecasting – Types, Quantitative Models – Moving Averages and Smoothing techniques – Error estimations. Scheduling and Sequencing models.

UNIT III LOCATION AND LAYOUT STRATEGIES 9

Location Decisions – Strategic importance, Factors, Methods. Service Location Strategies. Layout – Types – Office, retail, warehousing, fixed-position, process-oriented, work-cells, Repetitive and product oriented layouts.

UNIT IV MRP AND ERP 9

MRP – Genesis, Prerequisites, Computations. Handling Uncertainties – EOQ in MRP –MRP II – ERP Models and Software.

UNIT V RECENT TRENDS IN OPERATIONS MANAGEMENT 9

Recent Trends in operations management – Lean manufacturing, CIM, Synchronous manufacturing & theory of constraints - Agile Manufacturing.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this Course the Student will be able to

- understand the strategies of operations in a global environment.
- demonstrate the effects of forecasting techniques.
- exhibit their knowledge in location and layout strategies.
- apply the techniques related to EOQ models, MRP and ERP
- exhibit the recent trends in operation management.

REFERENCES

1. 1. Norman Gaither and Gregory Frazler, Operations Management, South Western, Cengage Learning, 2002. Jay Heizer& Barry Render, Operations Management, Pearson Education, 2008.
2. Roberta S. Russell & Bernard W. Taylor Operations Management – Quality and Competitiveness in global environment, Wiley India Fifth Edition, 2011.
3. Chary SN, Production and Operations Management, Tata McGraw Hill, 2012
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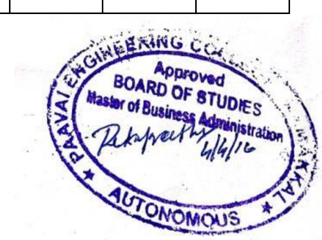
COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1		2											2	
CO2							3						3	
CO3					2									2
CO4			3											
CO5										2				3



BA 16P03 **PRODUCT DESIGN** **3 0 0 3**

COURSE OBJECTIVES

- To know the basic of products and its types.
- To learn the various stages in product life cycle and understanding customer.
- To be familiar with the concepts of product
- To expose the students to the industrial design and design tool.
- To inculcate the knowledge in patents.

UNIT I INTRODUCTION 9

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model - New Service Development Process

UNIT II PRODUCT PLANNING 9

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Brain Storming.

UNIT III PRODUCT CONCEPT 9

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design-Collaborative Product development- Product development economics.

UNIT V PATENTS 9

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- gain knowledge in the basic of products and various types.
- launch their own ideas in the various stages of product life cycle.
- implement the significance of product concept in real time.
- exhibit their knowledge in industrial design and design tools.
- be familiar with the Intellectual Property Rights and patents.

REFERENCES

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.
5. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

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5. www.mitid.edu.in/Product-Design-Courses.html
6. www.design-technology.info

CO/PO Mapping

(3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1

BA 16P04 SERVICE OPERATIONS MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To understand role of service in the organisation.
- To make students understand the service design and its implication
- To extend student skills in service quality
- To develop student skills in designing and executing the process in operating service.
- To inculcate the knowledge in tools and techniques.

UNIT I INTRODUCTION 9

Importance and role of Services -Nature of services -Service classification Service Package Service Strategy Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN 9

New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design.

UNIT III SERVICE QUALITY 9

Service Quality - SERVQUAL, -Gap Model -Complaint management - Walk-through Audit -Service Recovery - Service Guarantees - Service Encounter.

UNIT IV OPERATING SERVICES 9

Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.

UNIT V TOOLS AND TECHNIQUES 9

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling - Productivity and Performance measurement - Data Envelopment Analysis (DEA) -Scoring System – Method for customer selection.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able to

- execute the role of service in the organisation.
- identify the implications of service design in operation management.
- evaluate the service quality through complaint management.
- exhibits the knowledge in designing and executing the process in operating service.
- use the tools and techniques of inventory management in service

REFERENCES

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.
3. CengizHaksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.
5. Norman Gaither and Gregory Frazier, " Operations Management", Cengage Learning – 9th Edition, 2013

WEB LINKS

2. www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
3. www.iimb.ernet.in/~mahadev/som.pdf
4. lecturesppt.blogspot.com/2011/08/operations-management.html

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1

BA 16P05 MATERIALS MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To acquire knowledge in materials management.
- To inculcate knowledge in cost reduction techniques.
- To know the concepts of warehousing
- To develop their skills on modern material planning and delivery system used in modern manufacturing sectors
- To apply the tools and techniques of inventory management.

UNIT I INTRODUCTION AND MATERIALS PLANNING 9

Importance, objectives and functions of Material Management. Organizational structure for material management. Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

UNIT II PURCHASING 9

Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipment's. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

UNIT III WAREHOUSING 9

Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.

UNIT IV COST REDUCTION METHODS 9

Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

UNIT V INVENTORY CONTROL 9

Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this course the student will be able

- To take right decision regarding purchasing and storage of materials
- To formulate cost reduction technique
- To know the concepts of warehousing
- To use cost reduction techniques in material handling.
- To gain knowledge in tools and techniques of inventory management.

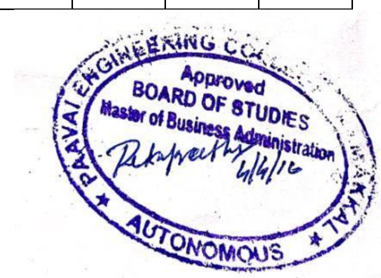
REFERENCES

3. J.R. Tony Arnolds and Stephen N.Chapman, R.V. Ramakrishna, Introduction to Material Management, JBA Publishers, 2010.
4. P. Gopalakrishnan, Purchasing and Materials Management, Tata, McGraw Hill Education, 2011.
5. Richard J. Tersine, Principles of Inventory and Materials Management, prentice hall, 2011.
6. Lee J Krajewski, Larry P. Ritzman, Operations Management (9^{th} Edition), prentice hall, 2008.
7. Datta A K, Material Management: Procedure, text and cases, PHI Learning, 2008.

WEB LINKS

4. www.scm.ncsu.edu
5. www.purchasing-procurement-center.com
6. www.materialsmanagement.info

CO/PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
COs	**Programme Outcomes (POs)**												**PSOs**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**
CO1		2							2		2		1	3
CO2					2	2			2	1	2			
CO3	2					2			2	1	2		2	3
CO4						1			2	1	2			
CO5		2				1	2			1			1	1



BA 16P06 ADVANCED MAINTENANCE MANAGEMENT 3 0 0 3

COURSE OBJECTIVES

- To learn the concepts of advanced maintenance management.
- To inculcate the knowledge in failure data analysis
- To impart skills in decision making towards maintenance planning and replacement
- To examine the maintenance policies and TPM
- To inculcate knowledge in recent techniques of maintenance management

UNIT I MAINTENANCE CONCEPTS 9

Objectives and functions of Maintenance – Maintenance Strategies – Organization for Maintenance – Five Zero Concept.

UNIT II FAILURE DATA ANALYSIS 9

MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

UNIT III MAINTENANCE PLANNING AND REPLACEMENT DECISION 9

Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management. Optimal interval between preventive replacements of equipment subject to break down, group replacement.

UNIT IV MAINTENANCE POLICIES 9

Fixed Time Maintenance – Condition based Maintenance. Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance.

UNIT V RECENT TECHNIQUES 9

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

TOTAL: 45 PERIODS

COURSE OUTCOMES

At the end of this Course the Student will be able to

- gain the knowledge in applying advanced maintenance management principles in business situations to optimize resource utilization and time optimization.
- be familiar with the failure data analysis
- exhibit the knowledge of maintainability
- know the concepts of maintenance policies and TPM
- gain knowledge in the recent techniques of maintenance management

REFERENCES

1. Mishtra RC and Pathak K, Maintenance Engineering and Management, PHI, 2012.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2010.
3. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing.
4. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited.
5. Fedele, Lorenzo, Methodologies and Techniques for Advanced Maintenance, Spinger-verlag London Limited 2011

WEB LINKS

1. www.meirc.com
2. www.pragmaworld.net
3. www.euromatech.com

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COs	Programme Outcomes (POs)												PSOs	
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2
CO1		1	2				3							
CO2		1	2									3		
CO3							1		2		3			3
CO4				1			3				2			
CO5			3				2				1		3	

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