



**NARAYANA ENGINEERING COLLEGE::GUDUR**



**AUTONOMOUS**

**M.B.A**  
**Course Structure**  
**&**  
**SYLLABUS**  
(2021-22 academic year)  
**(NECR M.B.A 21)**



**NARAYANA**  
**ENGINEERING COLLEGE**  
(AUTONOMOUS)



**DEPARTMENT OF MBA**

**R21 - COURSE STRUCTURE for MBA w.e.f AY: 2021 – 22**

**SEMESTER - I**

Course code	Category	Course Title	Contact Periods per week				Credits	Scheme of Examination Max.Marks		
			L	T	P	Total		Internal Marks	External Marks	Total Marks
<b>Theory</b>										
21MB101	CC	Management and Organizational Behavior	4	0	0	4	4	40	60	100
21MB102	CC	Managerial Economics	3	1	0	4	4	40	60	100
21MB103	CC	Legal and Business Environment	4	0	0	4	4	40	60	100
21MB104	CC	Financial Accounting for Managers	3	1	0	4	4	40	60	100
21MB105	CC	Management Information System	3	0	0	3	3	40	60	100
<b>Practical</b>										
21MB106	CC	Information Technology Lab	0	1	3	4	2.5	40	60	100
21MB107	CC	Business Communication Lab	0	1	2	3	2	40	60	100
21MB108	CC	Case analysis - I	0	1	4	5	3	40	60	100
<b>Value Additions</b>										
21MB109	EEC	Career Competency Development - I	0	0	3	3	1.5	40	60	100
		Activity Point Programme	During the Semester				20 points			
		<b>Total</b>	17	5	12	34	28	360	540	900



## SEMESTER-II

Course code	Category	Course Title	Contact Periods per week				Credits	Scheme of Examination Max. Marks		
			L	T	P	Total		Internal Marks	External Marks	Total Marks
<b>Theory</b>										
21MB201	CC	Research Methodology and Data Analysis	3	1	0	4	4	40	60	100
21MB202	CC	Human Resource Management	3	0	0	3	3	40	60	100
21MB203	CC	Financial Management	3	1	0	4	4	40	60	100
21MB204	CC	Marketing Management	3	0	0	3	3	40	60	100
21MB205	CC	Introduction to Business Analytics	3	0	0	3	3	40	60	100
21MB206	CC	Entrepreneurship Development	3	0	0	3	3	40	60	100
<b>Practical</b>										
21MB207	CC	Business Analytics lab	0	0	3	3	1.5	40	60	100
21MB208	CC	Case Analysis - II	0	1	4	5	3	40	60	100
<b>Value Additions</b>										
21MB209	EEC	Career Competency Development – II	0	0	3	3	1.5	40	60	100
21MB210	EEC	Business News Analysis	0	0	4	4	2	50	-	50
21MB211	EEC	Value Added Course	0	0	0	0	1	40	60	100
		<b>Activity Point Programme</b>	<b>During the Semester</b>				<b>25points</b>			
		<b>Total</b>	<b>18</b>	<b>3</b>	<b>14</b>	<b>35</b>	<b>29</b>	<b>450</b>	<b>600</b>	<b>1050</b>



Course code	Category	Course Title	Contact Periods per week				Credits	Scheme of Examination Max. Marks		
			L	T	P	Total		Internal Marks	External Marks	Total Marks
<b>Theory</b>										
21MB301	CC	Strategic Management	3	0	0	3	3	40	60	100
21MB302	CC	Business Ethics & Corporate Governance	3	0	0	3	3	40	60	100
-	EC	ELECTIVE-1	3	0	0	3	3	40	60	100
-	EC	ELECTIVE-II	3	0	0	3	3	40	60	100
-	EC	ELECTIVE-III	3	0	0	3	3	40	60	100
-	EC	ELECTIVE-IV	3	0	0	3	3	40	60	100
<b>Practical</b>										
21MB303	PR	Project Work - I	0	0	0	0	4	100	-	100
21MB304	CC	Case Analysis - III	0	1	4	5	3	40	60	100
<b>Value Additions</b>										
21MB305	EEC	Career Competency Development – III	0	0	3	3	1.5	40	60	100
21MB306	EEC	PMCI analysis	0	0	3	3	1.5	50	-	50
21MB307	EEC	Industry Oriented Course	0	0	0	0	1	100	--	100
		Activity Point Programme	During the Semester				25 points			
		<b>Total</b>	18	01	10	29	29	570	480	1050



### SEMESTER- IV

Course code	Category	Course Title	Contact Periods per week				Credits	Scheme of Examination Max. Marks		
			L	T	P	Total		Internal Marks	External Marks	Total Marks
<b>Theory</b>										
-	<b>EC</b>	<b>ELECTIVE-V</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>40</b>	<b>60</b>	<b>100</b>
-	<b>EC</b>	<b>ELECTIVE-VI</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>40</b>	<b>60</b>	<b>100</b>
<b>Practical</b>										
<b>21MB401</b>	<b>PR</b>	<b>Project Work -II</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>10</b>	<b>80</b>	<b>120</b>	<b>200</b>
		<b>Total</b>	<b>06</b>	<b>0</b>	<b>20</b>	<b>26</b>	<b>16</b>	<b>160</b>	<b>240</b>	<b>400</b>



## CORE COURSES

S.NO	Course Code	Category	Course Name	Semester	Credits
1	21MB101	CC	Management and Organizational Behavior	I	4
2	21MB102	CC	Managerial Economics	I	4
3	21MB104	CC	Legal & Business Environment	I	4
4	21MB103	CC	Financial Accounting for Managers	I	4
5	21MB105	CC	Management Information System	I	3
6	21MB106	CC	Information Technology Lab	I	2.5
7	21MB107	CC	Business Communication Lab	I	2
8	21MB108	CC	Case Analysis - I	I	3
9	21MB201	CC	Research Methodology and Data Analysis	II	4
10	21MB202	CC	Human Resources Management	II	3
11	21MB203	CC	Financial Management	II	4
12	21MB204	CC	Marketing Management	II	3
13	21MB205	CC	Introduction to Business Analytics	II	3
14	21MB206	CC	Entrepreneurship Development	II	3
15	21MB207	CC	Business Analytics lab	II	1.5
16	21MB208	CC	Case Analysis - II	II	3
17	21MB301	CC	Strategic Management	III	3
18	21MB302	CC	Business Ethics & Corporate Governance	III	3
19	21MB304	CC	Case Analysis - III	III	3
<b>Total Credits</b>					<b>60</b>



## ELECTIVES - II YEAR - III SEMESTER AND IV SEMESTER

### MARKETING

Course Code	Category	Course Name	Semester	Credits
21MB308	EC	Consumer Behavior	III	3
21MB309	EC	Customer Relationship Management	III	3
21MB310	EC	Product and Brand Management	III	3
21MB311	EC	Retail Management	IV	3
21MB402	EC	Digital Marketing	IV	3
21MB403	EC	Services Marketing	IV	3

### FINANCE

Course Code	Category	Course Name	Semester	Credits
21MB312	EC	Indian Financial System	III	3
21MB 313	EC	Investment Analysis and Portfolio Management	III	3
21MB 314	EC	Financial Modeling and Equity Valuation	III	3
21MB 315	EC	Auditing and Taxation	IV	3
21MB 404	EC	International Financial Management	IV	3
21MB 405	EC	Financial Derivatives and Risk Management	IV	3



### HUMAN RESOURCE MANAGEMENT

Course Code	Category	Course Name	Semester	Credits
21MB316	EC	Organization Development	III	3
21MB317	EC	Performance and Reward Management	III	3
21MB318	EC	Employee Welfare and Legislation	III	3
21MB319	EC	Leadership & Change Management	IV	3
21MB406	EC	Human Resource Analytics	IV	3
21MB407	EC	Knowledge Management	IV	3

### LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Code	Category	Course Name	Semester	Credits
21MB320	EC	Essentials of Logistics and Supply chain Management	III	3
21MB321	EC	Total Quality Management	III	3
21MB322	EC	Port Operations-I	III	3
21MB323	EC	Purchasing and Vendor Management	IV	3
21MB408	EC	Storekeeping and warehouse management	IV	3
21MB409	EC	Port Operations- II	IV	3

### PROJECT /FILED WORK

Course Code	Category	Course Name	Semester	Credits
21MB303	PR	Project Work -I	III	4
21MB401	PR	Project Work -II	IV	10





**EMPLOYABILITY ENHANCEMENT COURSES (EEC)**

SEMESTER	SUBJECT	CREDITS
I Sem	Career Competency Development - I	1.5
		1.5
II Sem	Career Competency Development - II	1.5
	Business News Analysis	2
	Value added course	1
		4.5
III Sem	Career Competency Development – III	1.5
	PMCI analysis	1.5
	Industry Orient Course	1
		4
	<b>TOTAL</b>	<b>10</b>

**OVERALL CREDITS**

S.NO	Category	Credits per semester				Credits
		SEM I	SEM II	SEM III	SEM IV	
1	CC	26.5	24.5	9	-	60
2	SE	-	-	12	6	18
3	PR	-	-	4	10	14
4	EEC	1.5	4.5	4	-	10
	<b>Total</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>16</b>	<b>102</b>



## Department of MBA

### DETAILED SYLLABUS SEMESTER – I

<b>COURSE CODE</b>	<b>CATEGORY</b>	<b>COURSE TITLE</b>
21MB101	CC	Management and Organizational Behaviour
21MB102	CC	Managerial Economics
21MB103	CC	Legal and Business Environment
21MB104	CC	Financial Accounting for Managers
21MB105	CC	Management Information System
21MB106	CC	Information Technology Lab
21MB107	CC	Business Communication lab

## 21MB101 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
I	3	0	0	48	3	40	60	100

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

- CO 1:** Understand the managerial functions and have same basic knowledge on international aspect of management. (L2)
- CO 2:** Understand the planning process in the organization. (L2)
- CO 3:** Define the organizing and controlling tools to be followed in the organization.(L1)
- CO 4:** Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization (L2)
- CO 5:** Demonstrate the ability to directing, leadership and communicate effectively (L2)

### **Module – 1 Introduction to Management** 10Hrs

Nature, Scope and Functions - Principles of Management, Evolution of Management thought: Scientific Management theory, Bureaucracy theory, Administrative theory, Behavioural, Human Relations Approach - Modern Theory - Quantitative Approach, Systems and Contingency.

### **Module -2 Planning and Decision making** 9Hrs

Objectives, Nature and principles of planning - The Planning Process- Decision making: significance- decision making process-decision tree analysis – MBO-Need, features of MBO and steps in MBO.

### **Module-3 Organizing and Controlling** 9Hrs

Principles of Organizing, Organizational structure, Organizational design, staffing and directing –controlling –meaning and features, control process, types of controls.

### **Module-4 Organizational Behavior** 10Hrs

Nature and scope of Organizational behaviour – Individual perspective –Values and Attitudes- learning process and theories– Personality, types– Johari window –Organizational culture and development-Organizational Communication.

### **Module-5 Leadership and Motivation** 10Hrs

Leadership styles - Leadership theories - Power and Politics-Motivation- objectives, theories of motivation –Conflict Management, sources, types and management styles of conflict.

**Text books:-**

1. Organizational Behavior, Fred Luthans, McGraw Hill, 2011
2. Management, Stephen P. Robbins, Mary Coulter, Neharika Vohra, Pearson Education, 2009

**References:-**

1. Human Behaviour at Work, Keith Davis, Tata McGraw Hill, 2009
2. Management and Organizational behaviour, Pierce Gordner, Cengage, 2009
3. Principles of Management, Koonz, Weihrich and Aryasri, Tata McGraw Hill,
4. Behaviour in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education, 2008
5. Organizational Behaviour, Sarma, Jaico Publications, 2009
6. Management and Organizational Behaviour, Paul Hersey and Ken Blanchard, PHI, 2009

**Web Resources / Online Resources:**

1. <https://youtu.be/9daoqvyAob0>
2. <https://youtu.be/WaxhwCvMo8k>
3. <https://youtu.be/-fOBB4vD0QU?list=PL0AHbWqWPns7kadfsZA5rfKwTeTHRqaLX>
4. <https://youtu.be/Zi4SvpAFRmY>

## 21MB102 MANAGERIAL ECONOMICS

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
I	3	1	0	64	4	40	60	100

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

**CO 1:** Apply the basic Concepts and Economics principles in Decision-making (L2)

**CO 2:** Understand the Significance of Demand Elasticity (L2)

**CO 3:** Select the least cost combination of inputs through Production Functions(L3)

**CO 4:** Compare different cost concepts and predict Breakeven point (L4)

**CO 5:** Apply Pricing decisions across Industries characteristics by Market Structure (L5)

### **Module – 1 Introduction to Managerial Economics 12Hrs**

Definition, Nature and Scope - Business decision making process - Relation with other Disciplines - Objectives of Firm - Profit Maximization Theory- Concept of Opportunity cost- Marginalism, Equi-Marginalism- Incremental concept- Time perspective- Discounting Principle- Risk and Uncertainty.

### **Module -2 Demand and Supply Analysis 14Hrs**

Demand Analysis- Demand function- Law of Demand- Determinants of Demand- Types of Demand- Elasticity of Demand- Measurement and Significance of Elasticity of Demand- Demand forecasting- Methods of Demand forecasting- Supply: Supply function- Determinants of Supply- Law of Supply- Elasticity of Supply.

### **MODULE-3 Production and Cost Analysis 14Hrs**

Production Function – Production function with one and two variables- Cobb Douglas Production Function,-Marginal Rate of Technical Substitution(MRTS)- Iso-Quants, Iso-Costs- Returns to Scale(RTS) - Economies of Scale- Cost Concepts- Determinants of cost concepts- Cost- Output relationship in the short run and long-run, Average Cost Curve- Break–Even Analysis.

### **MODULE-4 Market Structures 12Hrs**

Classification of Market Structure- features- competitive situations- price-output determinations under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly- both long-run and short-run.

### **MODULE-5 Pricing Strategies 12Hrs**

Pricing Policy- Price Discrimination- Cost Plus Pricing- Pricing of Multiple Products- Transfer Pricing- Product Line Pricing- Pricing over Product Lifecycle- Skimming and Penetration Pricing- Loss Leader Pricing- Peak Load Pricing- Pricing of Innovative Product- International Price Discrimination- Dumping-Effect of Dumping.

**Text Book(s):-**

1. G.S Gupta, Managerial Economics, EMH Publications, 2009
2. Hirschey Mark, Fundamentals of Managerial Economics, 9th edition, Cengage Learning, 2009.

**References:-**

1. Mehta, P.L, Managerial Economics, Text and Cases, S.Chand& Co,
2. Dean, Joel: Managerial Economics, PHI, New Delhi,
3. DN Dwidvedi, Managerial Economics, Vikas Publishers, New Delhi,
4. Trivedi M.L: Managerial Economics, Theory and Applications, TMH Publication,

**Web Resources / Online Resources:**

- 1.<https://www.youtube.com/watch?v=vLPpF0hunwc>
- 2.<https://durhamtech.libguides.com/macroeconomics/web>
- 3.<https://www.khanacademy.org/economics-finance-domain/macroeconomics>

## 21MB103 LEGAL and BUSINESS ENVIRONMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
I	3	0	0	48	3	40	60	100

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

- CO 1:** Understand the fundamental legal provisions in dealing various contracts and negotiable instruments in the business world (L2)
- CO 2:** Identify the provisions of companies Act, 2013(L3)
- CO 3:** Understand the concept of the various constituents of environment and their impact on businesses. (L2)
- CO 4:** Evaluating the impact of monetary policy, fiscal policy and trade policy on economy (L5)
- CO 5:** Analyzing the structure of Money market and Capital market (L4)

### **MODULE – 1 Indian Contract Act, 1872, Negotiable Instruments Act 1881      9Hrs**

Nature and types of Contract- essential elements of valid contract- offer and acceptance- consideration- discharge of contracts- sales of goods Act: 1930- general principles- conditions and warranties-Negotiable instruments Act, 1881: Negotiable instruments- promissory notes, bill of exchange- cheque- parties to negotiable instruments- dishonor- and discharge of negotiable instruments.

### **Module -2 Companies Act - 2013      9Hrs**

Incorporation- Scope and Procedure for Incorporation of companies- appointment of directors- powers- Duties- Liabilities of Directors- Role of Audit- Auditors- Company Meetings- Resolutions- Winding-up of a company.

### **MODULE-3 Overview of Business Environment      10Hrs**

Introduction- Types of Business Environment- Internal and External- Micro and Macro- Competitive structure of Industries- Environmental Analysis- Industrial policy of 1991- GST Act, 2017.

### **MODULE-4 Monetary, Fiscal and Trade Policy      10Hrs**

Introduction- Demand and Supply of Money-Monetary Policy- RBI- Objectives of Monetary policy-Fiscal policy- highlights of Budget-Trade policy- Recent Trends. India's Trade policy- EXIM policy- Balance of Payments- Role and functions of WTO.

### **MODULE-5 Money Markets and Capital Markets      10Hrs**

Introduction- Nature- Meaning- Significance- Features and components of Indian Financial System- Reforms and recent developments in Indian Capital Markets- Stock Exchange- Investor Protection- Role of SEBI.

**Text Books:-**

1. Legal Aspects of Business, Pathak, TMH-2010
2. Business Environment by Justin Paul, Publisher: The Mcgraw Hill Companies

**Reference Book(s):-**

1. Francis Cherunilam, "Business Environment, Text and Cases", Himalaya Publishing House.
2. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017
3. Indian Economy by S.K. Misra and V.K. Puri (2015). Himalaya Publishers.
4. Business Environment, by Fernando, Pearson Education, 2011

**Web Resources / Online Resources:**

1. <https://www.y.com/watch?v=Tdlsk4vc9Hsoutube>
2. <https://www.youtube.com/watch?v=Zwh3gHcuiB4>
3. <https://www.youtube.com/watch?v=lpZ04gs6HI8>
4. <https://www.youtube.com/watch?v=vlk40C91HqQ>



## 21MB104 FINANCIAL ACCOUNTING FOR MANAGERS

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
I	3	1	0	64	4	40	60	100

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

**CO 1:** Explain the basic concepts and general purposes of accounting. (L-2)

**CO 2:** Prepare the Journal, subsidiary books and ledger. (L-3)

**CO 3:** Describe the main elements in the trading and Profit & loss account and balance sheet. (L-2)

**CO 4:** Describe the useful life and value of the depreciable assets, value of inventory and goodwill.(L-2)

**CO 5:** Explain the financial statements analysis associate with financial data in the organization.(L-2)

### **Module – 1 Financial Accounting –An introduction**

**10Hrs**

Book keeping –Accounting- Book keeping Vs Accounting - Accounting principles - Single entry and Double entry system - Classification of accounts –Rules of debit & credit - Users of accounting statements.

### **Module -2 Accounting Process**

**14Hrs**

Journal - problems - Subsidiary books – purchase book – sales book – purchase returns book - sales returns book – problems - ledger - problems.

### **Module-3 Trial Balance and Final Accounts**

**12Hrs**

Trial balance - Objectives of Trial balance- methods of Trial balance - problems – Final accounts - Trading accounting account and Profit & loss account - Balance sheet- adjustments – problems.

### **Module-4 Valuation of Assets**

**14Hrs**

Depreciation Concept - Methods of depreciation - Problems on straight line & written down value (WDV) methods - Inventory valuation – Methods of Inventory valuation - Problems on LIFO, FIFO & weighted average methods - Valuation of Goodwill - Methods of valuation of Goodwill- Simple problems.

### **Module-5Financial statements Analysis**

**14Hrs**

Introduction - Ratio analysis- Classification of Ratios -Du Pont Chart - problems - Funds flow analysis –steps in preparation of funds flow statement, problems - Cash Flow Statement,

problems under Direct and indirect Methods - Cash Flow statement Vs Funds Flow statements

**Text Book(s):-**

1. Asish k.Bhattacharyya (2016), "Financial Accounting for Managers", TMH Publishers.
2. S P Jain & K L Narang, "Financial Accounting", Tenth Edition, Kalyani Publishers, New Delhi

**Reference Book(s):-**

1. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications.
2. An Introduction to Accountancy, 11th Edition, S.N. Maheshwari, S.K. Maheshwari&Sharad K.Maheswari. Vikas publishing house.
3. Financial accounting - A management perspective, (4th ed.) Narayanaswamy, R. PHI.

**Web Resources / Online Resources:**

1. [www.financial accounting book.com](http://www.financialaccountingbook.com)
2. <https://www.aafmindia.co.in/CashFlowStatementVsFundFlowStatementDifferenceAdvantageDisadvantageandUses>
3. <https://www.youtube.com/watch?v=5ku5WbfvHzs>
4. <https://www.youtube.com/watch?v=GxqZnvfIZsw>

## 21MB105 MANAGEMENT INFORMATION SYSTEM

Semester	Hours / Week			Total hrs	Credit C	Max Marks		
	L	T	P			CIE	SEE	TOTAL
II	3	0	0	48	3	40	60	100

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

- CO 1:** Understand the concept of MIS in Quantitative Techniques. (L2)
- CO 2:** Analyze the existing system in system analysis. (L4)
- CO 3:** Apply functional information system to support business needs. (L3)
- CO 4:** Analyze the procedure in developing case methodology through development approach. (L3)
- CO 5:** Describe the implementation process of MIS .(L2)

**Module – 1 Introduction To MIS 9 Hrs**  
Importance of information for management decisions – Systems Approach and Information – System Development – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing

**Module -2 Structure of MIS 9 Hrs**  
Basic structural concepts; formal and informal information systems; public and private information systems; Information Systems– MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).

**Module-3 Functional Information Systems 9 Hrs**  
Manufacturing information systems-marketing information systems-Human resource information systems-Financial information systems- Logistics and supply chain Management-CRM

**Module-4 MIS Development and System Methodology 11 Hrs**  
System development methodologies; SDLC approach; prototyping approach LCSF method, case methodology and user development approach - Concepts of database and database design. Implementation of MIS: Maintenance and Control of MIS –Implementation process, evaluation, pitfalls of MIS implementation, maintenance, need and approaches-IS security

**Module-5 Enterprise Resource Planning (ERP) 10 Hrs**  
Concepts, architecture, Generic modules, Applications; CRM (Customer Relationship Management): Concepts, Features; SCM (Supply Chain Management): Concepts, drivers, inbound & outbound SC, Concept of: e- Procurement, e-Tailing, e-Logistics, e-Collaboration, e-Integration

**Text Book(s):**

1. Management Information Systems, C Laudon and Jane P. Laudon, et al, Pearson Education.
2. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning

**Reference Book(s):**

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.

**Web Resources/Online Resources:**

- [https://www.tutorialspoint.com/management\\_information\\_system/management\\_information\\_system.htm](https://www.tutorialspoint.com/management_information_system/management_information_system.htm)
- <https://scialert.net/fulltext/?doi=itj.2014.1709.1715>
- [https://www.pnas.org/content/104/suppl\\_1/8574.short](https://www.pnas.org/content/104/suppl_1/8574.short)
- <https://www.tandfonline.com/doi/abs/10.1080/07421222.1992.11517938>
- <https://ecomputernotes.com/mis/implementation-and-evaluation/implementationofmis>
- <https://www.researchgate.net/publication/325502779> **Overview of Enterprise Resource Planning ERP System in Higher Education Institutions HE  
Is**

.....

## 21MB106 INFORMATION TECHNOLOGY LAB

Semester	Hours / Week			Total hrs	Credit C	Max Marks			
	L	T	P			CIE	SEE	TOTAL	
I	0	1	3	64	3	40	60	100	

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

- CO 1:** Design word documents with formatting features.(L-3)
- CO 2:** Implement mail-merge in ms word document (L-3).
- CO 3:** Apply Excel formulae in a spread sheet (L-3).
- CO 4:** Design power point presentation with animation effects.(BL-3)

**Task-1: Operating System** 1T+4P

Features of operating system, installing operating system, installing and uninstalling new applications.

**Task-2: Networking** 1T+4P

Connecting two computers and exchanging files, connecting to internet, trouble shooting network connections, connecting wireless devices, viewing smart phone on windows.

**Task-3 : Creation of Document- Format Document** 1T+4P

Introduction to MS-Word, Page Design, Page Layout, Font and Paragraph with styles, Insert images and shapes.

**Task-4 : Tables,Charts and Mail merge** 1T+4P

Inserting Tables, Charts, Step by Step process for mail merge.

**Task-5: introduction Spreadsheet** 1T+4P

Introduction to Excel, Page Layout and Page Views, cell and range properties, creating a table.

**Task-6: Sorting data and Filters** 1T+4P

Sorting data in a range, Sorting data in a table, Applying Filters, Removing duplicates.

**Task-7 : Formulae and Functions** 1T+4P

Insert formula, Auto sum, working with Math and statistical functions

**Task-8 : Charts, Pivot Tables** 1T+4P

Creating Charts with table data, Creating charts with range data, Creating Pivot Tables.

**Task-9 : Advanced work sheet** 1T+4P

Lookup and Referencing, Forecast, Data tools, Get and Transform data

**Task-10: Presentation tool** 1T+4P

Introduction to MS power point, Creating New Presentation, Page/Slide Setup, Design, Animations, Inserting Charts with Excel data.

**Additional Experiments**

**Task-1: Introduction to Business Intelligence tools** 1T+6P

Power Query, SPSS, PowerBI

**Task-2: Using Online Data backup methods** 1T+6P

Google Drive, One Drive, Dropbox

**Text Book(s):**

- 1.Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- 2.David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.

**Reference Book(s):**

1. Alexison, TMH, 2008, Enterprise resource planning.
2. The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.
3. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007
4. Winston "Excel 2010 Data Analysis and Business Modelling" PHI Learning Private Limited.
5. Bajpai "Business Statistics" Pearson
6. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.

**Online Resources/ Web References:**

<https://www.youtube.com/watch?v=penP04k-Lqo&list=PLZxiarL-F2CTPcmTDGAXXJiCWbKJtz0zX>

<https://www.youtube.com/watch?v=haVq9ejNzn0>

<https://www.youtube.com/watch?v=Zv3XMBb3V6A>

<https://www.tutorialspoint.com/word/index.htm>

<https://edu.gcfglobal.org/en/subjects/office/>

<https://support.microsoft.com/en-us/training>

## **21MB107. BUSINESS COMMUNICATION LAB**

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
I	0	1	2	48	2	40	60	100

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

CO – 1: To understand the communication concepts and to develop the students' competence in communication at an advanced level

CO – 2: To participate in Team activities that leads to the development of collaborative work skills

CO – 3: To provide the knowledge on Presentation Skills , Group Discussion and Resume Writing

CO-4: To enhance the skills to write business letters, memos, reports, emails

CO-5: To develop strategies appropriately to improve Listening skills and Spoken Skills

CO-6: To enhance skills to face job interviews

### **TASK – 1**

**Class Room :** Significance, Scope and functions of Business Communication – Process and dimensions of communication – Essentials of good communication.

**Practice-1 :** Ice - Breaking Activity, Introducing Oneself and Others - Role Plays

### **TASK – 2**

**Class Room :** Formal and Informal Communication- Interpersonal and Intrapersonal - Verbal & Non Verbal Communication – Public Speaking – Poster Presentations

**Practice-2 :** Just a Minute (JAM) / Oral Presentation (Extempore ) – Poster Presentation

### **TASK – 3**

**Class Room :** Barriers to effective communication – Reading Skills

**Practice-3 :** Conversation Practice - Oral description of Pictures, Photographs, Products, and Process –Reading Comprehensions

### **TASK – 4**

**Class Room :** Importance of Writing Business Communication - Pros & Cons of Business Written Communication- Business Letter Writing - Business Memos–Business Proposals

**Practice-4 :** Business Letter Writing – Business Memos – Business Proposals

### **TASK – 5**

**Class Room :** Business Reports: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report - E mails – Resume Writing.

**Practice-5 :** Writing Business Memos – Reports – Emails – Resume Writing.

### **TASK – 6**

**Class Room :** Telephone Etiquettes - Business Meetings: Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, preparation of minutes of the meeting - Media management – the press release and press conference

**Practice-6** : Telephonic Conversation

**Practice-7** : Mock Meetings and Press Conferences

**TASK – 7**

**Class Room** : Listening Skills - Types of Listening Skills- Active listening and anticipating the speaker- Presentation Skills : The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations

**Practice-8** : Listening for Specific & General Details- Listening Comprehension

**Practice-9** : Business Presentations – Team Presentations – Online Presentations

**TASK – 8**

**Class Room** : Group Discussion & Debate : Structure and dynamics - Techniques of effective participation - Preparing for Group Discussion& Debate

**Practice-10** : Debates – Practice

**Practice-11** : Mock Group Discussions (Planned & Extempore)

**TASK – 9**

**Class Room** : Goal Setting - Interview Skills : Preparing for the Job Interview - Mock Interviews- Interview Techniques.

**Practice-12** : Interview Skills.

**Text Book(s):**

1. Basic Business Communication Skills for empowering the internet generation, Lesikar Flately, Tata McGraw Hill
2. Business Communication, Meenakshi Raman, Oxford University Press

**Reference Book(s):**

1. Business Communication for Managers, Penrose, Rasberry and Myers, Cengage.
2. Oxford Advanced Learner's Dictionary.
3. BCOM, Mala Sinha, Cengage
4. Business Communication, Bovee, Pearson.
5. Bovee, Till and Schatzman, Business Communication today, Pearson
6. Monipally MM, Business communication strategies, McGraw Hill

**Software :**

- Walden ELCS&AECS Lab
- English In Mind (EIM) all level by Cambridge University
- Cambridge Pronunciation Dictionary by Cambridge University
- Oxford Advanced Learners Dictionary, Oxford University

**WebResources:**

- [Grammar/Listening/Writing I-language.com](http://www.grammarlisteningwriting.com)
- <http://www.5minuteenglish.com/>
- <https://www.englishpractice.com/Grammar/Vocabulary>
- [EnglishLanguageLearning Online](http://www.englishlanguagelearningonline.com)
- <http://www.bbc.co.uk/learningenglish/>
- <http://www.better-english.com/>
- <http://www.nonstopenglish.com/>
- <https://www.vocabulary.com/>
- [BBCVocabularyGames](http://www.bbc.com/1/health/bbc_vocab_games)
- [FreeRiceVocabularyGameReading](http://www.freerice.com/vocabulary-game-reading)
- <https://www.usingenglish.com/comprehension/>
- <https://www.englishclub.com/reading/short-stories.htm>
- <https://www.english-online.at/Listening>



- <https://learningenglish.voanews.com/z/3613>
- <http://www.englishmedialab.com/listening.html> Speaking
- <https://www.talkenglish.com/>
- BBC Learning English – Pronunciation tips
- Merriam-Webster – Perfect pronunciation Exercises All Skills
- <https://www.englishclub.com/>
- <http://www.world-english.org/>
- <http://learnenglish.britishcouncil.org/>

### **Online Dictionaries**

- Cambridge dictionary online: <https://dictionary.cambridge.org/>
- MacMillan dictionary: <https://www.macmillandictionary.com/>
- Oxford learner's dictionaries: <https://www.oxfordlearnersdictionaries.com/>

## SEMESTER – II

<b>COURSE CODE</b>	<b>CATEGORY</b>	<b>COURSE TITLE</b>
21MB201	CC	Research Methodology and Data Analysis
21MB202	CC	Human Resource Management
21MB203	CC	Financial Management
21MB204	CC	Marketing Management
21MB205	CC	Introduction to Business Analytics
21MB206	CC	Business Analytics Lab
21MB209	EEC	Business News Analysis

## 21MB201 RESEARCH METHODOLOGY AND DATA ANALYSIS

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
II	3	1	0	64	4	40	60	100

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

**CO 1:** Demonstrate a basic understanding of various aspects of Business Research Design. (L2)

**CO 2:** Understand different data collection methods and tools. (L2)

**CO 3:** Discuss various descriptive and inferential statistical tools for Business Research. (L2)

**CO 4:** Use correlation and Regression analysis for Business Research. (L3)

**CO 5:** Design and develop a Business Research report and to learn how to communicate the results. (L6)

### **Module – 1 Introduction to Research**

**12Hrs**

Types of Research, Research Process-Conceptualization of variables and Measurement, Types and measurement of variables, **Research design** - Research Problem, purpose of Research design, Types of Research Design, Descriptive Research Design, Experimental research design- Characteristics of the good research design.

### **Module -2 Data Collection Methods and Tools**

**10Hrs**

Data Collection Methods & Tools, Types of Data, Sources and Instruments for data, Guidelines for questionnaire, sampling methods.

### **Module-3 Descriptive and Inferential Statistics**

**14Hrs**

Introduction- Measures of Central tendency- Measure of Dispersion- Parametric tests: one sample t-test, Independent sample-test, Paired t-test, one-way and two-way Analysis of variance(ANOVA), Uni-variate, Bi-variate analysis and Multivariate analysis and Non-parametric tests.

### **Module-4 Correlation and Regression Analysis**

**14Hrs**

Introduction- Correlation, limits of coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman Rank Correlation. Regression Analysis: simple linear and Multiple Linear Regression Analysis.

### **Module-5 Report Writing**

**14Hrs**

Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research.

**Text Book(s)**

1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2. Kothari, C.R, Research Methodology: Methods and Techniques. 2nd Edition, New Age International Publishers, New Delhi, 2004.

**Reference Books**

1. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
4. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

**Web Resources / Online Resources:**

<https://nptel.ac.in/courses/121/106/121106007/>

<https://nptel.ac.in/courses/110/107/110107080/>

<https://nptel.ac.in/courses/109/105/109105115/>

[www.free-ebooks.net/ebook/Business-Research-Methodology](http://www.free-ebooks.net/ebook/Business-Research-Methodology) MOOC

## 21MB202 HUMAN RESOURCE MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
II	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the basic concept of Human Resource Management. (L2)

**CO 2:** Explain the job analysis and job design methods. (L2)

**CO 3:** Understand the demand and supply of HR & concept of employee retention. (L2)

**CO 4:** Understand the sources of Recruitment, Selection process and Performance appraisal methods. (L2)

**CO 5:** Examine the Training and Development methods and compensation management process. (L4)

### **Module – 1 Human Resource Management-Introduction 9Hrs**

Introduction- Objectives – Scope & Features of HRM – Importance & - Functions of HRM- Challenges of HRM. Personnel Management Vs HRM – Role of HR manager - Strategic Human Resource Management.

### **Module -2 Job Analysis and Job Design 9Hrs**

Job Analysis Process –Techniques of Data Collection - Contents of Job Description & Job Specification - Job design - Factors affecting Job design - Job enrichment Vs Job enlargement.

### **Module-3 Human Resource Planning and Employee Retention 10Hrs**

Objectives and Need of HR planning, Process of HR Planning and factors affect the HR Planning -HR Information System - Employee retention - Importance of retention - strategies of retention.

### **Module-4 HR Acquisition and Managing Employee Performance 10Hrs**

Recruitment - Objectives and Sources of recruitment - Selection - Objectives - Selection Procedure - Placement - Performance Appraisal –Objectives & Importance, performance Appraisal Methods – Constraints.

### **Module-5 HR Development and Compensation Management 10Hrs**

Training and Development– Objectives, Need and Methods of Training –career planning and career development - Compensation Management - Job evaluation – welfare provisions and fringe benefits - Quality Circles and Total Quality Management.

**Text Book:**

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
2. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.

**References:**

1. Aswathappa, Human Resource Management, 4th Edition, TMH 2006.
2. Subbarao, Personnel and Human Resource Management –Text and cases, Himalaya, 2009
3. R.Wayne Mondy, Robert M.Noel, Human Resource Management, Pearson
4. Noe.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Human Resource Management, Tata McGraw Hill.
5. Muller, Human Resource Management a case study approach, Jaico Publishers,2008
6. VSP Rao, Human Resource Management, Text and Cases, Excel Books 2006.

**Web Resources / Online Resources:**

<https://www.youtube.com/watch?v=Fa8E3tCDlpo>  
<https://www.youtube.com/watch?v=7kXdbXGYhWc>  
<https://www.youtube.com/watch?v=wcP976S8DsM>  
<https://www.youtube.com/watch?v=mwi95z6xffY>

## 21MB203 FINANCIAL MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
II	3	1	0	64	4	40	60	100

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

- CO 1:** Demonstrate the applicability of the concept of Financial Management to Understand the managerial Decisions. (L2)
- CO 2:** Apply the Capital Budgeting Techniques like IRR, NPV and PI for managerial decisions (L3)
- CO 3:** Understanding of EBIT-EPS Analysis, evaluation of various financing plans, importance of leverages. (L2)
- CO 4:** Analyze the dividends evaluation of the Firm's Dividend and Indian Companies Dividend Policies, Bonus shares, Rights Issue and Stock Split. (L4)
- CO 5:** Evaluate working capital effectiveness of a company based on its operating and cash conversion cycles, and compare the company's effectiveness with that of peer companies. (L5)

### **Module-1 The Finance Function:**

**12Hrs**

Nature and Scope; Evolution of finance function – Its new role- –Goals– maximizing vs. satisfying- Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

### **Module-2 The Investment Decision:**

**14 Hrs**

Process- Capital Budgeting Techniques–Traditional (PV, ARR) and DCF methods (NPV, IRR & PI). The NPV vs. IRR Debate.

### **Module-3 Capital Structure Decision:**

**12 Hrs**

Introduction- Capitalization, Financial Leverage, Operating Leverage and Composite leverage. EBIT-EPS Analysis, Break Even analysis- Capital Structure Theories – Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

### **Module-4 Dividend Decision:**

**14 Hrs**

Concept of Dividend - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, stock-split- Gordon, Walter and Lintner- A brief discussion on dividend policies of Indian companies

### **Module-5 Working Capital Management:**

**12 Hrs**

Concept of Working, Components of Working Capital, Gross vs. Net Working Capital, Determinants of Working Capital needs the Operating Cycle approach. Planning of Working capital, Financing of Working capital through Bank Finance and Trade Credit, Regulation of Bank Finance.

**Text Books:-**

1. Prasanna Chandra, Financial Management, 10e, Tata McGraw Hill, 2019.
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi

**References:-**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.
3. Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
4. Arindam Banerjee, Financial Management, Oxford Publications, 2016.
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.

**Web Resources / Online Resources:**

<https://youtu.be/fSyrXG6j81M>

<https://youtu.be/nit39qOQHds?list=PL2k3wOJ4OEzDpLCQhEYTgDIS7sHF7Xa1j>

<https://youtu.be/xKBdJX-rHMg>

[https://youtu.be/p9GEehRy\\_yo](https://youtu.be/p9GEehRy_yo)



## 21MB204 MARKETING MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
II	3	0	0	48	3	40	60	100

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

CO 1: Recall Comprehend basic marketing concepts (L1)

CO 2: Examine marketing strategies for consumer and industrial marketing (L4)

CO 3: Apply and develop Marketing Strategies and Plans (L3)

CO 4: Analyze the nature of distribution decisions (L4)

CO 5: Understanding of the marketing research and new trends in the arena of marketing.(L2)

### **Module – 1 Introduction to Marketing**

**9Hrs**

Nature and scope of marketing -Marketing orientation - Indian Marketing Environment - Elements of Marketing mix - Market segmentation and positioning - Buyer behavior - consumer versus organizational buyers - Buyer Behaviour Models - Consumer decision making process - Customer Satisfaction.

### **Module -2 Marketing Strategy**

**10Hrs**

Marketing strategy formulations, Key Drivers of Marketing Strategies - Strategies for Industrial Marketing, Consumer Marketing, Services marketing, Competition strategy, Strategic Marketing Mix components.

### **Module-3 Product Decisions**

**9Hrs**

Concept of product - Classification of products - product hierarchy -Product line and product mix - Product Life cycle - New product development – Branding - Packaging - Labeling- Pricing Decisions -Factors affecting price determination –Pricing policies and Strategies.

### **Module-4 Distribution Decisions**

**10Hrs**

Nature, functions, and types of distribution channels - Distribution channel intermediaries - Retailing and wholesaling - Promotion Decisions - Communication Process - Promotion mix – Advertising, personal selling, publicity and public relations. -Sales promotion tools and techniques.

### **Module-5 Marketing Research and Trends in Marketing**

**10Hrs**

Meaning and scope of marketing research - Marketing Research Process - Developments in Marketing - Social, ethical and legal aspects of marketing - Marketing of services - Green marketing - Cyber marketing- Relationship marketing.

**Text Book(s):-**

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016
2. Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.

**Reference Book(s):-**

1. Marketing –The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2012
2. Marketing, Lamb, Hair and McDaniel, Cengage Learning, 2013
3. Introduction to Marketing theory and practice, Adrian Palmer, 3/e, Oxford University Press 2012
4. Marketing–concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2008
5. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.

**Web Resources / Online Resources:**

1. <https://www.economicdiscussion.net/marketing-management/what-is-marketing->
2. <https://www.kbmanage.com/concept/marketing-management>
3. <https://www.coursera.org/learn/marketing-management>
4. [https://d1wqtxts1xzle7.cloudfront.net/58052402/marketing-management-an-asian-perspective-5th-edit.](https://d1wqtxts1xzle7.cloudfront.net/58052402/marketing-management-an-asian-perspective-5th-edit)

## 21MB205 INTRODUCTION TO BUSINESS ANALYTICS

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
II	3	0	0	48	3	40	60	100

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

- CO 1:** Demonstrate how knowledge of Business analytics can be applied to Business (L2)
- CO 2:** Analyze the impact of Data on Business Decisions (L4)
- CO 3:** Understand the concepts of Data Modeling. (L2)
- CO 4:** Identify and explain the factors which influence Data Visualization. (L3)
- CO 5:** Analyze the applications of business analytics (L4)

### **Module 1: Business Analytics: Introduction**

**10Hrs**

What is Business Analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is Data Science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

### **Module 2: Understanding Data**

**10Hrs**

Overview –identify data role in organization –sources of data-importance of data quality-dealing with missing and incomplete data.

### **Module 3: Introduction to Data Modeling**

**9Hrs**

The origins of Data Modeling- identify the role of data modeling in organization-data modeling techniques –tools for data modeling – structured data tools–RDBMS- use SQL to perform tasks against database.

### **Module 4: Data Visualization**

**10Hrs**

Overview –The Value Of Visualization – Fundamentals Of Graph-Graph Selection –Common Quantitative Relationships In Graph –Visual Display of Quantitative Information-Envisioning of Information- Integrity of Visualization.

### **Module 5: Applications of Business Analytics**

**9Hrs**

Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

**Text Books: -**

1. Dinesh Kumar, "Business Analytics", Wiley publishers.
2. Tanusri Banerjee, Arindam Banerjee, "Business Analytics text & Cases" Sage Publication, 2019.

**Reference Books:**

1. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019.
2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer.

**Web Resources / Online Resources**

1. <https://www.swayamnptel/watch?v=-ciC1i1-O5k>
2. <https://www.swayamnptel/watch?v=moAsx67ygvA>
3. <https://nptel.ac.in/courses/110/107/110107092/>
4. <https://nptel.ac.in/courses/110/105/110105089/>
5. <https://nptel.ac.in/courses/110/107/110107129/>

## 21MB206 BUSINESS ANALYTICS LAB

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
II	0	0	3	45	1.5	40	60	100

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

**CO 1:** Construct the Final accounts by using company accounts. (L6)

**CO 2:** Designing of graphs and tables by using MS Excel. (L6)

**CO 3:** Categorize the payroll system. (L4)

**CO 4:** Apply SPSS tools in calculating data analysis. (L3)

**CO 5:** Construct various sample tests by using MS Excel. (L6)

**CO 6:** Build frequency distribution tools by using MS Excel. (L3)

Task-1: Creation of company accounts in Tally	3Hrs
Task-2: Preparation of Ledger	3Hrs
Task-3: Trial Balance	3Hrs
Task-4: Profit and loss account	3Hrs
Task-5: Balance sheet	3Hrs
Task-6: Calculations of NPV- IRR- Profitable Index- preparation of budget	3Hrs
Task-7: Sorting and querying data Ms Excel	3Hrs
Task-8: Basic Formulas and Use of Functions Ms Excel	3Hrs
Task-9: Data Analysis Using Charts and Graphs Retrieving of data of customers	3Hrs
Task-10: Create the payroll system for salary administration using Ms Excel	3Hrs
Task-11: calculate payroll procedure	3Hrs
Task-12: Statistical tools for execution using excel	3Hrs
Task-13 Measure of dispersion	3Hrs

### Additional Experiments

Task-1: SPSS	3Hrs
Task-2: Creating and using formulas and functions	3Hrs

**Text Book(s):**

1. Ms Office Excel-Frye, PHI Ppublications
2. Ms Office Access- Step by step, PHI Ppublications

**Reference Book(s):**

1. Reading material on accounting Ppackages.
2. SPSS User manual
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel Books.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
5. David Whigam - Business Data Analysis Using Excel, First Edition, Oxford University Press.

**Web Resources / Online Resources**

<https://youtu.be/4wlzzEvnzqA>

<https://youtu.be/vFcxExzLfZI>

## **21MB209 BUSINESS NEWS ANALYSIS**

Business News Analysis as a course has been designed to equip the future professionals with the multiple skills. Under this programme, students are required to take as daily activity on business news analysis and prepare a report as minimum of 2 pages. The programme carries a weightage of 1.5 credits. Business News Analysis shall be evaluated for 50 marks by the concerned teacher based on the Presentation/participation/regularity/report.

.....

### SEMESTER – III

<b>COURSE CODE</b>	<b>CATEGORY</b>	<b>COURSE TITLE</b>
<b>21MB301</b>	<b>CC</b>	<b>Entrepreneurship Development</b>
<b>21MB302</b>	<b>CC</b>	<b>Business Ethics And Corporate Governance</b>
<b>21MB303</b>	<b>PR</b>	<b>Summer Internship Program</b>
<b>-</b>	<b>EC</b>	<b>ELECTIVE-1</b>
<b>-</b>	<b>EC</b>	<b>ELECTIVE-II</b>
<b>-</b>	<b>EC</b>	<b>ELECTIVE-III</b>
<b>21MB 306</b>	<b>EEC</b>	<b>PMCI Analysis</b>



## 21MB301 ENTREPRENEURSHIP DEVELOPMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand role of Entrepreneur and entrepreneurial process. (L2)

**CO 2:** Understanding the components of business plan. (L2)

**CO 3:** Discuss role of MSME's and major challenges faced by them. (L2)

**CO 4:** Demonstrate innovations and problem solving in entrepreneurial ventures. (L3)

**CO 5:** Discuss start up eco system and unicorns in India. (L2)

### **Module –1 Introduction to Entrepreneurship**

**10Hrs**

Introduction- what is entrepreneurship – Importance – why people become entrepreneurs – characteristics of successful entrepreneurs – common myths about entrepreneurs – Positive effects of entrepreneurship – intrapreneur: importance in any organization – entrepreneurial process.

### **Module-2 Preparation of Business Model / Plan:**

**9Hrs**

Recognizing opportunities and generate ideas – techniques of generating ideas - Meaning and significance of a business plan, components of a business plan, feasibility study, guidelines for writing business plan, importance of business model, components of an effective business model, core strategy.

### **Module-3 Micro, Small and Medium Enterprises in India**

**9Hrs**

Introduction of MSMEs – Role of MSMEs in Economic Development of India- MSMED Act 2006, MSMEs Registration, MSMEs rules & regulations for manufacturing enterprises and service enterprises – overview of MSMEs sector in India – major challenges faced by MSMEs in India.

### **Module-4 Entrepreneurship: Innovation & Problem solving**

**10Hrs**

Entrepreneurs - as problem solving – Innovations and entrepreneurial ventures – Global and India- New industries of new age Economy – social entrepreneurship – risk taking concept – types of business risk

### **Module-5 Startups and Unicorns in India:**

**10Hrs**

Definition, startup ecosystem, support organizations, big companies, universities, funding organizations – startup culture – financial startups – different stages of financing – co-founders – business incubator – angel investor– its trends and obstacles – unicorns in India – case studies.

**Text Book(s):**

1. Devashis Biswas "Entrepreneurship Development in India", Routledge Publishers, 2021.
2. K. Ramachandran, "Entrepreneurship Development", TMH Publishers, 2012

**Reference Book(s):**

1. Vasant Desai, Entrepreneurial Development, Himalaya Publishing House, Delhi.
2. Poornima M. Charantimath-Entrepreneurship Development and Small Business Enterprises-Pearson-Latest Edition
3. P. C. Jain-Hand book for New entrepreneurs-Oxford University Press-Latest Edition.
4. Peter F. Drucker , Innovation and Entrepreneurship
5. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultanchand&Sons.

**Web Resources / Online Resources**

[https://youtu.be/jV\\_Ti88-Cqk](https://youtu.be/jV_Ti88-Cqk)

<https://youtu.be/vXKoRWAhJVg>

<https://journals.sagepub.com/doi/abs/10.1111/j.1540-6520.2007.00213.x>

<https://www.sciencedirect.com/science/article/abs/pii/S0959652604000605>

<https://ideas.repec.org/p/ess/wpaper/id2475.html>

## 21MB302 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
III	3	0	0	48	3	40	60	100

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

**CO 1:** Demonstrate the meaning of Business Ethics and Corporate Governance (L2)

**CO2:** Explain the importance of globalization on Business ethics. (L2)

**CO 3:** Know the rights of an investor (L1)

**CO 4:** Demonstrate various types of frauds (L2)

**CO 5:** Compare and contrast the practical applications of corporate governance. (L4)

### **Module – 1 Business Ethics an Introduction**

**9Hrs**

Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management an Ethics- Indian Ethical Traditions

### **Module -2 Concepts and Theories of Business Ethics**

**10Hrs**

Introduction-Ethical Dilamous, Sources and their Regulation-Ethical Decision Making in Business. Globalization and Business Ethics-Creating and Ethical Organization.

### **Module-3 Corporate Ethics**

**9Hrs**

Introduction-Good Governance –Investor Rights –Privileges, Problems and Protection-Corporate Social Responsibility-Ethics of Consumer Protection Act-1986

### **Module-4 Corporate and Stock Market Frauds.**

**10Hrs**

Introduction, Different types of frauds- cash frauds Inventory frauds- Accounts payable Fraud's- Accounts Receivable Fraud's- Identification of red flags of fraud's- stock market fraud's- Indian Perspective- Fraud's by promoters- Insider Trading- Case study.

### **Module-5 Corporate Governance – Indian Scenario**

**10Hrs**

Introduction- History- Evolution of Corporate Governance in India- basic features- structure and standards- defects of Corporate Governance system in India- Corporate governance reforms in India on the basis of recommendation of various committees- contemporary issues in corporate Governance in India.

**Text Book(s):**

1. A.C.Fernando: "Business Ethics and Corporate Governance", Pearson Edition,
2. B.N.Ghosh: "Business Ethics & Corporate Governance Mc Graw Hill (India)

**Reference Book(s):**

1. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
3. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
4. Kumar, S. and N.K.Uberoi: Managing Secularism in the New Millenium, Excel Books 2000.
5. Griffiths, B: The Marriage of East and West, Colling, London 1985.
6. Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.
7. Students and Staff Welfare Society, 2011
8. Bhaskar R.K : Man Management: A Value Based Management Perspectives, Sri Satya Sai

**Web Resources / Online Resources**

[www.thefreedictionary.com/ethics](http://www.thefreedictionary.com/ethics)

[www.himpub.com](http://www.himpub.com).

[www.ethics.org](http://www.ethics.org)

[https://en.wikipedia.org/wiki/Business\\_ethics](https://en.wikipedia.org/wiki/Business_ethics)

## **21MB303 SUMMER INTERNSHIP PROGRAM (SIP)**

In order to encourage practical thinking and application of management knowledge, the students may undergo Internship at any Industry/ company/ firm/ organizations/ corporate sectors during summer vacation. In this case the training has to be undergone continuously for the entire period specified. Students should undergo 6 to 8 weeks internship during II semester vacation (summer vacation). This internship will be given 4 credits in the III semester grade sheet. Internship shall carry 100 marks and shall be evaluated through SEE (internal). At the end of Internship, the student shall submit a certificate from the organization where he/she has undergone internship. The evaluation will be made based on the report, presentation and a viva-voce.

## ELECTIVE-I

<b>Category</b>	<b>Course Code</b>	<b>Course name</b>
<b>EC</b>	<b>21MB308</b>	<b>Consumer Behavior</b>
	<b>21MB311</b>	<b>Indian Financial System</b>
	<b>21MB314</b>	<b>Organization Development</b>
	<b>21MB317</b>	<b>Essentials of Logistics and Supply Chain Management</b>

## 21MB308 CONSUMER BEHAVIOUR

Semester	Hours / Week			Total hrs.	Credit C	Max Marks		
	L	T	P			CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

**Co 1:** Demonstrate how knowledge of consumer behaviour can be applied to marketing (L2)

**Co 2:** Analyse the impact of environment on consumer behaviour (L4)

**Co 3:** Understand the internal dynamics such as personality, perception, learning motivation and attitude to the choice's that consumers make. (L2)

**Co 4:** Identify and explain the factors which influence consumer decision making process. (L3)

**Co 5:** Evaluate the consumerism and ethics in marketing. (L5)

### **Module – 1 Introduction to Consumer Behaviour**

**10Hrs**

Definition, need and importance of consumer behaviour, Researching consumer behaviour, rural consumer behaviour, consumer segmentation, targeting and positioning, segmentation and branding.

### **Module -2 Environmental Influences on Consumer Behaviour**

**9hrs**

Influence of culture, sub culture, social class, social group, family and personality, cross cultural consumer behaviour.

### **Module-3 Consumer as an Individual**

**9Hrs**

Concept of Personality and self, consumer motivation, consumer perception. Consumer attitudes and changing attitudes, consumer learning and information processing

### **Module-4 Consumer Decision Making Processes**

**10hrs**

Problem recognition, search and evaluation, purchasing processes, post purchase behaviour, models of consumer decision making, Nicosia, Howard sheet consumer research strategies, consumers and the diffusion of innovations.

### **Module-5 Consumerism and Ethics**

**10Hrs**

Roots of consumerism, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers

**Text Book(s):**

1. Leon G. Schiffman, Kanuk & Ramesh Kumar, Consumer Behavior, Pearson-10th Edition
2. Jagdeesh, J. N.; Parvatiyar A. & Shainesh G. Customer Relationship Management-Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

**Reference Book(s):**

1. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
2. Subhash Mehta: Consumer Behaviour (Tata McGrawHill)
3. Majumdar Ramanuj: Consumer Behaviour: Insights from Indian Market (PhiLearning)
4. Donald F. Kuratko, T.V. Rao: Entrepreneurship: A South –Asian Perspective (South Western)
5. Rama Bijapurkar: Entrepreneurship: Understanding the Logic of Consumer India (Penguin Books India)

**Web Resources / Online Resources**

[https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_CB\\_Lecture%20Notes.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CB_Lecture%20Notes.pdf)

<https://www.studocu.com/in/document/1/view>

<https://nptel.ac.in/courses/110/105/110105029/>

<https://books.google.co.in/books?id>



## 21MB311 INDIAN FINANCIAL SYSTEM

Semester	Hours / Week			Total hrs	Credit C	Max Marks		
	L	T	P			CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

CO 1: Describe the structure of Indian financial system (L-2)

CO 2: Explain about the role of banking & non-banking institutions in India. (L-2)

CO 3: Explain the structure and functioning of financial market in India (L-2)

CO 4: Describe the nature and importance of various fund based services. (L-2)

CO 5: Explain the role and importance of fee based financial services in the Indian economy (L-2)

### Module – 1 Indian Financial System-Introduction

**9Hrs**

Meaning - Structure of Indian financial system- Financial System and economic development- Regulatory Institutions: Role and Functions of RBI -Monetary Policy and techniques of RBI - The Securities Exchange Board of India (SEBI) –.Insurance regulatory and development authority (IRDA).

### Module-2 Banking and Non –banking Institutions

**10Hrs**

Definition – structure of financial institution - Commercial banks – Growth and structure of commercial Banks- Bank capital –Banking Innovations- Co-operative banks- Features, Structure and Growth. – Insurance -Definition, Features and Growth - Mutual funds - Concept - Types of Mutual Funds - Role of AMFI

### Module-3 Financial Markets

**10Hrs**

Definition and Structure of financial markets – money markets and capital markets - Primary Market - Treasury Bills - Commercial Bills - Commercial Papers and Certificates of Deposit - Secondary Market – Functions, organisation and structure of stock exchange - Listing, trading --SEBI - Regulations..

### Module-4 Fund Based Services

**9Hrs**

Leasing and Hire Purchase - Definition, Functions, uses and methods for evaluation. Venture Capital –Factoring – Housing Finance – Consumer Credit - Definition, Functions, uses and evaluation.

### Module-5 Fee-Based Services

**9Hrs**

Merchant Banking– Credit Rating- Underwriting, - Portfolio Services- Stock Broking – Depository Services- Challenges faced by investment Bankers.

**Text Book(s):**

- 1.M.Y.Khan: Indian Financial System, Fifth edition, Tata McGraw Hill.
- 2.L.M.Bhole: Financial Institutions and Markets, Fourth edition, Tata McGrawHill

**Reference Book(s):**

- 1.GordonandNatrajan(2011).FinancialMarketsandServices(6thed.).NewDelhi:Himalaya Publishing House
2. P.N.Varshney, D.K. Mittal: Indian Financial System, Fifth edition, Sultan Chand &sons.
- 3.Khan, M. Y. (2008). Financial Services (4thed.).New Delhi: Tata McGrawHill.
- 4.Kohn, Meir (2003). Financial Institutions and Markets.New Delhi: Tata McGrawHill.
- 5.Madura, Jeff (2006). Financial Institutions and Markets (7thed.). New Delhi: Cengage Learning

**Web Resources / Online Resources**

[https://www.youtube.com/watch?v=epg4R7J-3Fg&list=PLDfJoyVy2hk71YkWCfjK60cvUZe\\_hyXQW&index=5](https://www.youtube.com/watch?v=epg4R7J-3Fg&list=PLDfJoyVy2hk71YkWCfjK60cvUZe_hyXQW&index=5)  
[https://youtu.be/p1KD-Y1e2Hg?list=PLDfJoyVy2hk71YkWCfjK60cvUZe\\_hyXQW](https://youtu.be/p1KD-Y1e2Hg?list=PLDfJoyVy2hk71YkWCfjK60cvUZe_hyXQW)  
[https://youtu.be/jqCfhCb5fZI?list=PLDfJoyVy2hk71YkWCfjK60cvUZe\\_hyXQW](https://youtu.be/jqCfhCb5fZI?list=PLDfJoyVy2hk71YkWCfjK60cvUZe_hyXQW)  
<https://youtu.be/YI2BudAw3oo>

## 21MB314 ORGANIZATION DEVELOPMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the concept of Organization Development and its significance in organization. (L2)

**CO 2:** Understand the organization transformation through OD. (L2)

**CO 3:** Analyze the relevance and significance of properly conducting the discovery and diagnosis phases of organization development. (L4)

**CO 4:** Understanding of the building blocks of the organization development intervention and the methods utilized to evaluate the effectiveness of interventions. (L2)

**CO 5:** Demonstrate the issues of OD consultants, Politics and Future of OD. (L3)

### **Module-1 Organization Development**

**9Hrs**

Definition – Characteristics - Contributory Stems, Values, Assumptions, and Beliefs in OD - Ethical issues in OD.

### **Module-2 Foundations of OD**

**9Hrs**

Introduction- Systems Outlook- Third Wave Management and Organization Transformation.

### **Module-3 Diagnostic Process and Areas of Diagnosis**

**10Hrs**

Diagnostic Process and Areas of Diagnosis- Action Research- As a Process and Approach- OD

### **Module-4 Interventions classification**

**10Hrs**

Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behaviour Modelling, Life and Career Planning.

### **Module 5 Consultant Issues**

**10Hrs**

Consultant Issues - System Ramifications – Power politics in OD – Future of OD.

**Text Books:**

1. Organisation Development and Transformation, French, Bell & Zawacki, TMH.
2. Organization Development, French & Bell, Pearson

**References:**

1. Organisation Change and Development, Kavita Singh: Excel.
2. Organization Development, Daniel Robey & Steven Actman, Macmillan.
3. Organisation Development Change, Cummins & Worley, Thomson/Cengage.
4. Organisation Development Interventions & Strategies, S. Ramnarayan, T.v Rao & kuldeep singh, Response.

**Web Resources / Online Resources**

[https://www.youtube.com/watch?v=uUHuzSlAk\\_M&list=PLOzRYVm0a65cWsdYODPNF43wDy5mTqema](https://www.youtube.com/watch?v=uUHuzSlAk_M&list=PLOzRYVm0a65cWsdYODPNF43wDy5mTqema).

[https://www.youtube.com/watch?v=IkVol\\_izCxI](https://www.youtube.com/watch?v=IkVol_izCxI).

<https://www.youtube.com/watch?v=EsApYUJEuoE>.

## 21MB317 ESSENTIALS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the Evolution of Logistics Management. (L2)

**CO 2:** Interpret latest trends in Logistics. (L3)

**CO 3:** Contrast the structure of Logistics Management (L4)

**CO 4:** Describe the designing structure of Logistics and Supply chain (L2)

**CO 5:** Demonstrate the ability to directing leadership and communicate effectively (L2)

### **Module – 1 Overview of Logistics**

**10Hrs**

Introduction- Nature-Concept-Evolution-Focus and Objectives-Components of Logistics Management- Flow of Information- Structure- Type of coordination/information management within the supply chain

### **Module – 2 Contemporary issues of Logistics**

**9Hrs**

Logistics in India-Functions-Value Chain of supply chain management-Concept of 3PLs-4PLs-GreenLogistics-Reverse Logistics-Contemporary trends in International Logistics.

### **Module – 3 The Structure and the Operations of Logistics Systems**

**10Hrs**

Introduction- Forms and strategies of design- Discovery of stochastic lags and oversized inventories- Designing the logistics project's life cycle- Measuring the risk- Simulating the risk profile of the logistics project- Designing with multicriteria decision-making tools

### **Module – 4 Designing the Supply Chain**

**10Hrs**

Introduction- efficient supply chain orientation- Managing variety- Outsourcing the supply chain- The supply chain in the digital era- Supply chain management and strategy.

### **Module – 5 Supply Chain and Logistics Administration**

**10Hrs**

Introduction: Relationship Development and Management, Operational, Human Resource, Financial and Social Performance.

### **Text Books:-**

1. Chopra and Meindl, Supply Chain Management – Strategy, Planning and Operation, Prentice-Hall of India, 2006
2. Coyle, Bardi and Longley, The Management of Business Logistics a Supply Chain Perspective, Thomson Press, 2006

### **Reference Books:-**

1. Donald J. Bowersox, Dand J. Close and M. Bixby Coluper, Supply Chain Logistics Notes Management, TMH second edition, 2008.
2. Supply Chain Management by Janat Shah Pearson Publication 2008
3. Wisner, Leong and Tan, Principles of Supply Chain Management – A Balanced Approach, Thomson South-Western, 2005
4. D K Agrawal, Textbook of Logistics and Supply Chain Management,
5. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan

### **Web Resources / Online Resources**

1. <https://www.coursera.org/learn/supply-chain-logistics>
2. <https://www.naukri.com/learning/introduction-to-supply-chain-management-course-alis188>

## **ELECTIVE-II**

<b>Category</b>	<b>Course Code</b>	<b>Course Name</b>
<b>EC</b>	<b>21MB309</b>	<b>Customer relationship management</b>
	<b>21MB312</b>	<b>Investment Analysis and Portfolio Management</b>
	<b>21MB315</b>	<b>Performance and Reward Management</b>
	<b>21MB318</b>	<b>Total Quality Management</b>

## 21MB309 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Semester	Hours / Week			Total hrs.	Credit C	Max Marks		
	L	T	P			CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

**Course Outcomes (CO):** After successful completion of the course, the student will be able to:

**CO 1:** Understand the concepts and components of Customer Relationship Management (L2)

**CO 2:** Analyze the impact of customer satisfaction on Marketing (L4)

**CO 3:** Identify and explain the determinants of Customer Relations. (L3)

**CO 4:** Identify and explain the factors of Customer Relationship Management process. (L3)

**CO 5:** Analyze the Customer Relationship Management Structure (L4)

### **Module – 1 Introduction to CRM**

**10Hrs**

Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems

### **Module-2 Customer Satisfaction**

**9Hrs**

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction

### **Module-3 Building Customer Relations**

**10Hrs**

Building Customer Relations: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

### **Module-4 CRM Process**

**10Hrs**

CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

### **Module-5 CRM Structures**

**9Hrs**

CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – GSPOT Model KOEL's Model, Web Qual Audit Model, ONYX Model - CRM road map for business applications.



**Text Book(s):**

1. Ed Peelen: "Customer Relationship Management" Pearson, Education
2. S.Shanmuga sundaram: "Customer Relationship Management" Prentice Hall of India.

**Reference Book(s):**

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behaviour, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.

**Web Resources / Online Resources**

1. <https://www.edx.org/course/customer-relationship-management>
2. <https://www.classcentral.com/course/edx-customer-relationship-management-7863>
3. <https://www.udemy.com/topic/crm/>
4. [https://onlinecourses.swayam2.ac.in/imb19\\_mg10/preview](https://onlinecourses.swayam2.ac.in/imb19_mg10/preview)

## 21MB312 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

**Course Outcomes (CO's):** After successful completion of the course, the student will be able to:

CO 1: Understand investment objectives, explain Stock Exchange Operations (L2)

CO 2: Analyze Risk & Return using Statistical tools. (L4)

CO 3: Analyze Securities using the framework of Fundamental and Technical Analysis. (L4)

CO 4: Determine the Equity and Bond Valuation & its risks and returns. (L3)

CO 5: Analyze Portfolios using various Models of Portfolio Selection (L4)

### **Module – 1 Introduction to Investments**

**9Hrs**

Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment. Global Securities Markets of India – Global Stock market Indices – Indian Stock market Indices – Securities trading and Settlement- Types of orders – margin Trading

### **Module-2 Measurement of Risk and Return**

**10Hrs**

Revenue, Return and Capital appreciation, holding period – Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta.

### **Module-3 Fundamental Analysis and Technical Analysis**

**10Hrs**

Framework of Fundamental Analysis - Economic analysis, Industry Analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Basic Indicators for Technical Analysis – Moving Averages – RSI – ADX – MACD- Efficient Market Hypothesis (EMH).

### **Module-4 Valuation of Securities**

**10 Hrs**

Types of Securities - Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio - Bond valuation – Preference share Valuation.

### **Module-5 Portfolio Management**

**9 Hrs**

Process of Portfolio Management, Modern Portfolio – Portfolio models – Sharpe single index model, Capital Asset Pricing Models.

**Text Book(s):**

1. Prasanna Chandra: Investment analysis and Portfolio Management”4th Edition, TMH, 2013.
2. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014

**Reference Book(s):**

1. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, McGraw Hill, 11e, 2019
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson.

**Web Resources / Online Resources**

[www.nseindia.com](http://www.nseindia.com)

[www.moneycontrol.com](http://www.moneycontrol.com)

<https://www.investing.com/>

## 21MB315 PERFORMANCE AND REWARD MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the concept of Performance management and performance appraisal. (L2)

**CO 2:** Demonstrate the role of mentoring, coaching and counselling in order to improve the Performance. (L3)

**CO 3:** Understand the concept of reward management. (L2)

**CO 4:** Analyze the wage determinant factors in the process of wage fixation. (L4)

**CO 5:** Understand the important elements in wage structure. (L2)

### **Module – 1 Introduction to Performance Management**

**9Hrs**

Meaning- Scope and Significance – Advantages of Performance Management - Performance management process – Performance Planning – Performance Appraisal - Methods.

### **Module -2 Performance Improvement Techniques**

**9Hrs**

Mentoring- Meaning – Benefits - Characteristics -Mentoring Process-Group mentoring - Coaching for performance improvement - Concept - Tips for effective coaching -Counselling - Functions of counselling- Steps in counseling process.

### **Module-3 Introduction to Reward Management**

**10Hrs**

Compensation Meaning – Significance –wage Theories – Wage Policy– Factors Influencing Wage Policy - National Commission on Labour on Wage Policy –Wage Structure–Wage Differentials – Wage Levels.

### **Module-4 Wage Determination**

**10Hrs**

Wage Determination–Factors Influencing Wage Fixation – Methods of Job Evaluation– Job Pricing–Wage and Salary Surveys–Wage Boards and Pay Commissions - Rationalising and Developing Wage Structures

### **Module-5 Components of Pay**

**10Hrs**

Basic pay – Dearness Allowance – Fringe Benefits – Money and Real Wages – Consumer Price Index. Bonus – Concept – Bonus Regulations - Wage Incentives – Linking Wages with Productivity – Individual and Group Incentives

**Text Book(s):**

1. Milkovich & Newman : Compensation (Tata McGrawHill)
2. Richard I. Derson. I. Richard, Compensation Management, Pearson Education

**Reference Book(s):**

1. Barry Gerhart & Sara L Rynes: Compensation (Sage)
2. Devinder Sharma: performance appraisal and management (Himalaya publications)
3. Sibson : Wages and Salaries (American Management Association)
4. Michael Armstrong : Reward Management (Kogan)

**Web Resources / Online Resources**

<https://www.youtube.com/watch?v=tmPR585RTsU>

<https://www.youtube.com/watch?v=NjvCki0FzG0>

<https://www.youtube.com/watch?v=EthJBz6NWE0>

<https://www.youtube.com/watch?v=O0VJ0IOvqzq>

<https://www.youtube.com/watch?v=BNgrRa0ENzE>

## 21MB318 TOTAL QUALITY MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
III	3	0	0	48	3	40	60	100

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

**CO 1:** To facilitate the understanding of Quality Management principles and process (L2)

**CO 2:** To Use them with various tools and techniques of Quality Management. (L3)

**CO 3:** To inculcate the importance of Quality in an organization. (L1)

**CO 4:** To make Compare about the ISO Quality systems. (L4)

**CO 5:** To make the ward aware and defend of the quality concepts adopted in industry scenario. (L5)

### **Module –1 Introduction**

**10Hrs**

Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feiganbaum, Ishikawa and Taguchi – Definition of quality management – Quality management Framework – Barriers or Obstacles for implementation of quality management – Cost of Quality

### **Module –2 Quality Management Systems**

**10Hrs**

Introduction – Benefits of ISO Registration – ISO 9000 series of Standards – ISO 9001 Requirements – Implementation – Documentation – Writing the Documents – Quality Auditing.

### **Module –3 Statistical Process Control**

**10Hrs**

Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Check sheet – Process Flow Chart – His gram – Scatter Diagram – Statistical Fundamentals such as Mean and Standard deviation – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as Cp and Cpk– Control Charts for Attributes.

### **Module –4 Tools and Techniques**

**9Hrs**

Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Seven Management tools – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method

## **Module –5 Six Sigma**

**9Hrs**

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

### **Text Books:**

1. Besterfield, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.

### **Reference Books:**

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

### **Web Resources / Online Resources**

1. <https://www.udemy.com/course/total-quality-management-tqm-certification/>
2. [https://onlinecourses.nptel.ac.in/noc20\\_mq34/preview](https://onlinecourses.nptel.ac.in/noc20_mq34/preview)
3. <https://www.udemy.com/course/total-quality-management-b/>

**ELECTIVE-III**

<b>Category</b>	<b>Course Code</b>	<b>Course Name</b>
<b>EC</b>	<b>21MB310</b>	<b>Product and Brand Management</b>
	<b>21MB313</b>	<b>Financial Modeling and Equity Valuation</b>
	<b>21MB316</b>	<b>Employee Welfare and Legislation</b>
	<b>21MB319</b>	<b>Port Operations-I</b>



## 21MB310 PRODUCT AND BRAND MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the fundamental concepts of product, product mix and product strategies.

(L3)

**CO 2:** Examine the different stages in new product development and packaging management.

(L5)

**CO 3:** Understand essentials of brand, types of brand and brand valuation methods and brand revitalisation.(L6)

**CO 4:** Demonstrate knowledge of the nature and processes of branding and brand management. (L2)

**CO 5:** Understand and conduct the measurement of brand equity and brand performance.

(L2)

### **Module – 1ProductDecisions**

**9hrs**

Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies

### **Module -2ProductManagement**

**9Hrs**

Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management

### **Module-3BrandingDecisions**

**10Hrs**

Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Approaches to Brand Revitalization

### **Module-4 Branding and Brand Management**

**10Hrs**

The concept of Brand Equity, creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations, Global branding.

### **Module-5 Growing and Sustaining Brand Equity**

**10Hrs**

Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System.

**Text Book(s):**

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao, Himalaya Publications

**Reference Book(s):**

- 1.Product Management in India, Ramanuj Majumdar, PHI
- 2.Product Management ,C.Nandan, ,TMH.
- 3.Building Brand Value : Five Steps of Building Powerful Brands, M. G.Parameswaran, 2006, New Delhi: Tata McGrawHill
- 4.Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books

**Web Resources / Online Resource**

<https://www.coursera.org/learn/brand-management>

<https://www.emerald.com/insight/publication/issn/1061-0421>

[http://ebooks.lpude.in/management/mba/term\\_4/DMGT508\\_PRODUCT\\_AND\\_BRAND\\_MANAGEMENT.pdf](http://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf)

<https://www.emerald.com/insight/publication/issn/1061-0421>

<https://link.springer.com/article/10.1057/s41262-020-00209-3>

<https://www.emerald.com/insight/content/doi/10.1108/07363769510095270/full/html>

## 21MB313 FINANCIAL MODELING AND EQUITY VALUATION

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the essential of Financial Modelling. (L1)

**CO 2:** Use MS-Excel in Financial Modelling. (L2)

**CO 3:** Analyze the three Financial Statements. (L3)

**CO 4:** Complete the Integrated Financial Model Using Excel. (L4)

**CO 5:** Understand Equity Valuation and Equity research report writing. (L5)

### **Module – 1 Introduction to Financial Modeling 9Hrs**

Fundamental Principles of Modelling – Earnings Model – Earnings Cycle – Basic Excel Functionalities – Types of Models - Anatomy of a model

### **Module -2 Basic Excel for Financial Modeling 9Hrs**

Formatting of Excel Sheets – Use of Excel Formula – Advanced Modelling – Data Filter & Sort – Charts and Graphs – Lookups: VLookup, Match & offset, PIVOT Table

### **Module-3 Financial Statement Analysis 10 Hrs**

Introduction- Financial Report Mechanics – Understanding Income Statement , Balance Sheet, Cash Flow Statement – Financial Analysis Techniques – Ratio analysis of Industries – DUPONT Analysis – Peer to Peer Analysis – Financial Statement Application

### **Module-4 Integrated Financial Modeling 10 Hrs**

Calculation of historical ratios for revenue growth Managing Working Capital – Projection of Cash flows used in Historical metrics – Tieng together of Financial Statements – Balancing the model – Integrating the Income Statement – Balance Sheet and Cash flow Statement in Excel.

### **Module-5 Equity Valuation 10 Hrs**

Company Analysis – Business Model & Value drivers of a company – Historical Financials – Ratios – Financial Projections for Revenues, Expenses, Working Capital items – Calculate diluted shares – Derive value per share from Total Enterprise Value – Report Writing – Overview.

**Text Book(s):**

1. Day, Master Financial Modeling in MS- Excel, Pearson
2. James valantine “Best Practices for Equity Research analysis”, McGraw-Hill Publication, 2017

**Reference Book(s):**

1. Damodaran, A : Investment Valuation: Wiley
2. Pignataro, P. Financial Modeling & Valuation: Wiley Finance
3. Jonathan Swan: Practical Financial Modelling: CIMA Publishing
4. Damodaran, A. Damodaran on Valuation: Wiley

**Web Resources:**

1. [www.nseindia.com](http://www.nseindia.com)
2. [www.bseindia.com](http://www.bseindia.com)
3. [www.moneycontrol.com](http://www.moneycontrol.com)
4. [www.zerodha.com/varsity](http://www.zerodha.com/varsity)

## 21MB316 EMPLOYEE WELFARE and LEGISLATION

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P		C	CIE	SEE	TOTAL
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the concept of employee welfare and its significance in the organizations.

(L2)

**CO 2:** Demonstrate the employee welfare programmes as statutory and non-statutory. (L3)

**CO 3:** Analyze the concept of employee legislation. (L4)

**CO 4:** Understanding the laws relating to working conditions and wages. (L2)

**CO 5:** Understand the Social Security Laws enacted by the Government of India. (L2)

### **Module – 1 Employee Welfare**

**9Hrs**

Employee Welfare - Meaning, Definition, Scope and Significance - Welfare Policy and Five-Year Plans - Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies - Historical Development of Employee Welfare in India; Impact of ILO on Employee welfare in India.

### **Module -2 Employee Welfare programmes**

**9Hrs**

Employee Welfare Programmes - Statutory and Non-Statutory – Intra Moral, Extra Moral – Social Security – Social Assistance and Social Insurance - Financing of Welfare Program - Welfare Officer - Role, Status and functions - Workers Education Schemes in India.

### **Module-3 Employee Legislation**

**10Hrs**

Employee legislation meaning, Objectives, Principles - Evolution of employee legislation in India - Industrial Dispute Act 1947 - Indian Trade Unions Act 1926 - Employees Standing Orders Act 1946.

### **Module-4 Laws relating to Working Conditions and Wages**

**10Hrs**

Factories Act 1948, AP Shops and Establishment Act – 1988, Apprentice Act 1961. AP Festival and National Holidays Act - The Sexual Harassment of Women at Work Place (Prevention, Prohibition and Redressal) Act, 2013 - Wage and Bonus Laws: The Law of Minimum Wages Act 1948, the Payment of Wages 1936, Payment of Bonus Act 1965.

### **Module-5 Social Security Laws**

**10Hrs**

Employees' Compensation Act 1923 - Employees State Insurance Act 1948 - Employee Provident Fund Act 1952 -Payment of Gratuity Act 1972 - Maternity Benefit Act 1961 - Laws relating to – Discharge, Misconduct, Domestic Enquiry and Disciplinary.

**Text Book(s):**

- 1.Labour and Industrial Laws, P. k. Padhi, PHI Learningpvt.ltd. , New Delhi, 2012(SecondEd).
- 2.Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., NewDelhi

**Reference Book(s):**

- 1.Malik, P.L., (2001) Industrial Law, Vol. 1 &2, Easter Book Company.
- 2.Moorthy, M.V., Principles of Labour Welfare, Oxford &IBH Pub. Co., NewDelhi.
- 3.Reshma Arora, ( 2000). Labour Law. New Delhi : Himalaya Publication House.
- 4.Malhotra, The Law of Industrial Disputes,(1988)
- 5.Misra S.N., Labour and Industrial Laws (1997), Central Law Publications, Allahabad.

**Web Resources:**

<https://www.youtube.com/watch?v=KRjsEQXeBvo>  
<https://www.youtube.com/watch?v=2ABKOJnzizU>  
<https://www.youtube.com/watch?v=VaBOPcLC1Q0>  
<https://www.youtube.com/watch?v=UuhA46HrzEA>

## 21MB319 PORT OPERATIONS-I

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the Marine and Port operations in the contemporary scenario (L1)

**CO 2:** Understanding the concepts of Port and Harbours and its relevant functions (L1)

**CO 3:** Having In depth analysis over various ports and its related port classifications in India (L4)

**CO 4:** Creating knowledge on port operations and port facilities (L6)

**CO 5:** Understanding the concepts related to Marine services in India (L1)

**Module – 1 Marine operations Management: 10 Hrs**

Marine Operations: Introduction, water transportation, Kinds of water transportation: Inland water transports, Ocean transports. History of water transportation: early water transportation, Economic impact of early water transaction, water and early explorers, age of exploration, famous explorers and their countries, age of canals, steamboats, types of modern maritime vessels, modern merit time transport the future.

**Module -2 Port and Harbours: 9 Hrs**

Port and Harbours: Introduction, important functions, administrative, development, industrial, commercial Port structure, port terminals and basic information on port

**Module-3 Harbour Classification: 9 Hrs**

Harbour Classification: Harbour classification based on utility, classification based on location, Major sea ports of India, Impact of ports in employment and infrastructure development in India.

**Module-4 Port Facilities: 10 Hrs**

Port facilities: Introduction to Port Development, Port planning, Port Building facilities, Transit sheds, ware houses, Cargo handling facilities, Cargo Carriers, Container Terminal Planning, services for shipping Terminals, Inland Port facilities, Inland Port Terminal Services.

**Module-5 Managing Port Operations: 10 Hrs**

Managing Port Operations, Introduction, Marine services to port, Harbormaster function, pilot age, Tugboat operations, Mooring services, Vessel Traffic services and Aids to Navigation, Other Marine services, Berthing Planning, Berth/ Jetty, Dredging, Machinery or Vehicle Falling on to the Area, Man-overboard, weather condition, Safety in Marine operations, Management of Navigation, Collision or Contact with Berth or Port Structure.

**TextBooks:**

1. AldertonP., Port Management and Operations, Informa, 2008.
2. Branch A.E., Elements of Port Operations and Management, Springer, 198.

**Reference Books:-**

1. MariaG.Buns , “Port Management and Operations”, CRC Press, Taylor & Francis Group, 2018
2. PatricElderton, “Port Management and operations”, Handbook of Maritime economics, 2008.

**Web resources/ Online Resources:**

<https://www.youtube.com/watch?v=3YY9FUVtG-4&t=34s>  
<https://www.youtube.com/watch?v=3YY9FUVtG-4&t=110s>  
<https://www.youtube.com/watch?v=3YY9FUVtG-4&t=95s>  
<https://www.youtube.com/watch?v=3YY9FUVtG-4>  
<https://www.youtube.com/watch?v=3YY9FUVtG-4&t=255s>



## **21MB306 PMCI ANALYSIS**

The Business Analysis Programme called Product-Market-Company-Industry (PMCI) analysis. Under this programme, students undertake activity on a product allotted by the faculty and prepare a report. Comprehensive study should be done by the student regarding the aspects relating assigned product –market - company – industry. Faculty/Student has to choose top ten companies making the PMCI analysis. The programme carries a weightage of 1.5 credits. At the end of semester, the student shall submit an End- Semester PMCI Report. The internal evaluation will be made based on the report for 50 marks.

## SEMESTER – IV

CATEGORY	COURSE CODE	COURSE TITLE
CC	21MB401	Strategic Management
EC	-	ELECTIVE-V
EC	-	ELECTIVE-VI
EC	-	ELECTIVE-VII
PR	21MB403	Project Work

## 21MB401 STRATEGIC MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

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

**CO 1:** Discuss the strategic decisions that organisations make and have an ability to engage in strategic planning. (L-2)

**CO 2:** Explain a credible business environmental analysis in a strategy setting. (L-2)

**CO 3:** Explain the basic concepts, principles and practices associated with strategy formulation. (L-2)

**CO 4:** Discuss the real life company situations and develop creative solutions, using a strategic management perspective. (L-2)

**CO 5:** Apply the knowledge gained in basic courses to the implementation of strategy from holistic and multi-functional perspectives and strategic control.(L-3)

### **Module – 1 Strategic Management -Introduction**

**9Hrs**

Definition and nature of Strategic Management - levels of strategy - Strategic Management as a process – Components of Strategic Management Model - Developing a strategic intent-strategic vision, Mission, Objectives and Policies.

### **Module -2EnvironmentalAnalysis**

**9Hrs**

External and internal Environmental analysis - PESTEL frame work - Value chain analysis, resource-based view – Benchmarking - balanced scorecard - SWOT analysis - Concepts of Core Competence - Crafting a strategy for competitive advantage.

### **Module-3 Strategy Formulation**

**10Hrs**

Formulation of strategy at corporate - business and functional levels - Strategy Alternatives - Business Level Strategies - Cost Leadership, Differentiation, focus - Stability Strategy - Growth Strategy - Integration, merger & acquisition, Joint venture - Retrenchment Strategy and Offensive strategy, Defensive strategy.

### **Module-4 Strategic Analysis and Choice**

**10Hrs**

Tools and techniques- corporate portfolio analysis- BCG Matrix - GE Model - SWOT Analysis and TOWS Matrix - Market Life Cycle Model and Organizational Learning, and the Experience Curve. Industry analysis- Porter's Five Force Model.

### **Module-5 Strategy Implementation, Evaluation and Control**

**10Hrs**

Structural implementation and Functional implementation – Leadership and strategy - corporate Culture - Mc Kinsey's 7s Framework - strategic control - Qualitative and Quantitative techniques to evaluate the strategy performance.

### **Text Book(s):**

- 1.Strategic Management and Business Policy by AzharKazmi, Tata McGraw-Hill, ThirdEdition
- 2.Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. DavidHunger, Pearson, 12thed.,

### **Reference Book(s):**

- 1.JAPearcellandRBRobinsonJr:StrategicManagementFormulation,ImplementationandControl (Tata McGraw Hill)
- Arthur Sharplin: Strategic Management (McGrawHill)
- 2.Michael E Porter : Competitive Strategy (HarvardUniversity)
- 3.Michael E. Porter : Competitive Advantage (Harvard University)
- 4.Rao VSP &Harikrishna : Strategic Management Text & Cases (Excel)

### **Web Resources**

<https://www.youtube.com/watch?v=aE4JnjAx2Qc>  
<https://www.youtube.com/watch?v=Wi2Ud3lseJY>  
<https://www.youtube.com/watch?v=3p3uYYOlw9Q>  
<https://www.youtube.com/watch?v=lCom-EfONqU>  
[https://www.youtube.com/watch?v=KS200y\\_N0eM](https://www.youtube.com/watch?v=KS200y_N0eM)

## ELECTIVE-IV

<b>Category</b>	<b>Course Code</b>	<b>Course name</b>
<b>EC</b>	<b>21MB405</b>	<b>Retail Management</b>
	<b>21MB408</b>	<b>Auditing and Taxation</b>
	<b>21MB411</b>	<b>Leadership and Change Management</b>
	<b>21MB414</b>	<b>Purchasing and Vendor Management</b>

## 21MB405 RETAIL MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
IV	3	0	0	48	3	40	60	100

**Course Outcomes (CO's):** After successful completion of the course, the student will be able to:

- CO 1:** Understand the various strategies involved with the retail sector. (L2)
- CO 2:** Knowledge on store location and related issues in retailing. (L1)
- CO 3:** Exposure on merchandise planning and pricing techniques. (L2)
- CO 4:** Remember the role of information technology towards SCM, Brand and Mall management.(L1)
- CO 5:** Understanding how to manage retail during crisis. (L2)

### **Module – 1 Introduction to Retail Management 9Hrs**

An overview of Retailing Management – Introduction, Concept and Significance – Types of Retailers – Building and Sustaining Relationships in Retailing – Strategic Planning in Retailing

### **Module -2 Retail Store Location 9Hrs**

Retail Store Location – Factors influencing the Location –Finance and Human Resource Management in Retailing – Marketing Management and related issues in Retailing

### **Module-3 Merchandise Management in Retailing 10Hrs**

Planning and Merchandise Management for Retail Outlets –Implementing Merchandize Plans- Financial Merchandise Management- Pricing in Retailing. - Promotion in Retailing.

### **Module-4 Retail Management through Information Technology 10Hrs**

Retailing and Information Technology Support System – Supply Chain Management – Importance of Customer Service and Quality Management – Franchising, Brand and Mall Management.

### **Module-5 Retailing in India 10Hrs**

Retailing in India – Changes impacting Retailing in India – Impact of Global Brands on Indian Retailing – Common Woes in Retailing – Consumerism and Ethics in Retailing – Research for Retailing

**Text Book(s):-**

1. Barry Berman & Joel R Evans : **Retail Management A Strategic Approach** (Pearson Education)
2. Levy, Weitz: **Retailing Management** (Tata McGrawHill)

**Reference Book(s):**

1. Swapnapradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi- 2 nd edition, 2006
2. Suja Nair : **Retail Management** (Himalaya)
3. Judith . W. Kincaid, Customer Relationship Management: Getting it right, Pearson Education, New Delhi, 2003.
4. James.A. Fitzsimmons and Mina.J Fitzsimmons, Service Management : Operations, Strategy, Information Technology, Tata Mc Grawhill, 2006 New Delhi.

**Web Resources:**

[https://youtu.be/t0IPQk\\_kpzc](https://youtu.be/t0IPQk_kpzc)

[https://youtu.be/t0IPQk\\_kpzc](https://youtu.be/t0IPQk_kpzc)

## 21MB408 AUDITING and TAXATION

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
IV	3	0	0	48	3	40	60	100

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

- CO:1 Understanding the principles of governing audit (L2)
- Co-2 remember the duties and rights of a company auditor (L1)
- CO3 : differentiate the unqualified report and modified report (L4)
- CO4: recognize the features and history of income tax in india (L2)
- CO5: List out objectives of GST regulatory framework in india (L1)

### **Module – 1 Introduction to Auditing**

**9Hrs**

Definition, Objective of Audit, Advantages and Limitation of Audit, Types of Audit - Basic Principles of Governing Audit. Vouching - Meaning and Significance, Standards on Auditing.

### **Module -2Company Audit**

**10Hrs**

Meaning and Significance of Company Audit - Audit Programme- Audit Note Book - Working Papers- Commencement of New Audit - Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor, Audit in CIS (Computerized Information System) Environment.

### **Module-3 Audit Report**

**9Hrs**

Meaning of Audit Report, form of Audit Report, contents of Audit Report, types of Audit Report, differences between Unqualified Report and Modified Report, Qualified Report, Adverse Report.

### **Module-4 Income Tax in India**

**10Hrs**

Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assessee- Assessment Year – Previous Year – Person – Residential Status: Meaning of Residential Status – Conditions applicable to an Individual Assessee –Problems on computation of Total Income of an Individual based on Residential Status. Income Tax Act 1961.

### **Module-5 GST in India**

**10Hrs**

Introduction to GST Act, Meaning and Definition of GST -Objectives of GST Regulatory Framework of GST-Scope of GST- Key Features and Benefits of GST- GST rates in India



**Text Book(s):**

1. Basu, B.K, An Insight into Auditing – A Multidimensional approach, Basushree BookStall
2. Datey, V.S., Indirect Taxes: Law and Practice, Taxmann.

**Reference Book(s):**

1. P N Reddy & Appannaiah, Auditing, HPH
2. TR Sharma, Auditing, Sahitya Bhavan
3. BNTandon, Practical Auditing, Sultan Chand
4. Integrated Goods and Services Tax Rules, 2017

**Web Resources**

<https://youtu.be/LGsbRv4SZjU>

<https://youtu.be/iXVlirfAJRc>

<https://youtu.be/eMJgr-Nv88I>

<https://www.youtube.com/watch?v=yc9s0v-eDrQ>

<https://www.youtube.com/watch?v=iXVlirfAJRc>

## 21MB411 LEADERSHIP & CHANGE MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

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

**CO 1:** Define the basic knowledge of leadership. (L1)

**CO 2:** Understand the concept of motivation and its culture. (L2)

**CO 3:** Understand how to develop the leadership in an organization. (L2)

**CO 4:** Identify the importance of change management for an organization. (L3)

**CO 5:** Explain the mapping change for learning organizations.(L2)

### **Module –1 Organizational Leadership**

**10Hrs**

Definition, Components and evaluation of leadership, Leadership theories, Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for Organisational Building.

### **Module -2 Leadership Motivation**

**10Hrs**

Motivational Theories, Empowering People to Meet Higher Needs, Motivational Programmers, Leadership Communication, Conversation–Selecting Rich Communication Channels, Informal Communication, Communication in Crisis, Emerging Challenges in Motivating Employees.

### **Module-3 Leadership Development**

**10Hrs**

Significance of Leadership development, Continuous Learning, Principles of learning to develop effective leadership, Leaders vision in organisation building, Leadership Attitude, significance, Developing and Maintaining positive attitude for effective leading.

### **Module-4 Basics of Change Management**

**9Hrs**

Concept of Change forms of change, need for change, problems of change. Resistance to change, causes for resistance, methods and techniques of overcoming resistance to change

### **Module-5 Strategies for Managing Change**

**9Hrs**

Elements of planned change, strategies of planned change, methods and techniques of planned change, environment change process, role of change agent, Consultation process, positioning and functioning of change agent, social and ethical problems in organisational change.

**Text Book(s):**

1. Richard L. Daft "Leadership" Cengage Learning 2005.
2. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009.

**Reference Books:**

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Uday Kumar Halder "Leadership and Team Building" Oxford Higher Education 2010.
3. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
4. Radha R Sharma: Change Management, TMH, New Delhi, 2012

**Web Resources**

1. [www.managementstudyguide.com](http://www.managementstudyguide.com).
2. [www.forbes.com](http://www.forbes.com)
3. [www.vskills.in](http://www.vskills.in)
4. [www.courseera.org](http://www.courseera.org)

## 21MB414 PURCHASING & VENDOR MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

**Course Outcomes (CO):** After successful completion of the course, the student will be able to:

**CO 1:** Understand the function of purchasing (L2)

**CO 2:** Identify and understand the steps involved under process of Sourcing (L2)

**CO 3:** Identify and explain the Vendor Development Process (L3)

**CO 4:** Evaluating the methods of material and supply chain management (L5)

**CO 5:** Evaluating Purchasing and Sales and Distribution Perspective in global era (L5)

### **Module – 1 Purchasing an important functioning organization 10Hrs**

Meaning and Evolution of purchasing,, purchasing cycle/process, Purchasing objectives and principles, Impact of strategic purchasing on profitability, Make or Buy Decisions, centralized vs decentralized sourcing, single sourcing vs multiple sourcing, day-to-day vs long range sourcing, Purchase policy- Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order – Transportation – Incoming Inspection – Bill settlement – Documentation.

### **Module -2 Sourcing as a Strategy in Purchasing: 10Hrs**

The Sourcing Process, Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT insourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing, Vendor selection process, Purchase Budgets, Budgetary control, Definition of lead time and its elements, compressing leadtime and its benefits.

### **Module-3 Vendor Development and Management 10Hrs**

Relevance of Good Supplier, Advantages of Good Relations with vendors, The Buyers Role, Role of the Vendor, Relevance of Good Suppliers, vendor rating, Need for vendor rating, Goals of Vendor Rating, vendor rating techniques, Advantages of Vendor Rating, Parameters of Vendor Rating, Developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM insourcing, Key supplier account management, Vendor relationship management, Negotiation skills, Vendor monitoring, Promoting SME suppliers.

### **Module-4 Functional Approach to Sourcing: 9Hrs**

Overview of Materials Management and Supply chain alignment, role of purchasing in supporting inventory objectives, Goals of inventory control, risk management, Managing price

fluctuations and volatility in international finance, Matching Supply with customer demands, Managing inwards, Logistics, transportations modes.

**Module-5 Purchasing Perspective & Sales and Distribution Perspective 9Hrs**

Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural Issues in international buying, Environmental Issues-Green Purchasing- Industry Best Practices, Measurement of Sourcing performance Bench marking in Retail Purchasing.

**Text Book(s):**

1. Enterprise Resource Planning – Alexis Leon – Second Edition –TMH
2. Mary Sumner, Enterprise Resource Planning, Pearson Education(2010).

**Reference Book(s):**

- 1..ERP in practice – Vaman –TMH
2. Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, Third edition, 2009.
3. Daniel E. O'Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2002.
4. Bradford M., Modern ERP Systems: Select, Implement and Use Today's Advanced Business Systems (2010).

**Web Resources:**

**<https://www.coursera.org/learn/supplier-management>**

**<https://www.udemy.com/course/purchasing-and-procurement/>**

## ELECTIVE-VI

<b>Category</b>	<b>Course Code</b>	<b>Course name</b>
<b>EC</b>	<b>21MB406</b>	<b>Digital Marketing</b>
	<b>21MB409</b>	<b>International Financial Management</b>
	<b>21MB412</b>	<b>Human Resource Analytics</b>
	<b>21MB415</b>	<b>Storekeeping and Warehouse Management</b>

## 21MB406 DIGITAL MARKETING

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the basic concepts & components of Digital Marketing.(L2)

**CO 2:** Remembers the various channels of Digital Marketing. (L1)

**CO 3:** Identify the importance of digital media for customer loyalty. (L2)

**CO 4:** Apply various elements of a digital marketing plan in today's rapidly changing business environment.(L3)

**CO 5:** State the importance of SEM and payment methods of online advertising. (L1)

### **Module –1 Introduction of Digital Marketing**

**9Hrs**

Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

### **Module -2 Channels of Digital Marketing**

**9Hrs**

Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

### **Module-3 Marketing in the Digital Era**

**10Hrs**

Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

### **Module-4 Digital Marketing plan**

**10Hrs**

Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

### **Module-5 Search Engine Marketing and Online Advertising**

**10Hrs**

Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**Text Book(s):**

1. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.
2. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016

**Reference Book(s):**

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015
4. Richard Gay, Alan Charlesworth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.

**Web Resources**

1. <https://www.coursera.org/specializations/digital-marketing>
2. <https://academy.hubspot.com/courses/digital-marketing>



## 21MB409 INTERNATIONAL FINANCIAL MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
IV	3	0	0	48	3	40	60	100

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

CO 1: Understand the international financial management and monetary system (L2)

CO 2: Understand foreign exchange market, interest rates,arbitrage process in exchange of currency(L2)

CO 3: Discuss various aspects of capital structure, cost of capital and dividend decisions involved in international investment. (L6)

CO 4: Develop strategies to deal with various types of risks associated with foreign operations (L3)

CO 5: Understand the concept of Euro Currency market. (L2)

### **Module –1Introduction of IFM**

**9Hrs**

IFM meaning, Nature, Scope, Importance, - International Monetary system –Risk Management of international finance, Difference between domestic FM & IFM – Balance of Payments.

### **Module -2 Foreign Exchange Market**

**10Hrs**

Function and Structure of the Forex markets - Foreign exchange market participants -Types of transactions and Settlements Dates - Exchange rate quotations - Determination of Exchange rates in Spot markets, Forward markets - Cross Rates - Arbitrage profit in foreign exchange markets - Triangular and location arbitrage.

### **Module-3Cross border Investments**

**9Hrs**

Cost of capital – Capital Structure - Approaches to project evaluation – Adjusted present value method – capital budgeting from parent firm’s perspective and expecting the future expected exchange rate analysis - Risks in foreign Projects.

### **Module-4 Foreign Exchange Exposure**

**10Hrs**

Foreign Exchange Exposure and risk management- Exchange rate forecasting-volatility-Exposure types- Transaction Exposure, Translation exposure, Economic exposure.

### **Module-5EurocurrencyMarket**

**10Hrs**

Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues -RBI guidelines on ECBs, and foreign investments-Features of ADR, GDR, IDR.

**Text Book(s):**

1. International Financial Management – Apte P. G, 6/e, TMH, 2011
2. International Financial Management – MadhuVij, Excel BOOKS, 2010.

**Reference Book(s):**

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
3. International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
4. Multinational Financial Management – Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.

**Web Resources**

[https://youtu.be/ qzy74v7xmY](https://youtu.be/qzy74v7xmY)

[https://youtu.be/t\\_sXtH3neD0](https://youtu.be/t_sXtH3neD0)

<https://youtu.be/myZFFL6SQuk>

<https://youtu.be/7PYTFZcyWsc>

## 21MB412 HUMAN RESOURCE ANALYTICS

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the HR framework concepts in the contemporary scenario (L1)

**CO 2:** Apply the concepts of regression tools to the practical scenario (L3)

**CO 3:** Analyze various Manpower planning, Performance Appraisal and Attrition aspects of Human Resource Analytics (L4)

**CO 4:** Creating knowledge over HR Metrics (L6)

**CO 5:** Understanding the concepts related to compensation Analytics (L1)

### **Module – 1 Introduction**

**9Hrs**

Introduction to human resource analytics- Understanding HR indicators, metrics and data - Frameworks for HR Analytics - LAMP Framework, HCM 21- Framework

### **Module-2 Statistics for HRM**

**10Hrs**

Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets.

### **Module-3 Basics in HR Analytics**

**10Hrs**

Staffing Analytics, Analytics in Manpower Planning, compensation analyses, Performance Analytics, Attrition Analytics, training and Development Analytics, Career analytics Diversity Analytics, Employee engagement analytics, Employee satisfaction analytics

### **Module-4 HR Metrics**

**9Hrs**

Creating HR metrics, HR metrics implementation, Measuring HR Contribution Developing HR Scorecard and Benchmarking, Analytics for Culture -Analytics for decision making. Leadership Analytics, Strategic HRM metrics.

### **Module-5 Compensation Analytics**

**10Hrs**

Understanding compensation analytics- Quantifiable data- Analytics for Compensation planning- Factors affecting compensation and benefits planning- balancing internal equity- pay points tool- competency score card- case discussion.

**Text Book(s):**

1. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business

**Reference Book(s):**

1. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
2. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press

**Web Resources:**

1. <https://watch?v=wcs-wlkTJlc>
2. <https://www.youtube.com/watch?v=vhkZL--5hEQ>
3. <https://www.youtube.com/watch?v=ITzWGaFpimk>
4. <https://www.youtube.com/watch?v=6BozHx3QX9U>
5. <https://www.youtube.com/watch?v=6BozHx3QX9U>

## 21MB415 STORE KEEPING AND WAREHOUSE MANAGEMENT

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SEE
III	3	0	0	48	3	40	60	100

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

**CO 1:** Understand the history and significance of knowledge management (L2)

**CO 2:** Identify and understand the mechanics of Knowledge Management (L2)

**CO 3:** Analysing the social network analysis in knowledge management (L4)

**CO 4:** Evaluating four issues in Knowledge management (L5)

**CO 5:** Identify and analyse the strategies of Knowledge management (L4)

### **Module – 1 Store Management Introduction**

**10Hrs**

Objectives of Stores, store location and store layout, types and functions of warehouse, functions of store-Prevention, Management of Receipts, Issue Control, Stores Documentation, follow-up function, physical verification(basic concept)

### **Module -2 Stock Valuation and Verification**

**9Hrs**

Need for Valuation, Methods of Valuation: FIFO – LIFO –Average Price – Weighted Average – Standard Cost – Replacement Price, Stock Verification: meaning, process of Verification, methods of with advantages and limitations

### **Module-3 Disposal of Obsolete and Scrap Items**

**9Hrs**

Management of SOS, Categorization of Obsolete/Surplus stock, Reasons for Obsolescence, Control of Obsolescence, Control of Scrap, Responsibility for Disposal, Disposal Methods

### **Module-4 Inventory control and Risk Management in Warehousing**

**10 Hrs**

Meaning and types of inventory, Inventory cost, inventory control techniques- ABC, VED, FSN, HML, SOS analysis, Salient Features of Spares, Inventory Control of Spares, Categorization of Spares, Provisioning of Spares, Insurance: Risk Management – Inland Transit Insurance – Stores Insurance – Miscellaneous Insurance – A to Z Claims Procedure – Loss Minimization – Spare Parts Management

### **Module-5 Contemporary Issues in Warehouse Management:**

**10Hrs**

Warehousing strategy, warehouse management system- meaning, evolution, technologies (Bar code, RFID, label printing, ERP), role of warehouse in quality management, Distribution Requirement Planning, Cross-docking and Break-bulk Operations.

**Text books:**

1. Gerardus Blokdyk (2021), *Warehouse Management System A Complete Guide*, Kindel Edition
2. Joachim Sydow David E. Mulcahy (2008), *A Supply Chain Logistics Program for Warehouse Management*, CRC Press

**Reference Books:**

1. Kumar (2016), *Warehouse: Layout Planning And Part Feeding Methods*, Newdelhi

**Web Resources:**

1. <https://www.udemy.com/topic/warehouse-management>
2. <https://www.coursera.org/courses?query=inventor>
3. [https://onlinecourses.nptel.ac.in/noc20\\_mg17/preview](https://onlinecourses.nptel.ac.in/noc20_mg17/preview)

## ELECTIVE-VI

<b>Category</b>	<b>Course Code</b>	<b>Course name</b>
<b>EC</b>	<b>21MB407</b>	<b>Services Marketing</b>
	<b>21MB410</b>	<b>Financial Derivatives And Risk Management</b>
	<b>21MB413</b>	<b>Knowledge Management</b>
	<b>21MB416</b>	<b>Port Operations- II</b>

## 21MB407 SERVICES MARKETING

Semester	Hours / Week			Total hrs.	Credit C	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

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

**CO 1:** Understand various types of service (L2)

**CO 2:** Demonstrate the customer service expectations. (L2)

**CO 3:** Know the pricing strategies of service (L1)

**CO 4:** Examine the service promotion of a company (L4)

**CO 5:** Analyze the marketing plans for services. (L4)

### **Module – 1 Introduction to Services Marketing**

**9Hrs**

Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services.

### **Module -2 Customer Expectations of Service**

**9Hrs**

Customer Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer perceptions of service.

### **Module-3 Pricing and Promotion Strategies For Services**

**10Hrs**

Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.

### **Module-4 Service Promotion**

**10Hrs**

The role of marketing communication. Implication for communication strategies, marketing communication mix.

### **Module-5 Marketing Plans For Services**

**10Hrs**

The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services, Service innovation and design.



**Text Book(s):**

- 1.ChristopherH.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi,2004.
- 2.Hoffman, Marketing of Services, Cengage Learning, 1st Edition,2008.

**Reference Book(s):**

- 1.Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi2009.
- 2.RajendraNargundkar: "Services Marketing", Tata McGraw Hill, New Delhi,2011.
- 3.S.M. Jha: Service Management and Marketing, Himalaya Publishing House, NewDelhi,2011
- 4.C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010David
- 5.A. Dubofsky, Thomas W Muller, TR: Derivatives Valuation and Risk Management, Oxford,2017

**Web Resources**

**<https://www.researchgate.net/journal/0887-6045> Journal of Services Marketing**

**<https://doi.org/10.1016/j.sbspro.2012.04.031>**

**<https://academicjournals.org/journal/AJBM/article-full-text-pdf/94C94A923521>**

**<https://www.marketing-schools.org/types-of-marketing/services-marketing.html>**

## 21MB410 FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Semester	Hours / Week			Total hrs.	Credit	Max Marks		
	L	T	P			C	CIE	SEE
IV	3	0	0	48	3	40	60	100

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

**CO 1:** Understand origin, growth and types of financial derivatives. (L2)

**CO 2:** Demonstrate an understanding of pricing forwards, futures contracts. (L3)

**CO 3:** Understand about options market. (L2)

**CO 4:** Analyze the framework of options pricing. (L4)

**CO 5:** Understand about various options trading strategies. (L2)

### **Module –1 Introduction to Financial Derivatives**

**9 Hrs**

Financial Derivatives- Meaning, Origin and Growth of Financial Derivatives in India - Types of Derivatives – Forwards – Futures - Options-Swaps - Regulatory Framework.

### **Module -2 Futures and Forward Market**

**10 Hrs**

Forward contracts and its limitations- Financial Futures- Trading - Forward and Future prices - Stock Index futures - Future pricing - Trading - Margins Future market in NSE. Need- Scope – Prosperities of stock option prices – Types of options – Stock index options – Interest rate options – Currency options – Options market on NSE – Future and options data from NSE.

### **MODULE-3 Option Pricing**

**10 Hrs**

Distinguish between Options and Futures, Option Greeks, Introduction to Binomial model - Black Scholes Option pricing model –Volatility- Cause of volatility- Pricing Index Options.

### **Module-4 Option Trading Strategies**

**10 Hrs**

Long Call-Short Call-Long Put-Short put- covered call –Covered put-Long Straddle-Short Straddle-Long Strangle-Short Strangle-Bull Call Spread Strategy-Bull Put Spread Strategy-Bear Call Spread Strategy-Bear put Spread Strategy-Long Call Butterfly-Short Call Butterfly.

### **Module-5 Risk Management**

**9 Hrs**

Risk Management Overview – Types of Risk – Risk Management using Futures and Forward – Hedging Strategies – Investment Rate Risk – Market Risk – Credit Risk – Exchange rate Risk – Risk management using Options.

**Text Book(s):**

1. Jayanth Rama Varma, Derivatives and Risk Management, TMH, 2017.
2. John C. Hull, Introduction to Futures and Options Markets, Prentice Hall, New Delhi.

**Reference Book(s):**

1. Prakash B. Yaragol, Financial Derivatives, Vikas, 1e, 2018
2. Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003
3. David A. Dufresne, Thomas W. Muller, TR: Derivatives Valuation and Risk Management, Oxford, 2017

**Web Resources:**

[www.nseindia.com](http://www.nseindia.com)

[www.moneycontrol.com](http://www.moneycontrol.com)

<https://zerodha.com/varsity/>

## 21MB413 KNOWLEDGE MANAGEMENT

Semester	Hours / Week			Total hrs	Credit C	Max Marks		
	L	T	P			CIE	SEE	TOTAL
IV	3	0	0	48	3	40	60	100

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

CO 1: Understand the nature and structure of business environment (L2)

CO 2: Analyzing the methods of fiscal policy and monetary policy (L4)

CO 3: Interpreting the Indian Trade Policies (L3)

CO 4: Evaluating the impact of WTO in promoting Globalization (L5)

CO 5: Analyzing the structure of Money market and Capital market (L4)

### **Module – 1 Introduction to Knowledge Management**

**9Hrs**

History of Knowledge Management, Importance of KM, Information Management to Knowledge Management, Knowledge Management Cycle, Industrial Economy to Knowledge Economy, Principles of Knowledge Management.

### **Module-2 Drivers of Knowledge Management**

**9Hrs**

Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion, knowledge Management Matrix.

### **Module-3 Social Knowledge Management**

**10Hrs**

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

### **Module-4 Issues in Knowledge Management**

**10Hrs**

Km Team–Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management.

### **Module-5 Knowledge Management Strategy**

**10Hrs**

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

**Text Book(s):**

1. RL Nandeshwar, BalaKrishna: Change and Knowledge Management, Excel Books, New Delhi, 2010
2. Irma Becerra, Fernandez: Knowledge Management, Pearson Education, New Delhi,2009.

**Reference Book(s):**

- 1.
2. Sudhir Warier E: Knowledge Management Vikas Publishing House Private Limited,Hyderabad.2009.
3. Daryl Morey: Knowledge Management, University Press, New Delhi,2009
4. B. Rathan Reddy: Knowledge Management,Himalaya

## Web Resources:

1. <https://www.knowledge-management-tools.net/KM-resources-techniques.php>
2. <https://www.imainternational.com/training/knowledge-management-online>
3. <https://www.apqc.org/blog/top-10-complimentary-knowledge-management-resources>
4. "Knowledge Management - A Sociopragmatic Approach (2001)"

## 21MB416 PORT OPERATIONS-II

Semester	Hours / Week			Total hrs	Credit	Max Marks		
	L	T	P			C	CIE	SE E
III	4	0	0	48	3	40	60	100

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

**CO 1: Understand the Cargo operations in the contemporary scenario (L1)**

**CO 2: Understanding the concepts of Special Cargo and classifications and its related handlings (L1)**

**CO 3: Analyzing the concepts of Bulk Cargo handling equipments and Terminal Management (L4)**

**CO 4: Creating knowledge over cargo operations (L6)**

**CO 5: Understanding and creating the knowledge on Cargo Handling Management Practices (L1 & L6)**

### **Module – 1 Cargo Operations**

**10Hrs**

Cargo Operations: Introduction, Nature of Cargos, Seaport Types and Cargos, Cargo types: Gas Cargos, Liquid Bulk Cargos, Refrigerated Food Cargo, Passengers and Unitized Cargo. Guidance on Loading and unloading of Bulk Cargo, Common Hazards of Bulk Cargo on Ships.

### **Module -2 Special Cargo Handling**

**10Hrs**

Introduction, Special Cargo, Classification of special Cargo: Heavy and oversized Cargo, Perishable Cargo (Urgent), Humid Cargo (Wet), Human remains, distinguish between break bulk(BBK) and Out of gauge (OOG), Cargo with obnoxious smell(smelling cargo), Dangerous goods cargo, Subjects of art and museum Exhibits, special cargo handling.

### **Module-3 Cargo Port Equipment**

**9Hrs**

Cargo Port Equipment: Introduction, Bulk Cargo Handling equipment, liquid cargo handling Equipment, general cargo handling equipment, lifting (Loose & Cargo Tools), Port/Terminal Cargo Equipment

### **Module-4 Cargo Carriers**

**9Hrs**

Cargo Carriers: Mobile Harbour Cranes (MHC) Straddle Carriers (SC), rubber Tired Gantry Crane (RTG), Reach Stackers (CRS), Rail Mounted Gantry Cranes (RMG).

### **Module-5 Cargo Handling Equipment Maintenance**

**10Hrs**

Cargo Handling Equipment Maintenance: Introduction, importance and purpose of maintenance, planning for equipment maintenance function, control, and safety measures. Equipment maintenance: Preventive Maintenance (PM), Maintenance during operations, Maintenance Response to equipment Failure.

### **Text Books:**

1. Maritime Transportation: Safety Management and Risk Analysis, Svein Kristiansen, publisher: Butterworth-Heinemann.
2. Ships & Shipping – M. Palmer, 1st ED. (BTB).

### **Reference Books:**

1. Ports around the World – Y. Karmon, 1st ED. (Crown)
2. Geography of Sea Transport – A. D. Couper, 1st ED. (HUL)

### **Web Resources:**

<https://www.youtube.com/watch?v=KACmPC3dPYU>

<https://www.youtube.com/watch?v=Ttmgh2bRXtI>

<https://nptel.ac.in/courses/110/107/110107074/>

[https://onlinecourses.nptel.ac.in/noc20\\_mg27/preview](https://onlinecourses.nptel.ac.in/noc20_mg27/preview)

<https://nptel.ac.in/courses/110/105/110105141/>

## **20MB404. PROJECT**

A student shall carry out the Project/Field work in final semester. He / she shall initiate the project/Field work in III semester (II year I - Semester) and continue it in the IV semester (II-year II Semester). The project/field work shall be evaluated for 200 marks. Out of a total of 200 marks for the project work, 80 marks shall be for Internal Evaluation and 120 marks for the End Semester Examination. The objective of Project/Field work is to enable the student to take up investigative study in his/her domain. The project carries a weightage of 8 credits



## **CASE ANALYSIS**

**(I,II,III & IV SEMESTERS)**

A case study is a management problem for a specific business. A management case study contains a description of real-life management issues and proposed solutions. A case study generally contains facts, theories, assumptions, analysis, and prioritized solutions. For practitioners the case can provide an exemplar of current practice or provide cases where problems have arisen as a guide to better management practice. To students of management the case provides a contextual basis of exploring the application of theory. case study-based curriculum is known to work for the development of key skills such as problem solving, decision making, analytical abilities – quantitative and/or qualitative, coping with ambiguities, individual study, time management, presentation skills, group working, communication and soft skills. A major advantage of teaching with case studies is that the students are actively engaged in figuring out the principles by abstracting from the examples.

Case analysis is considered for all semesters as core course. The programme carries a weightage of 3 credits. The distribution of marks shall be 40 marks for Continuous Internal Evaluation (CIE) and 60 marks for Semester End Evaluation (SEE).

.....

## **CAREER COMPETENCY DEVELOPMENT (CCD)**

### **(I,II,III & IV SEMESTERS)**

CCD includes Aptitude, Verbal Reasoning, Logical Reasoning, Group Discussion, Oral and Written Communication Skills, Presentation skills, Resume Preparation and Interview Skills along with HR skills, marketing skillsetc.The CCD shall be evaluated for 100 marks. Out of the 100 marks, CCD shall be evaluated for 40 marks inCIE for day-to-day evaluation and 60 marks in SEE on the basis of end (internal) examination.