



SRI MANAKULA VINAYAGAR ENGINEERING COLLEGE

(An Autonomous Institution)

(Approved by AICTE, New Delhi & Affiliated to Pondicherry University)
(Accredited by NBA-AICTE, New Delhi, ISO 9001:2000 Certified Institution &
Accredited by NAAC with "A" Grade)

Madagadipet, Puducherry - 605 107



Department of Management Studies

Minutes of Fourth Board of Studies Meeting

Venue

Virtual Mode through Zoom Meeting

Date & Time

24.02.2022 & 11.00 AM



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Department of Management Studies

Minutes of Fourth Board of Studies Meeting

The Fourth Board of Studies meeting for M.B.A. Programme of Department of Management Studies was held on 24th February 2022 at 11.00 am in the Department of Management Studies, Sri Manakula Vinayagar Engineering College (Autonomous), with the Head of the Department in the Chair.

The following members were present for the BoS meeting

Sl. No	Name of the Member with Designation and official Address	MEMBERS AS PER UGC NORMS
1	Dr. N.S.N. Cailassame Professor and Head Department of Management Studies SMVEC, Puducherry	Chairman
2	Dr. N. Thamaraiselvan Professor Department of Management Studies National Institute of Technology, Thiruchirappalli	Subject Expert (University Nominee)
3	Dr. P. Ganesan Director NSB Academy Business School, Bengaluru	Subject Expert (Academic Council Nominee)
4	Dr. V.R. Nedunchezian Dean - Commerce & Management Sree Saraswathi Thyagaraja College, Pollachi	Subject Expert (Academic Council Nominee)
5	Dr. S. Sureender Managing Director The Flavours (India) Private Ltd., Puducherry	Representative from Industry
6	Dr. C. Ganeshkumar Assistant Professor IIPM-B, Bengaluru	Postgraduate Alumnus (nominated by the Principal)
7	Dr. G. Bala Sendhil Kumar Professor Department of Management Studies, SMVEC	Internal Member
8	Dr. S. Pougajendy Professor Department of Management Studies, SMVEC	Internal Member
9	Dr. B. Elamurugan Associate Professor Department of Management Studies, SMVEC	Internal Member
10	Dr. S. Uma Associate Professor Department of Management Studies, SMVEC	Internal Member
11	Ms. S. Visalakshi Assistant Professor Department of Management Studies, SMVEC	Internal Member

12	Mr. T. Chandramohan Assistant Professor Department of Management Studies, SMVEC	Internal Member
13	Mr. A. Mathiazhagan Assistant Professor Department of Management Studies, SMVEC	Internal Member
14	Dr. R. Sivakumar Assistant Professor Department of Management Studies, SMVEC	Internal Member
15	Dr. A.Vinoth Assistant Professor Department of Management Studies, SMVEC	Internal Member
16	Mr. R. Anbarasan Assistant Professor Department of Management Studies, SMVEC	Internal Member
17	Mr. Ashley Dominic Benny Assistant Professor Department of Management Studies, SMVEC	Internal Member
18	Dr. S. Madhiyarsi Assistant Professor Department of Management Studies, SMVEC	Internal Member
19	Mr. S. Santhosh Assistant Professor Department of Management Studies, SMVEC	Internal Member
20	Mr. K. Karthick Raja Assistant Professor Department of Management Studies, SMVEC	Internal Member

Agenda of the Meeting

BoS / 2022 / MBA / 4.1

- ❖ Welcome Address
- ❖ Review of Third BoS meeting held on 21st August 2021
- ❖ Appraisal of BoS Member regarding the minutes of Third BoS.

BoS / 2022 / MBA / 4.2

- ❖ Discussion on Admission status and Class Commencements of First Semester MBA (2021-2023).

BoS / 2022 / MBA / 4.3

- ❖ Discussion on Placement details of Third Semester MBA (2020-2022).

BoS / 2022 / MBA / 4.4

- ❖ Discussion on Students Participation in various events during this academic year (2021-2022).

BoS / 2022 / MBA / 4.5

- ❖ Discussion about elective courses offered in third semester MBA in Regulations 2020.

BoS / 2022 / MBA / 4.6

- ❖ Any other item with the permission of chair

Minutes of the Meeting

Dr. N.S.N. Cailassame, Chairman, BoS opened the meeting by welcoming and introducing the external members, to the internal members and the meeting thereafter deliberated on agenda items that had been approved by the Chairman.

BoS / 2022/ MBA / 4.1

Chairman, BoS members, appraised the minutes of Third BoS and its implementation. The following were the suggestions given by BoS members during Third Meeting which are implemented.

1. BoS Members suggested few modification in course plan format, which is been duly carried out.
2. Board members also approved courses offered in 3rd and 4th semester in which the suggestions given by board members were also incorporated.
3. List of Electives courses offered during third and fourth semester MBA were discussed and approved by the BoS Members. The members also suggested to list the elective courses offered in 3rd Semester and 4th Semester separately.

BoS / 2022 / MBA / 4.2

Admission status of 1st Semester MBA was discussed during the meeting. The BoS members appreciated the efforts made for the admission. The BoS Members also accepted and approved Academic Schedule for Third Semester MBA (2020-2022) and revised schedule for First Semester MBA (2021-2023) were discussed.

Particulars	1 st Semester MBA (2021-2023)	3 rd Semester MBA (2020-2022)
Commencement of Classes	10.12.2021	24.01.2022
CAT I Exam	12.02.2022	21.02.2022
CAT II Exam	07.03.2022	28.03.2022
CAT III Exam	04.04.2022	18.04.2022
Last Working Day	11.04.2022	28.04.2022
ESE (Tentative Dates)	18.04.2022	09.05.2022

The BoS Members elaborately discussed students' seriousness in writing CATs and the time period between CATs. After the detailed discussion members suggested to conduct Two CATs instead of three CATs by allocating 50% of syllabus as the portion for each CAT.

BoS / 2022/ MBA / 4.3

The BoS Members discussed on Placement details of students of Third Semester MBA (2020-2022) and appreciated the efforts made by Placement Officer and Placement Coordinator. The following is the placement details of Third Semester MBA (2020-2022) as on 23rd Feb 2022.

Company	No. of Students	Package (Lakhs Per Annum)
ANZ Bank	01	8
Datamatics	02	3
IHS market	01	6.5
Kaar Technology	02	4.5
OPPO	07	3.6 to 4.8
Skolar Academy	13	4

BoS members suggested to bring more banks for placement as more number of vacancies are arising. BoS Members also asserted to organize events like HR Conclave to build good rapport with HR professionals and students will also get benefited by knowing current industrial trends which in turn could help in enhancing placements.

BoS / 2022/ MBA / 4.4

Students Participation in various events during this academic year (2021-2022) was shared with the Board Members. The following is the details.

- ❖ 19 Students of I Year MBA participated in powerpoint presentation competition on "Employee Relations" organised by Puducherry Human Resource Circle (PDYHRC) on 23rd January 2022 and won first three places.
- ❖ 16 Students of II Year MBA presented research papers in an International Virtual Conference on "Advanced Research in Banking Finance & Business" Organised by KPR College of Arts Science and Research (KPRCAS), Coimbatore on 16th & 17 February 2022.

The BoS members suggested to conduct FDP for faculty members related to paper publications and research. So that the relevant knowledge may be disseminated to students. This will enhance the research activities of the department.








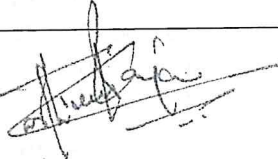
BoS / 2022/ MBA / 4.5

- ❖ The BoS members approved the syllabus for Applied Core Courses, Applied Elective Courses and Functional Elective Courses in the third semester MBA in Regulations 2020 (refer Annexure I).
- ❖ The members also suggested to involve alumni and industrial experts as mentors for each specialization in syllabus framing and support for placements.


The meeting was concluded at 12.45 pm.

The Minutes of the Meeting of the Fourth Board of Studies of the Department of Management Studies held on 4th February 2022 is signed by the members who attended the meeting:

Sl. No	Name of the Member with Designation and official Address	MEMBERS AS PER UGC NORMS	Signature
1	Dr. N.S.N. Cailassame Professor and Head Department of Management Studies SMVEC, Puducherry	Chairman	
2	Dr. N. Thamaraiselvan Professor, Department of Management Studies National Institute of Technology, Thiruchirappalli	Subject Expert (University Nominee)	
3	Dr. P. Ganesan Director, NSB Academy Business School, Bengaluru	Subject Expert (Academic Council Nominee)	
4	Dr. V.R. Nedunchezian Dean - Commerce & Management Sree Saraswathi Thyagaraja College, Pollachi	Subject Expert (Academic Council Nominee)	
5	Dr. S. Surender Managing Director The Flavours (India) Private Ltd., Puducherry	Representative from Industry	
6	Dr. C. Ganeshkumar Assistant Professor IIPM-B, Bengaluru	Postgraduate Alumnus (nominated by the Principal)	
7	Dr. G. Bala Sendhil Kumar Professor Department of Management Studies, SMVEC	Internal Member	
8	Dr. S. Pougajendy Professor Department of Management Studies, SMVEC	Internal Member	
9	Dr. B. Elamurugan Associate Professor Department of Management Studies, SMVEC	Internal Member	
10	Dr. S. Uma Associate Professor Department of Management Studies, SMVEC	Internal Member	
11	Ms. S. Visalakshi Assistant Professor Department of Management Studies, SMVEC	Internal Member	
12	Mr. T. Chandramohan Assistant Professor Department of Management Studies, SMVEC	Internal Member	

13	Mr. A. Mathiazhagan Assistant Professor Department of Management Studies, SMVEC	Internal Member	
14	Dr. R. Sivakumar Assistant Professor Department of Management Studies, SMVEC	Internal Member	
15	Dr. A. Vinoth Assistant Professor Department of Management Studies, SMVEC	Internal Member	
16	Mr. R. Anbarasan Assistant Professor Department of Management Studies, SMVEC	Internal Member	
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19	Mr. S. Santhosh Assistant Professor Department of Management Studies, SMVEC	Internal Member	
20	Mr. K. Karthick Raja Assistant Professor Department of Management Studies, SMVEC	Internal Member	


Dr. V. S. K. Venkatachalapathy
Director cum Principal
Chairman - Academic Council


Dr. N. S. N. Cailassame
Professor and Head of Management Studies
Chairman - BoS/MBA

Annexure -1**THIRD SEMESTER**

Sl.	Course Code	Course Title	Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
Theory										
1	P20MST301	Business Policy and Strategic Management	Applied Core	3	0	0	3	50	50	100
2	P20MST302	Entrepreneurship	Applied Core	3	0	0	3	50	50	100
3	P20MST303 / P20MST304 / P20MST305 / P20MST306	Finance Analytics / HR Analytics / Marketing Analytics / Operations Analytics	Applied Electives	3	0	2	4	50	50	100
4	P20MSExxx	Electives 1	Functional Electives	4	0	0	4	50	50	100
5	P20MSExxx	Electives 2	Functional Electives	4	0	0	4	50	50	100
6	P20MSExxx	Electives 3	Functional Electives	4	0	0	4	50	50	100
Practical										
7	P20MSP307	Career Readiness	Practical	0	0	2	1	50	0	50
8	P20MSP308	Selling and Negotiation Skills	Practical	0	0	2	1	50	0	50
Major Project										
9	P20MSR350	Major Project	Project	0	0	12	6	100	50	150
Employability Enhancement Course*										
10		Certification Course – III	EEC	0	0	4	-	100	-	100
Total				21	0	18	30	500	350	850

* The marks awarded for Employability Enhancement Courses is not factored into CGPA.

FOURTH SEMESTER

Sl.	Course Code	Course Title	Course Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
Theory										
1	P20MST401	International Business Management	Applied Core	3	0	0	3	50	50	100
2	P20MSExxx	Electives 4	Functional Electives	4	0	0	4	50	50	100
3	P20MSExxx	Electives 5	Functional Electives	4	0	0	4	50	50	100
4	P20MSExxx	Electives 6	Functional Electives	4	0	0	4	50	50	100
5	P20MSExxx	Electives 7	Functional Electives	4	0	0	4	50	50	100
6	P20MSExxx	Electives 8	Functional Electives	4	0	0	4	50	50	100
7	P20MSOLxx	Electives 9 (Any Specialisation) Online Certification	Functional Electives	0	0	4	2	Successful Completion		
Practical										
8	P20MSP402	Business Innovation Lab	Practical	0	0	2	1	50	0	50
Total				23	0	6	26	350	300	650

Annexure -1**List of Specialization Course****I. ENTREPRENEURSHIP SPECIALISATION**

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P20MSEE01	Entrepreneurship at the Bottom of the Pyramid	4	0	0	4	50	50	100
2		P20MSEE02	Startup Launch pad	4	0	0	4	50	50	100
3		P20MSEE03	Designing and configuring Business Models	4	0	0	4	50	50	100
4		P20MSEE04	Legal contracts and compliance for entrepreneurs	4	0	0	4	50	50	100
5		P20MSEE05	IPR Strategies for Entrepreneurs	4	0	0	4	50	50	100
6	Offered during Fourth Semester	P20MSEE06	Business Negotiation	4	0	0	4	50	50	100
7		P20MSEE07	Entrepreneurial Finance	4	0	0	4	50	50	100
8		P20MSEE08	Entrepreneurial Marketing	4	0	0	4	50	50	100
9		P20MSEE09	Managing Franchising Business	4	0	0	4	50	50	100
10		P20MSEE10	Rural Entrepreneurship	4	0	0	4	50	50	100
11		P20MSEE11	Social Entrepreneurship	4	0	0	4	50	50	100
12		P20MSEE12	Family Business Management	4	0	0	4	50	50	100

II. FINANCE SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P20MSEF01	Stock Market Operations	4	0	0	4	50	50	100
2		P20MSEF02	Financial Services Management	4	0	0	4	50	50	100
3		P20MSEF03	Indian Financial System	4	0	0	4	50	50	100
4		P20MSEF04	Behavioural Finance	4	0	0	4	50	50	100
5		P20MSEF05	Business Taxation	4	0	0	4	50	50	100
6	Offered during Fourth Semester	P20MSEF06	International Finance	4	0	0	4	50	50	100
7		P20MSEF07	Banking Principles and Practice	4	0	0	4	50	50	100
8		P20MSEF08	Investment Management	4	0	0	4	50	50	100
9		P20MSEF09	Credit Management	4	0	0	4	50	50	100
10		P20MSEF10	Insurance and Risk Management	4	0	0	4	50	50	100
11		P20MSEF11	Mutual Funds Operations	4	0	0	4	50	50	100
12		P20MSEF12	Income tax law and practice	4	0	0	4	50	50	100

III. HUMAN RESOURCES SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P20MSEH01	Human Resources Planning	4	0	0	4	50	50	100
2		P20MSEH02	Training and Development	4	0	0	4	50	50	100
3		P20MSEH03	Industrial Relations and Labour Legislation	4	0	0	4	50	50	100
4		P20MSEH04	Performance Management	4	0	0	4	50	50	100
5		P20MSEH05	Leadership development	4	0	0	4	50	50	100
6	Offered during Fourth Semester	P20MSEH06	Stress Management	4	0	0	4	50	50	100
7		P20MSEH07	Compensation Management	4	0	0	4	50	50	100
8		P20MSEH08	Career Management	4	0	0	4	50	50	100
9		P20MSEH09	Emotional Intelligence and Managerial Effectiveness	4	0	0	4	50	50	100
10		P20MSEH10	Strategic Human Resource Management	4	0	0	4	50	50	100
11		P20MSEH11	HRM in Knowledge based organization	4	0	0	4	50	50	100
12		P20MSEH12	Cross Cultural Management	4	0	0	4	50	50	100

IV. MARKETING SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P20MSEM01	Marketing Research	4	0	0	4	50	50	100
2		P20MSEM02	Consumer Behaviour	4	0	0	4	50	50	100
3		P20MSEM03	Management of Marketing Channels	4	0	0	4	50	50	100
4		P20MSEM04	Sales Force Management	4	0	0	4	50	50	100
5		P20MSEM05	Integrated Marketing Communications	4	0	0	4	50	50	100
6	Offered during Fourth Semester	P20MSEM06	Brand Management	4	0	0	4	50	50	100
7		P20MSEM07	Services Marketing	4	0	0	4	50	50	100
8		P20MSEM08	Customer Relationship Marketing	4	0	0	4	50	50	100
9		P20MSEM09	Retail Management	4	0	0	4	50	50	100
10		P20MSEM10	Industrial Marketing	4	0	0	4	50	50	100
11		P20MSEM11	Digital Marketing	4	0	0	4	50	50	100
12		P20MSEM12	Green Marketing	4	0	0	4	50	50	100

V. OPERATIONS SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P20MSEN01	Business Process Re-engineering	4	0	0	4	50	50	100
2		P20MSEN02	Production, Planning and Control	4	0	0	4	50	50	100
3		P20MSEN03	Product and Process Design	4	0	0	4	50	50	100
4		P20MSEN04	Supply Chain Management	4	0	0	4	50	50	100
5		P20MSEN05	Materials Management	4	0	0	4	50	50	100
6	Offered during Fourth Semester	P20MSEN06	Logistics Management	4	0	0	4	50	50	100
7		P20MSEN07	Manufacturing Strategy	4	0	0	4	50	50	100
8		P20MSEN08	Lean Manufacturing	4	0	0	4	50	50	100
9		P20MSEN09	Service Operations Management	4	0	0	4	50	50	100
10		P20MSEN10	Strategic Global Sourcing	4	0	0	4	50	50	100
11		P20MSEN11	Technological Innovations in Operations	4	0	0	4	50	50	100
12		P20MSEN12	Supply Chain Analytics	4	0	0	4	50	50	100

VI. BUSINESS SYSTEMS AND ANALYTICS SPECIALISATION

Sl. No	Course Code		Course Title	Course Category	PERIODS			Credits	MARKS		
					L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P20MSES01	Software Engineering	Functional Electives	4	0	0	4	50	50	100
2		P20MSES02	System Analysis and Design	Functional Electives	4	0	0	4	50	50	100
3		P20MSES03	Decision Support Systems	Functional Electives	4	0	0	4	50	50	100
4		P20MSES04	Data Mining and Analytics	Functional Electives	4	0	0	4	50	50	100
5		P20MSES05	Business Intelligence and Tools	Functional Electives	4	0	0	4	50	50	100
6	Offered during Fourth Semester	P20MSES06	Enterprise Resource Planning	Functional Electives	4	0	0	4	50	50	100
7		P20MSES07	E-Commerce	Functional Electives	4	0	0	4	50	50	100
8		P20MSES08	Artificial Intelligence	Functional Electives	4	0	0	4	50	50	100
9		P20MSES09	Machine Learning	Functional Electives	4	0	0	4	50	50	100
10		P20MSES10	Big Data Analytics	Functional Electives	4	0	0	4	50	50	100
11		P20MSES11	Predictive Analytics	Functional Electives	4	0	0	4	50	50	100
12		P20MSES12	Social Media Analytics	Functional Electives	4	0	0	4	50	50	100

APPLIED CORE COURSES

P20MST301	Business Policy and Strategic Management	Applied Core
P20MST302	Entrepreneurship	Applied Core

P20MST301

**BUSINESS POLICY AND STRATEGIC
MANAGEMENT**

L	T	P	C	Hrs
3	0	0	3	30

Course Objectives

- To enable the students to apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas.
- Analyse alternatives to choose appropriate strategies.
- Understand and implementation of strategy in a multi-functional perspective.
- This paper will enable the students to create, execute and evaluate different strategies in their everyday life as managers.
- Assess the contribution of strategic leadership to managing the process of strategic change.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Summarize the Key dimensions of strategic management – Analysis, Evaluation, Choice and Implementation. **(K4)**

CO2 - Analyse and apply information from a variety of Environmental sources. **(K4)**

CO3 - Compare alternative strategies for business development in differing operating contexts. **(K5)**

CO4 - Evaluate to implement chosen strategies and identify the areas requiring change. **(K5)**

CO5 - Improve structure, design, culture, and working environment to effective strategic management. **(K6)**

UNIT I FOUNDATIONS OF STRATEGIC MANAGEMENT

(6 Hrs)

Strategic Management – Evolution-Concept, Process, Types, need, dimensions – strategic decision-making process –Business Policy statements- benefit and risks of strategic management.

UNIT II ENVIRONMENT ANALYSIS (12 Hrs)

(6 Hrs)

Environmental Scanning and approaches-External Analysis-PEST, Porter's Approach to industry analysis, Internal Analysis – Resource-Based Approach, Value Chain Analysis -Core Competence-Competitive Profile analysis.

UNIT III PORTFOLIO ANALYSIS

(6 Hrs)

SWOT Analysis-Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff's Product-Market Growth Matrix.

UNIT IV STRATEGY FORMULATION

(6 Hrs)

Generic strategies and competitive advantage -Functional strategies- Components - Relevant Techniques. Corporate Strategies, Disruptive strategies- Blue Ocean strategy. Global strategies– outsourcing strategies – offensive and defensive strategies – merger and acquisition – Strategic Alliances.

UNIT V STRATEGY IMPLEMENTATION

(6 Hrs)

Strategy Implementation – Challenges of Change-Culture-Leadership and control, Developing Programs-Mckinsey 7s Framework - strategic issues of public sectors, small business organizations and non-profit organizations -Recent Trends in Strategic Management.

Textbooks

1. Thomas L. Wheelan, J. David Hunger, Alan N. Hoffman & Charles E. Bamford . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability. 5th Edition. Pearson; 2017
2. Charles W. L. Hill & Gareth R. Jones. Strategic Management. 9th edition. Cengage India, 2012.

Reference Books

1. Fred R. David & David. Strategic Management. Student edition. Pearson College Div, 2014.
2. J.-C. Spender. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. Reprint edition. Oxford University Press, 2015.
3. Niraj Dawar. Shifting Your Strategy from Products to Customers. 1st Edition. Harvard Business Review Press, 2013.
4. Azhar Kazmi. Strategic Management and Business Policy. 3rd edition. McGraw Hill Education, 2010.
5. Vipin Gupta, Kamala Gollakota&R. Srinivasan (Business Policy and Strategic Management. Prentice-Hall of India Pvt. Ltd.

Web References

1. <https://www.emerald.com/insight/publication/issn/1755-425X>
2. <https://onlinelibrary.wiley.com/journal/10970266>
3. <https://nptel.ac.in/courses/110/108/110108047/>
4. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	1	3	1
2	3	1	1	2	1
3	3	2	2	2	1
4	3	1	2	2	2
5	3	1	3	2	3

Correlation Level: 1-Low, 2-Medium, 3-High

Course Objectives

- To acquaint the students with the knowledge base of Entrepreneurship
- To learn about Small Scale Enterprise
- To know about the various Institutional support for entrepreneurs
- To enable students to investigate, understand and internalize the process of setting up a new business
- To learn about Women Entrepreneurship and Rural Entrepreneurship

Course Outcomes

After completion of the course, the students will be able to

CO1- Examine the types and importance of entrepreneurship (K4)

CO2- Demonstrate about Small Scale Enterprise (K2)

CO3- Analyse various entrepreneurial opportunities (K4)

CO4- Evaluate various Institutional support (K5)

CO5- Elaborate on Women Entrepreneurship and Rural Entrepreneurship (K6)

UNIT I INTRODUCTION TO ENTREPRENEURSHIP**(6 Hrs)**

Entrepreneur and entrepreneurship- Definition - Nature of Entrepreneurship- Entrepreneur Background and Characteristics- Types, Ethics and Social Responsibilities of an Entrepreneur. Entrepreneurship: Importance, Growth and Role of Entrepreneurship in Economic Development- EDPs in India and Social Entrepreneurship.

UNIT II CREATIVITY AND THE BUSINESS IDEA FOR MICRO AND SMALL ENTERPRISES**(6 Hrs)**

Sources of New Ideas - Methods of Generating Ideas - Creative Problem Solving - Innovation - Types - Definition & Classification of New Product - Opportunity Recognition - Product Planning and Development Process - Establishing Evaluation Criteria - Micro and Small Scale Enterprise: Definition, Characteristics - Steps involved to start SSE - Problems of SSE

UNIT III FORMULATION OF BUSINESS PLAN & PROJECT APPRAISAL**(6 Hrs)**

Business Plan - Meaning & Definition - Contents of Business Plan - Significance of Business Plan - Formulation of Business Plan - Planning Commission's Guidelines for Formulating Project Report - Network Analysis - Common Errors in Business Plan formulation. Concept of Project Appraisal - Methods of Project Appraisal - Economic Analysis - Financial Analysis - Market Analysis - Technical Feasibility - Managerial Competence - Environmental Clearance for Small Scale Enterprise.

UNIT IV INSTITUTIONAL FINANCE TO ENTREPRENEURS & TAXATION BENEFITS**(6 Hrs)**

Institutional Finance - Meaning & Definition - Sources of Finance - Institutional support to small enterprise: Need - Institutional support by State and Central Government - SWOT Analysis - Tax Benefits - Types - Rational Behind tax benefits - Incentives and concession for Small-Scale and Tiny Industries

UNIT V WOMEN ENTREPRENEURSHIP AND ENTREPRENEURSHIP IN INFORMAL SECTOR**(6 Hrs)**

Women Entrepreneurship - Functions - Growth of women Entrepreneurship - Problems faced by Women Entrepreneurs - Development of women Entrepreneurship - Rural Entrepreneurship - Tourism Entrepreneurship - Agri-Preneurship - Social Entrepreneurship.

Text Books

1. Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd - Entrepreneurship (Tata McGraw Hill) 10th Edition, 2017
2. S.S. Khanka: Entrepreneurial Development (S. Chand) Revised Edition, 2012

References

1. Poornima M. Charantimath: Entrepreneurship Development in Small Business Enterprises (Pearson Education)
2. Prasanna Chandra: Projects Planning Analysis, Reductions implementation & Review (Tata McGraw Hill)
3. Sahey and Nirjar: Entrepreneurship (Excel)
4. Vasant Desai: The Dynamics of Entrepreneurial Development and Management (Himalaya Publishing House)
5. K. Nagarajan: Project Mangement (New Age International Publishers)

Web Resources

1. www.ediindia.org
2. www.enterweb.org/entrship.htm
3. www.bdu.ac.in/skillbased/etd.pdf
4. www.suite101.com/content/entrepreneur

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	-	3	2
2	3	3	1	2	3
3	3	3	2	3	3
4	3	3	-	3	3
5	3	2	2	3	3

Correlation Level: 1-Low, 2-Medium, 3-High



Applied Electives

P20MST303	Finance Analytics	Applied Electives
P20MST304	HR Analytics	Applied Electives
P20MST305	Marketing Analytics	Applied Electives
P20MST306	Operations Analytics	Applied Electives

Course Objectives

- To be aware of various tools of finance analytics
- To analyse various forms of financial statements used for operating and financing activities in business.
- To understand the methods, tools and procedure of conducting business and strategy analysis
- To be conversant with various valuation techniques and procedures.
- To evaluate and choose appropriate corporate financial decisions

Course Outcomes

After completion of the course, the students will be able to

- CO1 - Knowledge about the importance of financial analytics and financial information used for analysis (K2)
 CO2 - Analyse business operating and financing activities based on financial statements reports. (K4)
 CO3 - Examine of the financial statements used for business analysis (K3)
 CO4 - Discuss the various tools used for business valuation of financial data (K6)
 CO5 - Evaluate and choose appropriate corporate financial decisions (K5)

UNIT I: INTRODUCTION TO FINANCIAL ANALYTICS**(8 Hrs)**

Financial analytics- Meaning – Importance – Types: Fundamental and Technical analysis- Components and Features of Financial analytics - Valuation as an exercise in Financial Statement Analysis, Demand and Supply of Financial Statement Information, Factors affecting need for financial information Reporting System.

UNIT II: FINANCIAL STATEMENT ANALYSIS**(8 Hrs)**

Operating and Financing Activities: Analysis of the Statement of Shareholders' Equity, Balance Sheet, Income Statement, and Cash Flow Statement, Narrative Reports, and Off Balance-Sheet Items.

UNIT III: BUSINESS ANALYSIS**(8 Hrs)**

Business Analysis: Strategy Analysis, Accounting Analysis, Earnings Quality Analysis, Analysis of Profitability, Analysis of Growth, Prospective Analysis, -Anchoring Forecasting and Valuation on the Financial Statements.

UNIT IV: VALUATION TECHNOLOGIES**(8 Hrs)**

Method of Comparable, Multiple Screening, Asset-based Valuation, Dividend Discounting, Discounted Cash Flow Analysis, Residual Earnings Analysis, Economic Value Added (EVA), Earnings Growth Analysis, Risk and Sensitivity Analysis.

UNIT V: FINANCIAL DECISIONS**(8 Hrs)**

Decision Contexts: Enterprise Valuation, Analysis of Equity Risk and Return, Analysis of Credit Risk and Return, Mergers and Acquisitions Analysis, Corporate Communication Strategy Analysis, Corporate Financial Policies Analysis.

Text Books:

1. Foster, G. (1986). Financial Statement Analysis, 2/e. Pearson Education India.
2. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). Business analysis and valuation: Using financial statements. Cengage AU.
3. Stickney, C. P., Brown, P. R., & Wahlen, J. M. (2006). Financial reporting, financial statement analysis and valuation: a strategic perspective. Thomson/South-Western.

Reference Books:

1. Wahlen, J. M., Baginski, S. P., & Bradshaw, M. (2014). Financial reporting, financial statement analysis and valuation. Cengage learning.
2. Fried, D., White, G. I., Sondhi, A. C. (2003). The Analysis and Use of Financial Statements. Romania: Wiley.
3. Abrams, J. B. (2010). Quantitative business valuation: A mathematical approach for today's professionals. John Wiley & Sons.
4. Sondhi, A. C., Fried, D., White, G. I. (2003). The Analysis and Use of Financial Statements. Romania: Wiley.

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	3	-	1	1
CO2	3	3	-	-	1
CO3	3	3	-	-	-
CO4	3	3	2	-	1
CO5	3	3	3	1	2

Correlation Level: 1-Low, 2-Medium, 3-High



Course Objectives

- Identify each phase of the HR Analytics Process Model and its purpose
- Describe best practices using HR analytics to support data-driven decision making
- Identify HR benchmarks and metrics relevant to agency mission and goals
- Analyze workforce and talent data using statistical tools to identify trends and other actionable performance information
- Give a short briefing to present analysis results

Course Outcomes

After completion of the course, the students will be able to

CO1 - Know how the HR function adds value and how to articulate that value in business terms. **(K2)**

CO2 - Calculate the value of intangibles that HR contributes to the organization's success in a certain business setting to aid decision-making. **(K3)**

CO3 - Transform soft elements in human resource management into quantitative variables across domains. **(K3)**

CO4 - Create, conduct, and analyse an employee survey or any other HR-related study in an organisation. **(K5)**

CO5 - Demonstrate skills in implementing analytics. **(K5)**

UNIT I BASICS OF HR ANALYTICS**(8 Hrs)**

Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

UNIT II HRA FRAMEWORKS**(8 Hrs)**

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework.

UNIT III INSIGHT INTO DATA DRIVEN HRA**(8 Hrs)**

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit, Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

UNIT IV BENCHMARKING AND BEST PRACTICES**(8 Hrs)**

Staffing, supply and demand forecasting, total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics, Employee satisfaction analytics

UNIT V HR SCORECARD**(8 Hrs)**

Assessing HR Program, engagement and Turnover, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

Text Books

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

Reference Books

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

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

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1. https://www.researchgate.net/publication/355191619_Evolving_Role_of_HR_Analytics_Understanding_Current_Scenario_and_Future_Roadmap_in_KPOBPO_Sector<https://www.smartsheet.com/operations-management>
2. <https://www.aihr.com/blog/what-is-hr-analytics/>
3. <https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf>
4. <https://www.sciencedirect.com/science/article/pii/S0268401218301750>
5. <http://www.worldcat.org/title/predictive-hr-analytics-mastering-the-hr-metric/oclc/1099788947>

COs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	2	1
2	2	2	-	3	3
3	2	2	-	2	3
4	1	2	-	3	3
5	1	2	-	3	3

Correlation Level: 1-Low, 2-Medium, 3-High

Course Objectives

- To understand the basic concepts of Marketing Analytics.
- To study various tools to have marketing insights in various marketing areas through empirical data
- To interpret the marketing data for effective marketing decision making.
- To draw inferences from data in order to answer descriptive, predictive, and prescriptive questions relevant to marketing managers.
- To analyze the consumer needs and product attributes choices that drives sales.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Demonstrates an overview of marketing analytics. **(K2)**

CO2 - Apply appropriate analytical tools to make pricing and product decisions. **(K3)**

CO3 - Designs customer related strategies by analysing customer data collected by marketers. **(K6)**

CO4 - Determines sales by using appropriate analytical tools. **(K5)**

CO5 - Measures various marketing efforts by the marketers using suitable tools. **(K5)**

UNIT I INTRODUCTION**(8 Hrs)**

Characteristics, advantages and disadvantages of marketing analytics - Market data sources (Primary and Secondary) - Slicing and Dicing Marketing Data with PivotTables - Market Share - Sales Growth - Market Size determination - Marketing Environment: Stakeholders - Top-down and Bottom-up Analysis Approaches - Implementing Marketing Analytics.

UNIT II PRICING AND PRODUCT ANALYTICS**(8 Hrs)**

Pricing Analytics: Estimating Demand Curves and Using Solver to Optimize Price - Price Bundling - Nonlinear Pricing - Price Skimming and Sales - Revenue Management - Analytics: Pricing and Revenue Management. Product Analytics: Cluster Analysis for Segmentation, Conjoint Analysis Applications, Collaborative Filtering.

UNIT III CUSTOMER ANALYTICS**(8 Hrs)**

Customer Satisfaction Index - Retention Rate - Customer Loyalty Ratio - Churn - Calculating Lifetime Customer Value - Customer Lifetime Value, Using Customer Value to Value a Business - Customer Value, Monte Carlo Simulation, and Marketing Decision Making - Allocating Marketing Resources between Customer Acquisition and Retention - Brand Value Index (BVI).

UNIT IV SALES AND RETAIL ANALYTICS**(8 Hrs)**

Regression model to forecast sales, Using S Curves to Forecast Sales of a New Product - The Bass Diffusion Model - Using the Copernican Principle to Predict Duration of Future Sales - Market Basket Analysis - RFM Analysis and Optimizing Direct Mail Campaigns - Using the SCAN*PRO Model and Its Variants - Allocating Retail Space and Sales Resources - Forecasting Sales from Few Data Points.

UNIT V DIGITAL ANALYTICS**(8 Hrs)**

Designing Marketing Experiments - Paid Search Advertising - Side Need Index - Stickiness Formula - Focus Index - Freshness Factor - Customisation Index - Measuring the Effectiveness of Advertising - First Purchase Momentum - CTR - CPA - CPM - CPC - CR - Exposure Index - Engagement Rate - Social Media Share of Voice - Brand Strength - Social Media ROI - Social Media NPS - Active Advocates - Text Mining.

Text Books

1. Wayne L. Winston L., Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons; 2014.
2. Robert Kozielski, Mastering Market Analytics: Business Metrics – Practice and Application, Emerald Publishing Limited, 1st Edition, 2018
3. Rajkumar Venkatesan, Paul Farris and Ronald T. Wicox, Cutting-Edge Marketing Analytics - Real World Cases and Data Sets for Hands On Learning, Pearson Education Inc., 2015

Reference Books

1. Hemann C, Burbary K., Digital marketing analytics: Making sense of consumer data in a digital world. Pearson Education, 2013.
2. Sorger S, "Marketing analytics: strategic models and metrics", San Bernadino, CA: Admiral Press, 2013.

3. Brea CA. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders. Pearson Education; 2014.
4. Bendle NT, Farris PW, Pfeifer PE, Reibstein DJ. Marketing metrics: The manager's guide to measuring marketing performance. Pearson Education, Inc., 2016.

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1. https://swayam.gov.in/nd1_noc20_mg30/preview
2. <https://link.springer.com/journal/41270/volumes-and-issues>
3. <https://online.wharton.upenn.edu/marketing-analytics-data-tools-technique/>
4. <https://www.scimagojr.com/journalsearch.php?q=21100834347&tip=sid&clean=0>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	-	1	2
2	3	3	-	3	2
3	3	3	-	3	2
4	3	3	-	3	3
5	3	3	-	3	3

Correlation Level: 1-Low, 2-Medium, 3-High

P20MST306

OPERATIONS ANALYTICS

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To have a fair understanding about operations and supply chain analytics in business processes.
- To familiarization of various demand planning, sourcing and procurement analytics.
- To have a clear idea about analytics in sales and operations planning.
- To understand the concepts of analytics in distribution.
- To understand importance of supply chain carbon footprint.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Understand the importance of operations and supply chain analytics.

CO2 - Apply the analytics in demand and procurement planning.

CO3 - Learn the tools of determining differentiated service level for different products, determining plant location, product line mix and production schedule.

CO4 - Learn the framework/techniques for distribution of products to distribution centre and retail store.

CO5 - Learn the tools to capture and analyze data on supply chain carbon footprint

UNIT I Operations analytics

(8 Hrs)

Understanding and defining operations analytics, what involves in operations analytics, Decision Domains in operations analytics, Importance of analytics in Operations & Supply Chain Management, Key issues in operations analytics.

UNIT II Analytics in demand planning

(8 Hrs)

Capturing demand data from different sources, Demand prediction models; Price optimization. Analytics in sourcing and procurement-In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts.

UNIT III Analytics in sales and operations planning

(8 Hrs)

Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.

UNIT IV Analytics in distribution

(8 Hrs)

Location of distribution centre, Transportation and distribution plans (Outbound), Inventory policies/order fulfilment at locations, Vehicle routing for deliveries.

UNIT V Analytics in reverse logistics

(8 Hrs)

Location of return centres, Reverse distribution plan, Vehicle routing for returns collection -Analytics in supply chain carbon footprint.

Text Books:

1. Albright, S., & Winston, W. (2014). Business analytics: Data analysis & decision making. Nelson Education.
2. Blokdyk, G. (2019). Supply Chain Analytics a Complete Guide, Amazon
3. Feigin, G. (2012). Supply Chain Planning and Analytics. Business Expert Press, LLC, New York



Reference Book:

1. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011
2. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007.
3. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.

Web Source:

1. <https://faculty.ksu.edu.sa/sites/default/files/index.pdf>
2. <https://www.perlego.com/book/2011683/supply-chain-analytics-using-data-to-optimisesupply-chain-processes-pdf>
3. <https://www.routledge.com/Supply-Chain-Analytics-Using-Data-to-Optimise-Supply-ChainProcesses/Robertson/p/book/9780367540067>
4. https://www.researchgate.net/publication/340169982_Big_Data_Analytics_and_Its_Applications_in_Supply_Chain_Management

COs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	2	1
2	2	2	-	3	3
3	2	2	-	2	3
4	1	2	-	3	3
5	1	2	-	3	3

Correlation Level: 1-Low, 2-Medium, 3-High

Practicals

P20MSP307	Career Readiness	Practicals
P20MSP308	Selling and Negotiation Skills	Practicals

Course Objectives

- To understand the various dimensions of career Management
- Understanding the elements of an individual Career path.
- Provide a framework for students to manage career-related issues in the organization.
- To enable them to use appropriate methods and tools for determining a personal career path.
- Obtain knowledge about career Progression in career management

Course Outcomes

After completion of the course, the students will be able to

CO1-To make them understand the nuts and bolts of career

CO2 - To make them understand and Identifying Career domain

CO3-Develop competency-based career systems

UNIT I INTRODUCTION**(06 Hrs)**

Identifying the Seven Principles of CCR - Need and Scope of personal career management - Career management process- Career Dynamics- Career planning process - Career Literacy – career anchors - Methods of career planning - Self-Assessment - Personality - Identifying personal and professional Talents..

UNIT II CAREER DOMAIN AND MAPPING**(06 Hrs)**

Career Domain - Setting objectives - identifying domain, job, and career planning barriers - Career mapping - Planning checklist - Designing career chart.

UNIT III CAREER MANAGEMENT**(08 Hrs)**

Career Management and Decision Making - Aligning with organization goals - handling performance review - continuous learning - discussing career progression - career plateauing - Managing career change - Talent management.

TextBook

1. Gerardus Blokdyk. Career Management A Complete Guide. Emereo Pvt Limited, 2020
2. Jeffrey H Hreehaus&, Gerard A. Callanan, Veronica M. Godshalk . Career Management for Life. 5th edition. Routledge, 2018
3. College and Career Readiness Skills Practice Workbook, By McGraw Hill, 2016

Reference Books

1. Jeffrey H. Greenhaus, Gerard A. Callanan, Veronica M. Godshalk. Career Management, Sage Publications, 2010
2. Peter Herriot. The Career Management Challenge: Balancing Individual and Organizational Needs, Sage Publications,
3. Jeffrey H. Greenhaus, The Career Management. 3, reprint. South-Western Cengage Learning, 2007

Web References

1. <https://hr.ucmerced.edu/>
2. <https://nptel.ac.in/courses/122/105/122105020/>
3. <https://nptel.ac.in/courses/110/105/110105069/>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	2	3	3
2	1	2	2	3	3
3	3	3	2	1	3

Correlation Level: 1-Low, 2-Medium, 3-High

P20MSP308**SELLING AND NEGOTIATION SKILLS**

L	T	P	C	Hrs
0	0	2	1	20

Course Objectives

- To have a sound knowledge on the fundamentals on Sales and Negotiation
- To learn about the different process of Selling
- To be familiar with the different stages in negotiations

Course Outcomes

After completion of the course the student will be able to

- CO1 - Demonstrate the fundamentals of selling and negotiation. (K2)
 CO2 - Make use of the different steps in Personal Selling for the preparation of a Sales Pitch. (K3)
 CO3 - Appraise the different stages in negotiation. (K5)

UNIT - I FUNDAMENTALS OF SELLING AND NEGOTIATION**(06 Hrs)**

Role of selling in an organization – Different approaches to selling – Attributes of a good salesperson – The Nature of Negotiations - Rules of negotiation - Behaviors of successful negotiators - Negotiation styles

UNIT - II PREPARING THE SALES PITCH**(06 Hrs)**

Steps in personal Selling: The opening – Need and problem identification – The presentation and demonstration – Objection handling – Closing the sale – Follow up – After-sale service

UNIT - III NEGOTIATION STAGES**(08 Hrs)**

The Preparation Stage: Preparing a range of objectives - Constants and variables - Researching the other party. **The Proposing Stage:** Stating your opening position- Responding to offers – Adjournments - Administering Contracts and Role of Negotiations. **The Discussion Stage:** Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions- Art of persuasion and emotions. **The Bargaining and Closing Stage:** Making concessions - the techniques - Closing techniques - Confirming agreement

TEXT BOOKS

1. Lewicki Roy J. , Saunders David M. & Barry Bruce, "Essentials of Negotiations", 6th Edn, Tata McGraw Hill: 2017
2. David Hoffeld, "The Science of Selling: Proven Strategies to make your pitch influence decisions", Penguin US Latest Edition; 2016

REFERENCE BOOKS

1. Prashant Chaudhary, "Selling and Negotiation skills: A Pragmatic Approach", 1st Edn, Sage Publications India Private Limited; 2019
2. Srivastava.R.K, Negotiation and Selling", Latest Edn, Excel Books; 2010
3. Beverly DeMarr and Suzanne De Janasz , "Negotiation and Dispute Resolution", Prentice Hall, 2013.
4. Sumit Kati, Viknesh Ramachandani, "Selling and Negotiation Skills" Himalaya Publishing House, 1st Edn, 2012.
5. George Siedel, "Negotiating for Success", Createspace Independent Publishers: 2014.


WEB RESOURCES

1. https://swayam.gov.in/nd1_noc20_mg39/preview
2. <https://journals.sagepub.com/home/jcr>
3. <https://www.expertnegotiator.com/blog/free-negotiation-resources/>
4. <https://blog.blackswanltd.com/the-edge>
5. https://www.mindtools.com/search?search_term=negotiation

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	1	-	1	1	2
2	2	1	1	2	3
3	2	-	1	3	2

Correlation Level: 1-Low, 2-Medium, 3-High



Functional Electives

ENTREPRENEURSHIP SPECIALISATION

P20MSEE01	Entrepreneurship at the Bottom of the Pyramid
P20MSEE02	Startup Launch pad
P20MSEE01	Entrepreneurship at the Bottom of the Pyramid
P20MSEE02	Startup Launch pad
P20MSEE01	Entrepreneurship at the Bottom of the Pyramid

P20MSEE01

Entrepreneurship at the Bottom of the Pyramid

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To identify the prospects and challenges associated with serving BoP markets.
- To develop the strategies, business models, partnerships, and mindsets required to productively explore these opportunities.
- To explore the new poverty alleviation approaches.
- To offer the potential for rethinking the intersection between business strategy and poverty alleviation.
- To pay greater attention to opportunities in the base of the pyramid (BoP) markets,

Course Outcomes

After completion of the course, the students will be able to

CO1 -Integrate concepts of strategy, international business, non-profit management, and poverty alleviation to stimulate the leadership skills(**K4**)

CO2 -Understanding of the current unique opportunities and challenges in implementing ventures designed to serve the base of the pyramid (**K2**)

CO3 - Demonstrate leadership, vision, imagination, and the capacity to embrace and catalyze change.(**K6**)

CO4 - Generate new insights on some of their most vexing problems. (**K6**)

CO5 - Co-creating new business ventures with the base of the pyramid offers the opportunity to design (**K6**) economically viable ventures.

UNIT I: THE FORTUNE AT THE BOTTOM OF THE PYRAMID

(8 Hrs)

The Market at the Bottom of the Pyramid– The nature of the BOP market–Access to BOP markets- The market development Imperative- Create the capacity to consume – the need for new goods and services- Dignity and Choice- Trust is a Prerequisite- benefits to the Private sector.

UNIT II: PRODUCTS AND SERVICES FOR THE BOP

(8 Hrs)

Philosophy for developing products and services for the BOP- Twelve Principles for Innovation for BOP markets- Local Innovations and global opportunity- BOP solutions for Developed market- Lessons for MNCs from BOP market- The cost of managing- learning to live in a network of relationships.

UNIT III: ECOSYSTEM FOR WEALTH CREATION

(8 Hrs)

Market-oriented ecosystem- Ecosystem for a developed country- learning the Sanctity of Contracts- Reducing inequities in contracts- Building governance capabilities among the poor- Reducing corruption: Transaction Governance Capacity(TGC).

UNIT IV: DEVELOPMENT AS SOCIAL TRANSFORMATION

(8 Hrs)

Development as Social Transformation- Breaking down communication barriers- BOP consumers Upgrade- gaining access to Knowledge- Identity for the Individual- Women are critical for development- Evolving checks and balances- The real test: From the Pyramid to the Diamond.

UNIT V: BUSINESS SUCCESS STORIES FROM THE BOTTOM OF THE PYRAMID

(8 Hrs)

Financing the Poor- Aravind Eye Care: The Most Precious Gift- Energy for Everyone - Agricultural Advances for the Poor: The EID Parry Story- Retail for the Poor- Information Technology to the Poor- The Jaipur Foot Story- Health Alerts for All- Transparent Government- The Annapurna Salt Story - Homes for the Poor: The CEMEX Story- From Hand to Mouth: The HHL Soap Story.

Text Books

1. C.K. Prahalad, The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, Pearson Prentice Hall.
2. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid. New Delhi: Wharton School Publishing.
3. Dalglish, C., & Tonelli, M. (2016). *Entrepreneurship at the Bottom of the Pyramid*. Taylor & Francis.
4. <https://www.greatlakes.edu.in/pdf/Issue-19-Sep-2013-Gravity.pdf>

Reference Books

1. Prahalad, C. K. The fortune at the bottom of the pyramid, revised and updated 5th-anniversary edition: Eradicating poverty through profits. FT Press.
2. Walsh, J. P., Kress, J. C., & Beyerchen, K. W. Book review essay: Promises and perils at the bottom of the pyramid.
3. Fairbourne, J. S., Gibson, S. W., & Dyer, W. G. (Eds.). Micro franchising: Creating wealth at the bottom of the pyramid. Edward Elgar Publishing.
4. Elyachar, J. Next practices: Knowledge, infrastructure, and public goods at the bottom of the pyramid. Public Culture.
5. Karnani, A). Misfortune at the Bottom of the Pyramid. Greener Management International.

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2. <https://books.emeraldinsight.com/resources/pdfs/chapters/9781787145566-TYPE23-NR2.pdf>
3. https://www.12manage.com/methods_prahalad_bottom_of_the_pyramid.html
4. https://www.researchgate.net/publication/268425222_Strategies_for_the_Bottom_of_the_Pyramid_Creating_Sustainable_Development
5. https://grist.files.wordpress.com/2006/03/gbn_bop_paper.pdf
6. <https://people.eecs.berkeley.edu/~brewer/ict4b/Fortune-BoP.pdf>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	2	3	1
2	3	2	1	2	2
3	2	1	2	3	1
4	3	2	2	3	1
5	3	1	3	3	3

Course Objectives

- To familiarize with the students who are keen to launch their own venture.
- To equip with the students will select a vertical and launch their own venture.
- To understand to learn about market size, costs, channels and customer acquisition.
- To understand to learn about business model and plan finalization, efficiency and growth processes.
- To acquaint the regulation of obtaining business licence and permits.

Course Outcomes

After completion of the course, the students will be able to

- CO1 – Launch a sustainable venture with a valid business model, with co-founder(s) on or off campus and real paying customers. (K6)
- CO2 – Create and validate a business model and business plan for their idea.(K6)
- CO3 – Develop the Minimum Viable Product (MVP). (K6)
- CO4 – Implement an inexpensive and optimum Go-to-Market plan for their business.(K5)
- CO5 – Craft and present an effective business pitch for investors, partners and other stakeholders.(K6)

UNIT I GAINING MARKETING INTELLIGENCE**(08 Hrs)**

Identifying the operating vertical – Insight of Business opportunities – Understanding your customers - Accurate assess to market opportunity - Minimum viable product - The lean method.

UNIT II DEVELOP & VALIDATE BUSINESS MODEL FOR YOUR VENTURE & DEVELOPMENT PROCESSES**(08 Hrs)**

Value Proposition - Customer Segments - Channels and Partners - Revenue Model and Streams - Key Resources and Activities - Costs Customer Relationships and Customer - Translating Business Model into a Business Plan - Visioning for venture - Taking a product or service to market - Deliver an investor pitch to a panel of investors - Identify possible sources of funding for your venture – key elements of raising money for a new venture.

UNIT III BUSINESS PLAN & STARTUP-I**(08 Hrs)**

Get to market Plan - Effective ways of marketing for start-ups – Digital and Viral Marketing - Hire and Manage a Team - Managing start-up finance: The Concept of Costs, Profits, and Losses - Manage your Cash Flow - Analyse your Financial Performance - budgeting.

UNIT IV BUSINESS PLAN & STARTUP-II**(08 Hrs)**

Establishing an ethical culture for a firm - Legal and regulatory aspects for starting up specific to your venture - Enhancing the growth process and creating scalability (customers, market share, and/or sales) - Thorough understanding of market size, costs, margins, delivery channels, customer acquisition costs - Identify areas to build efficiency (product making, service delivery, and channels - Key areas of the BM Canvas are identified by now) - Finalize business model and plan - Have a 1-2 year roadmap and trajectory.

UNIT V OBTAINING BUSINESS LICENSES AND PERMITS**(08 Hrs)**

Business Licenses - Business permits - Choosing a form of business organization - Sole proprietorship - partnership – Corporations - Limited Liability company.

Text Books

1. Bygrave, W., Zacharakis, A. 2017 Entrepreneurship, 4th Edition Wiley.
2. Eric, Reis. 2017 The Startup Way: How Entrepreneurial Management Transforms Culture and Drives Growth.

Reference Books

1. Eric Ries 2017 The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Random House LCC US.
2. Steve Blank and Bob Dorf, 2020 The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company.
3. Vijaya Kumar Ivaturi, Meena Ganesh, Alok Mittal, Sriram Subramanya and Sandagopan 2017: The Manual for Indian start – ups: Tools to start and scale – up your new venture. Penguin Random House Publication
4. Chris Guillebeau : The \$100 startup , Pan Macmillan Publication
5. Eric Ries 2017, The Startup way: How Entrepreneurial Management Transforms Culture and Drives Growth, Penguin UK

Web References

1. <https://venturewell.org/wp-content/uploads/Educators-Guide-Final-w-cover-PDF.pdf>
2. <https://steveblank.com/slides/>
3. The Journal of Entrepreneurship – Sage publications.
4. Strategic Entrepreneurship Journal – Wiley Online Library.
5. <https://nptel.ac.in/courses/109/105/109105098/>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	0	1	2
2	3	1	2	2	1
3	3	1	2	3	1
4	2	3	2	1	2
5	3	1	2	2	3



P20MSEE03	DESIGNING AND CONFIGURING BUSINESS MODELS	L	T	P	C	Hrs
		4	0	0	4	40

Course Objectives

- To ideate the proposed business plan using business model canvas
- To understand the significance of segmentation and value proposition
- To make informed choice of the distribution channels
- To optimize the cost model for maximizing revenue
- To understand the resource utilization for enhance efficiency.

Course Outcomes

After completion of the course, the students will be able to

CO1: Understand to describing, visualizing, assessing, and changing business models (K2)

CO2: Organize customer segmentation and value proposition (K3)

CO3: Choosing channels and customer relationships to serve the customer (K3)

CO4: Analyse and identify the key partners and key activities for the business model (K3, K4)

CO5: Evaluate and categorize the key resources and key activities to complete the business model (K4, K5)

UNIT I INTRODUCTION TO BUSINESS MODELS

(8 Hrs)

Business Model – Definition - Business Model Canvas (BMC) - Describing, Visualizing, Assessing, And Changing Business Models – The 9 Building Blocks – BMC Template.

UNIT II ORGANIZING CUSTOMER SEGMENTATION AND VALUE PROPOSITION

(8 Hrs)

Types of customer segmentation – Mass market – Niche market – Segmented – Diversified – Multi-sided plat forms (or multi-sided markets). Value propositions – Newness – Performance – Customization – Getting the job donell – Design – Brand/status – Price – Cost reduction – Risk reduction – Accessibility – convenience/usability.

UNIT III SERVING THE CUSTOMER

(8 Hrs)

Channel Types – Sales Force – Web Sales – Own Stores – Partner Stores – Wholesaler. Channel Phases – Awareness – Evaluation – Purchase – Delivery – After Sales. Customer Relationships – Personal Assistance – Dedicated Personal Assistance – Self-Service – Automated Services – Communities – Co-Creation.

UNIT IV KEY ACTIVITIES FOR THE BUSINESS MODEL

(8 Hrs)

Key Partnership – Optimization and Economy Of Sale – Reduction of Risk and Uncertainty – Acquisition of Particular Resources and Activities. Key Activities – Production – Problem Solving – Platform/Network. Choosing Revenue Streams and Cost Structures – Asset Sale – Usage Fee – Subscription Fees – Leading/Renting/Leasing – Licensing – Brokerage Fees – Advertising.

UNIT V RESOURCES TO COMPLETE THE BUSINESS MODEL

(8 Hrs)

Categories of Key Resources – Physical – Intellectual – Human – Financial. Key Activities – Production – Problem Solving – Platform/Network–Social Business Models.

Text Books

1. Clark, T., & Hazen, B. (2017). *Business Models for Teams: See how Your Organization Really Works and how Each Person Fits in*. Penguin.
2. Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers* (Vol. 1). John Wiley & Sons.

Reference Books

1. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). *Value proposition design: How to create products and services customers want* (Vol. 2). John Wiley & Sons.
2. Ford, B. R., Bornstein, J. M., & Pruitt, P. T. (2007). *The Ernst & Young business plan guide*. John Wiley & Sons.

3. Wirtz, B. W. (2020). Business Model Management: Design - Process - Instruments. Germany: Springer International Publishing.
4. Srinivasan, R. (2021). Platform Business Models: Frameworks, Concepts and Design. Singapore: Springer.
5. Paetz, P. (2014). Disruption by Design: How to Create Products that Disrupt and Then Dominate Markets. United States: Apress.
6. Lokitz, J., Pijl, P. [., Solomon, L. K. (2016). Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation. Germany: Wiley.
7. Bland, D. J., Osterwalder, A. (2019). Testing Business Ideas: A Field Guide for Rapid Experimentation. United States: Wiley.

Web Resources

1. <https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/>
2. <https://www.inc.com/startup>
3. <https://www.under30ceo.com/>
4. <https://www.onevest.com/>
5. <https://www.forbes.com/sites/allbusiness/>
6. <https://journals.aau.dk/index.php/JOBM/index>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	-
CO2	3	2	2	1	2
CO3	3	2	2	1	1
CO4	3	3	2	-	1
CO5	3	3	2	-	3

P20MSEE04	Legal contracts and compliance for entrepreneurs	L	T	P	C	Hrs
		4	0	0	4	40

Course Objectives

- To develop a conceptual understanding about the incorporation of companies
- To gain an insight about the legal documentations that are necessary
- To make the student understand about the importance of IPR and its process
- To enhance a broader perspective on the knowledge of patents
- To deliver a clear knowledge about the legal compliances that are required for a start up

Course Outcomes

- CO1:** To understand various Company and Legal compliances in India **(K2)**
CO2: To take strategic decision on type of company and ease of doing business. **(K3)**
CO3: To emphasize the importance of IP creation. **(K5)**
CO4: Identifying best fit company type for the startup. **(K3)**
CO5: Search and identify IP asset and novelty creation. **(K3)**

UNIT – I Company Incorporation

(08 Hrs)

Companies Act - Incorporating Startup – Introduction to Companies Act 2013 – Types of companies' fundamentals for choosing for startup registration – Laws relating to incorporation of Private – LLP – LLC – Partnership & Proprietorship firms – Laws related to Single founder company – Not for profit - Deciding on Type of Company for their Startup – Training MCA portal procedures for Application – Filling of Incorporation Dummy Format

UNIT – II Legal Documentations

(08 Hrs)

Legal Formalities – MoA – Aol – LoA – SHA – DSC – DIN application process – Partnership Agreement – Investment Deal Agreements – Legal Trade Licenses & Clearance – Accounting & Tax Compliance – CA assignment - Yearly Auditing Documents to be submitted – Regulatory Book Keeping – Creating Legal documents format – Partnership Deed – Founders Agreement – Employee Contract & Offer Letters – NDA – Non Compete Agreement – Vendors – Product Design & Development Agreement

UNIT – III Intellectual Property Rights

(08 Hrs)

IPR – Importance of IPR for Tech Startups – Indian IP office structure - Types of IPR – Application Process - Deep dive in Patents – Indian IP patent law – Application Process – Patent Filing – Provisional – Complete Application – Publication – Request Examination – FER – Grant – Patent Fees Structure – Patent Filing requirements various Forms - IP Filing mock session – Filling various IP related application forms and Fee structure

UNIT – IV Patents

(08 Hrs)

Patent Search – Types of Patent Search – Prior Art – Patentability – FTO – Validity Search – State of art search – Planning and develop search strategies. Patent Drafting – Draft Document structure & content (Tittle – Fol – BG Informtion – Summary – Brief Description – Detailed Description – Claims – Abstract - Drawings) – Important sections of Patents Act 1970 - Mock patent search sessions – Patent drafting exercise – workshop – Drafting Competition

UNIT – V Legal Compliances for Startup**(08 Hrs)**

Procedurals for – MSME Registration – Environmental – Pollution Control Clearances - GST Registration & monthly filing - GST Filing forms – GSTR 1 – GSTR 3B – GSTR 7 – GSTR 9 – GSTR 9A – GSTR 9C – GSTR 10 – GSTR 11 – TDS Monthly Submission – Banking Compliances – Bank Guarantees – Letter of Credit – Creating Purchase Order – Advance Payment Terms – Auditor Reports – Monthly – Quarterly – Half Yearly & Annual Returns

Text Books

1. Essentials of Entrepreneurship: Small Business Management, Norman M. Scarborough and Jeffrey R. Cornwall, 2016, Pearson Publication
2. Legalese Decoded : Tips and strategies to make sense of legal concepts in the business world, 1st edition 2021, Notion Press.

Reference Books

1. Corporate Law, 33rd ed. 2016, Taxman New Delhi.
2. Ramaiyas Guide to the Companies Act, 18th ed. 2014, Lexis Nexis New Delhi.
3. Taxmann's guide to Startup's – Vinod Kothari Consultants
4. Indian Patent Law & Practice – K C Kankanala : Oxford India
5. How to patent an Idea in India – Prasad Karhad : Independently Published

Web References

- <https://www.businesssetup.com/in/company-incorporation-in-india>
- <https://www.entrepreneur.com/article/253997>
- <https://alison.com/course/diploma-in-intellectual-property>
- <https://study.com/academy/lesson>
- <https://taxguru.in/corporate-law/>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	2	3	1
2	3	0	2	2	1
3	3	1	3	3	1
4	2	1	2	3	2
5	3	1	2	2	3

		L	T	P	C	Hrs
P20MSEE05	IPR STRATEGIES FOR ENTREPRENEURS	4	0	0	4	40

Course Objectives

- Learning the fundamentals of Intellectual Property rights
- Basic understanding of Concepts about Copyright.
- Making the budding entrepreneurs understand the process of the patent filing process
- To make them understand the trademarks and its types
- To familiarization of various Forms of Intellectual Property Rights

Course Outcomes

After completion of the course, the students will be able to

CO1 - Ability to understand the Basic concepts of Intellectual Property Rights (K2)

CO2 - Ability to apply the knowledge and acquire Copy Rights to the business (K3)

CO3 - Understanding the Procedure for registration of Patents (K2)

CO4-. Understanding the Procedure for registration of Trademarks (K2)

CO5 - Analyse the complexities associated with various forms of Intellectual Property rights (K4)

UNIT I INTRODUCTION

(8 Hrs)

Basic concept of Intellectual Property- Characteristics and Nature of Intellectual Property right- Justifications for protection of IP- IPR and Economic Development- Major International Instruments relating to the protection of IP- Berne Convention- Paris Convention- TRIPS

UNIT II COPYRIGHT

(8 Hrs)

Meaning-Subject matter-Original literary, dramatic, musical, artistic works-Cinematograph films-Sound recordings-Ownership of copyright-Term of copyright-Rights of owner-Economic Rights-Moral Rights-Assignment and license (including the basic concept of statutory and compulsory license)of rights-Performers rights and Broadcasters rights-Infringement of copyright-Fair use and Fair Dealing concepts

UNIT III PATENTS

(8 Hrs)

Meaning-Criteria for obtaining patents-Novelty-Inventive step-Utility-Non patentable inventions-Procedure for registration, Term of patent, Rights of patentee-Basic concept of Compulsory license and Government use of patent-Infringement of patents and remedies in case of infringement

UNIT IV TRADEMARKS

(8 Hrs)

Meaning of mark, trademark-Categories of Trademark: Certification Mark, Collective Mark and Well known Mark and Non-conventional Marks-Concept of distinctiveness-Absolute and relative grounds of refusal-Doc-trine of honest concurrent user-Procedure for registration and Term of protection-Assignment and licensing of marks

UNIT V DESIGNS, GI AND OTHER FORMS OF IP

(8 Hrs)

Designs-Meaning design protection-Concept of original design-Term of protection-Geographical Indication-Meaning of GI-Difference between GI and Trade Marks-Concept of Authorized user-Homonymous GI-Trade-secret-Meaning-Criteria of Protection

Text Books

1. Cecily Anne O'regan, Jr. O'regan, Patrick T. Intellectual Property: Overview and Strategies for Entrepreneurs. Createspace Independent Pub (12 December 2017)

Reference Books

1. B.L. Wadehra. Law Relating to Intellectual Property. Universal Law Publishing - An imprint of LexisNexis; Fifth edition (2016)
2. Lionel Bently, Brad Sherman, et al. Intellectual Property Law, OUP Oxford; 5 edition (4 September 2018)

Web References

1. <https://nptel.ac.in/courses/110/105/110105139/>
2. Journal of Intellectual Property Rights
3. Journal of Intellectual Property Law & Practice
4. <https://onlinelibrary.wiley.com/>
5. www.longdom.org

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	2	3	1
2	3	1	1	2	2
3	2	1	2	3	1
4	3	1	2	3	1
5	3	1	1	3	2



Functional Electives

FINANCE SPECIALISATION

P20MSEF01	Stock Market Operations
P20MSEF02	Financial Services Management
P20MSEF03	Indian Financial System
P20MSEF04	Behavioural Finance
P20MSEF05	Business Taxation

P20MSEF01

STOCK MARKET OPERATIONS

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To expose the student to the financial world of investments.
- To provide foundational knowledge associated with the stock market operations
- To know the stock market mechanism to trade various financial securities.
- To provide knowledge on tools and techniques available in today's stock market.
- To provide the student information about primary and secondary markets, the various exchanges and the OTC market.

Course Outcomes

After completion of the course, the students will be able to

CO1: Apply the principles of investing including the concepts of risk and return.

CO2: Demonstrate an understanding of the major investment vehicles.

CO3: Communicate effectively using basic terminology associated with the investment environment.

CO4: Associate with the recent developments in the stock market operations

CO5: Demonstrate an understanding of the various investment opportunities, including debt securities, stocks and Mutual funds.

UNIT I: STOCK MARKETS IN INDIA

(8 Hrs)

Stock Exchange - History of Stock Exchanges - Byelaws -Regulation of Stock Exchanges - Present Recognised Stock Exchanges -Qualifications for Membership - Functions of Stock Exchanges - Regulations on Trading - Investor Protection -Measures to Promote Healthy Stock Markets -Rolling Settlement System .

UNIT II: INSTRUMENTS OF ISSUE AND TRADING

(8 Hrs)

Issues of Securities -Government Securities -Corporate Securities -Corporate Debentures -Company Deposits - Commercial Paper -SEBI Guidelines -Equity Shares -Dividend Distribution -Dividend Policy -Bonus Shares - Rights Shares -Government and Semi-Government Bonds -Equity Shares -Public Issue -Cost of Issue Guidelines -New Instruments -Recent Liberalization Policy -ADR and GDR Proceeds -Latest Foreign Investment Policy Measures -Relaxation in ECB Norms -Instruments of Foreign Borrowing.

UNIT III: STOCK MARKET OPERATIONS AND FUNCTIONS

(8 Hrs)

Introduction -Specified and Non-Specified Groups -Customer's Orders -Trading Ring -Block Book (or the Sauda Book) -Contract Note -Drawing Up and Bills -Cum and Ex-dividend -Settlement in Specified List -Badla Charges - Factors Influencing Badla Rates -Carry Forward Facilities - Book Closure Badla Financing (BCBF) -Settlement in Non-Specified Shares -After the Badla Day -Kinds of Delivery -Hand Delivery -Spot Delivery -Special Delivery - Delivery for Clearing -Present Position of BADLA-Recent Reforms of Stock Exchanges.

UNIT IV: STOCK MARKET TRADING

(8 Hrs)

Pattern of Trading -'Z' Group in Bombay Stock Exchange -Trading and Settlement -Speculative Traders vs. Genuine Investors -Types of Speculators -Activities of Brokers -Brokers' Charges -Delivery/ Payment -Settlement Procedure -Auctions -Clearing Procedure -Regulation -National Market System -Characteristics -Objectives - National Clearance and Depository System -Present Settlement and Clearance System -Internet Broking -Order Routing System (ORs) -e-Broking -SEBI's Role -Dynamics of Net Trading in Stocks -Emerging Role of Stock Exchanges.

UNIT V: THE SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI)

(8 Hrs)

Introduction -Objectives -SEBI Guidelines -Reforms in the New Issues Market -Details of SEBI Guidelines For Capital Market - SEBI Reforms on Stock Exchanges -Complaints against Members -Grievances Cell -Complaints

against Companies -Customers' Protection Fund-Pre-requisites of Investor - Balance Sheet Study -Choice of a Broker -Protection in the New Issues Market -Protection for Fixed Deposits -Guidelines to Investors -Legislative Protection to Investors -CRISIL Rating and Investor Protection.

Text Books

1. E. Gordon & K. Natarajan, Capital Market in India; Himalaya Publishing House
2. Sanjeev Aggarwal : Guide to Indian Capital Market; Bharat Law House

Reference Books

1. M.Y. Khan: Indian Financial Systems; Tata McGraw Hill.
2. V.L. Iyer : SEBI Practice Manual; Taxman Allied Service (P) Ltd.,
3. Shashi K Gupta, Nishja Aggarwal : Financial Institutions and Markets ; Kalyani Publishers
4. Securities Operations: A Guide to Trade and Position Management, Michael Simmons, John Wiley & Sons; 1 edition.
5. Capital Markets and Investment Decision Making, Raj S. Dhankar, Springer; 1st ed. 2019 edition
6. An Introduction to Global Financial Markets, Stephen Valdez, Philip Molyneux, Red Globe Press; 8th ed. 2015 edition.

Web References

1. www.sebi.gov.in
2. www.nseindia.com
3. www.bseindia.com
4. www.rbi.org.in
5. www.mca.gov.in

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	1	1	2	1	-
2	1	2	1	1	1
3	-	1	1	2	1
4	1	1	1	2	1
5	1	-	1	1	-

P20MSEF02

FINANCIAL SERVICES MANAGEMENT

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future
- To determine the most suitable financial service, given the situations and contingencies.
- To describe the various financial products, services, and strategies offered by the variety of financial services institutions.
- To analyse various financial services available in the market and its significance.

Course Outcomes

After completion of the course, the students will be able to

- CO1-** Demonstrate broad and coherent knowledge of the theoretical and professional disciplines of banking, finance, Investment analysis, portfolio management, and the Financial Services Industry. **(K5)**
- CO2-** Communicate and explain specialized technical advice, knowledge and ideas, to professionals and non-experts involved with the Financial Services Industry. **(K2)**
- CO3-** Understand to assess consumer financial needs and mechanism for fulfilling these needs. **(K2)**
- CO4-** Apply financial concepts, theories and tool and would be in the position to evaluate the legal, ethical and economic environment related to financial services. **(K5)**
- CO5-** Outline the participants in the Insurance markets. **(K2)**

UNIT-I INTRODUCTION

(08 Hrs)

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II MERCHANT BANKING

(08 Hrs)

Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.

UNIT-III LEASING

(08 Hrs)

Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

UNIT-IV MUTUAL FUNDS

(08 Hrs)

Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V INSURANCE

(08 Hrs)

Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.

Text Books

1. Khan, M.Y., Financial Services, Tata McGraw Hill.
2. Gordon, E., and Natarajan, K., Financial Markets and Services, Himalaya Publishing House.

Reference Books

1. Management of Financial Services, C. Rama Gopal, Vikas publication.
2. Financial Services Management: A Qualitative Approach, Stewart Falconer, Routledge publication.
3. Financial Markets and Institutions, Anthony Saunders, Marcia Millon Cornett, McGraw Hill publications.
4. The Economist Guide to Financial Management: Principles and practice, John Tennent, The Economist.
5. Management of Financial Services, V.K. Bhalla, Anmol Publications Pvt Ltd; New Ed edition

Web References

1. www.ibef.org/industry/financialservices.aspx
2. www.capgemini.com › Services & Solutions
3. www.financialservicesbiz.com/
4. <https://www.open.edu.au/your-career/banking-financial-services>
5. <https://www2.deloitte.com/global/en/industries/financial-services.html>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	1	1	2
2	3	-	3	2	1
3	3	1	-	1	3
4	2	3	-	1	1
5	3	-	2	1	1

Correlation Level: 1-Low, 2-Medium, 3-High



P20MSEF03

INDIAN FINANCIAL SYSTEM

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To have a Bird's view of the Indian Financial System.
- To get an insight into the constitutions, structure, objectives, and working of the Indian financial markets.
- To understand the importance of RBI and instruments to control credit in the country.
- To evaluate the performance of Banking Institutions and their contribution to the growth of the Indian Corporate Sector.
- To know about insurance and other investment activities.

Course Outcomes

After completion of the course, the students will be able to

CO1- Explain the broad features of the Indian financial System **(K2)**

CO2- Summarise the conditions of financial markets and their impact on the economy. **(K2)**

CO3- Identify the importance of the Central Bank in our country. **(K3)**

CO4- Categorizes different banking systems **(K4)**

CO5- Appraises insurances and other investments. **(K2)**

UNIT-I FINANCIAL SYSTEMS

(8 Hrs)

Indian Financial System - overview. Structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments. Regulatory and promotional institutions.RBI and SEBI.

UNIT- II FINANCIAL MARKETS

(8 Hrs)

Organization of financial market in India -Primary market in India- secondary Market –instruments in secondary market and issue methods. Regulations of Capital market- Listing of securities. Advantages of listing.- Underwriting- Brokers- Qualification of Brokers -Debt market- Importance of Debt market- Money Market.

UNIT-III CENTRAL BANKING SYSTEM

(8 Hrs)

Nature- Organization and Management of Central bank –Functions of RBI- Methods of Credit Control- Objects of Monetary Policy- Autonomy of Central Bank Systems.

UNIT-IV BANKING SYSTEMS

(8 Hrs)

Definitions - Functions of Commercial Bank, Rural Bank, Agricultural and Development Bank- NBFC- Meaning, Major functions of NBFC. – Management of Financial Risk in Commercial Banks-Co-operative credit Societies.- Functions and Challenges.

UNIT-V INSURANCE AND OTHER INVESTMENTS

(8 Hrs)

Introduction to LIC, GIC, and Private Insurance Companies. Mutual Fund- Concept, Advantages of MF, History of MFs in India, Management of MF. Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Disinvestment Mechanism.

Text Books

1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill
2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons
3. Pathak Bharti, Indian Financial System- Pearson

Reference Books

1. H.R. Machiraju, Indian Financial System, Vikas Publishing House
2. Varshney, Banking and Financial Systems, S Chand
3. SriVastava, Management of Financial Institutions, Himalaya Publications.
4. The Indian Financial System: Markets, Institutions and Services, Bharati V. Pathak, Pearson Education India.
5. Indian Financial System, Jaydeb Sarkhel, Seikh Salim, McGraw-Hill Education.

6. The Financial System In India: Markets, Instruments, Institutions, Services And Regulations By Subhash Chandra Das, PHI Learning.

Web References

1. www.afajof.org
2. www.bankmanagement.com
3. www.iibf.org.in
4. <https://www.sap.com/india/industries/banking.html>
5. <https://www.pwc.com/gx/en/financial-services/assets/pdf/technology2020-and-beyond.pdf>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	1	1	-	-	1
2	1	2	1	-	-
3	-	1	1	2	1
4	1	1	-	1	1
5	1	1	1	-	1

Correlation Level: 1-Low, 2-Medium, 3-High



Course Objectives

- To introduce the student to the new field of behavioural finance.
- To understand and differentiate between different theories of behavioural finance and Examine the concepts of bounded rationality.
- To identify persistent or systematic behavioural factors that influence investment behaviour.
- To acquaint the behavioural corporate finance.
- To recognize the decisions making areas based on behavioural finance.

Course Outcomes

After completion of the course, the students will be able to

- CO1 – Understand the scope, objectives of behavioural finance. (K2)
 CO2 – Understand the building blocks of behavioural finance. (K2)
 CO3 – Describe the impact of various factors of behavioural finance. (K2)
 CO4 – Explain the relation of behavioural finance and corporate finance. (K2)
 CO5 – Design and study the major areas of behavioural finance decisions. (K5)

UNIT I BEHAVIOURAL FINANCE INTRODUCTION**(08 Hrs)**

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.

UNIT II BUILDING BLOCKS OF BEHAVIOURAL FINANCE**(08 Hrs)**

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III FACTORS OF BEHAVIOURAL FINANCE**(08 Hrs)**

Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability – The Concept of limits of Arbitrage Model - Asset management and behavioural factors - Active Portfolio Management: return statistics and sources of systematic underperformance - Fundamental information and technical analysis – the case for psychological influence.

UNIT IV BEHAVIOURAL CORPORATE FINANCE**(08 Hrs)**

Behavioural Corporate Finance: Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioural factors in corporate decision making. External Factors and Investor Behaviour: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

UNIT V DECISIONS IN BEHAVIOURAL FINANCE**(08 Hrs)**

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

Text Books

1. Meir Statman, 2019 What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-Hill.
2. Chandra, P. 2017 'Behavioural Finance', McGraw Hill.

Reference Books

1. Sulphrey, M. M. 2014, 'Behavioural Finance', PHI Learning.
2. Brian R. Bruce, 2012 – Handbook of Behavioral Finance.

Web References

1. <https://www.amsterdamuas.com/binaries/content/assets/faculteiten/fbe/international-center/courses-spring-2017/minfc/behavioral-finance.pdf?1475928124643>
2. <http://sim.edu.in/wp-content/uploads/2018/11/Behavioral-Finance-full-Material.pdf>
3. <https://nptel.ac.in/courses/110/105/110105144/>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	1	1	-
2	3	1	1	1	-
3	3	-	-	1	-
4	3	1	-	2	1
5	2	3	-	2	1



Course Objectives

- To understand assessment of Firms and Companies with regard to Income tax act, 1961.
- To study the other existing Indirect tax provisions on goods not covered under GST.
- To educate the students on the various tax issues for decision making.
- To study the tax assessment for companies and firms.
- To acquaint the recent trends in business taxation.

Course Outcomes

After completion of the course, the students will be able to

CO1 – Understand the customs duty in practical to business. (K2)

CO2 – Understand the State Goods and Services Tax (SGST) and Central Goods and Services Tax (CGST). (K2)

CO3 – Describe the taxation of firms and assessment of firms. (K1, K2, K5)

CO4 – Explain the tax assessment of companies. (K2, K5)

CO5 – Design and study the tax planning and trends in business taxation. (K1, K5, K6)

UNIT I CUSTOMS ACT**(08 Hrs)**

Meaning – Types of Custom Duties – Valuation for Customs Duty – Tariff Value – Customs Value – Methods of Valuation for Customs – Problems on Custom Duty.

UNIT II SALES TAX / CENTRAL SALES TAX**(08 Hrs)**

Meaning and Definition – Features of Sales tax / CST – Levy and Collection of duties not covered under GST – State GST and Central GST – Tax Administration – Taxable value of goods and services not covered under GST – Determination of Tax Liability (Simple Problems).

UNIT III ASSESSMENT OF FIRMS**(08 Hrs)**

Meaning of Partnership, Firm and Partners – New Scheme of Taxation of Firms – Assessment of Firms (Section 184) – Computation of Firm's Business Income – Treatment of Interest, Commission, Remuneration received by partners. Problems on Computation of Firms total income and tax liability.

UNIT IV ASSESSMENT OF COMPANIES**(08 Hrs)**

Introduction – Meaning of Company – Types of Companies – Computation of Depreciation u/s 32 – Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Deductions u/s 80G, 80GGB, 80IA, 80 IB and Problems on Computation of Tax Liability.

UNIT V TAX PLANNING AND NEW TRENDS IN TAXATION**(08 Hrs)**

Introduction to tax planning – Tax Incentives and concessions – E-commerce – Digital Taxation.

Text Books

1. Vinod K Singhania – "Direct Taxes - Law and Practice", Taxmann Publications.
2. H C Mehrotra and Goyal, "Direct Taxes", Sahitya Bhavan Publications.

Reference Books

1. Gaur and Narang; Direct Taxes, Kalyani Publishers.
2. Rajiva S. Mishra – Direct & Indirect Tax.

Web References

1. <https://nptel.ac.in/content/storage2/courses/109104071/Module7/lecture28.pdf>
2. <https://lecturenotes.in/download/material/30579-business-taxation>
3. https://swayam.gov.in/nd2_nou19_cm05/preview

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	-	1	1
2	3	3	1	1	-
3	2	3	2	-	-
4	3	3	1	1	-
5	3	3	1	1	-



Functional Electives

HUMAN RESOURCES SPECIALISATION

P20MSEH01	Human Resources Planning
P20MSEH02	Training and Development
P20MSEH03	Industrial Relations and Labour Legislation
P20MSEH04	Performance Management
P20MSEH05	Leadership development

P20MSEH05

LEADERSHIP DEVELOPMENT

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To articulate an understanding of setting vision and mission as a leader.
- To identify and describe various theories of leadership
- To appreciate that effective leadership is a multi-faceted process.
- To enhance students understanding on the key elements of leadership development
- To develop strategies for exhibiting global leadership skills.

Course Outcomes

- CO1:** To become aware of strengths and weaknesses in one's leadership behaviour (K4)
CO2: Analyse the numerous approaches of leadership development and critically evaluate how they may be applied in practice (K4)
CO3: To understand how the most successful leaders are able to influence followers through effective communication of well-reasoned ideas, proposals and values (K2)
CO4: Apply concepts of leadership and effective communication to individuals, groups, and organizations and systematically train and improve one's leadership effectiveness (K3)
CO5: Improve one's self leadership skills through effective emotion regulation and emotional intelligence (K6)

UNIT I INTRODUCTION TO LEADERSHIP

(8 Hrs)

Nature of Leadership and Management - Roles of a leader - Leadership theory paradigms - Analysis of leadership theory - Leadership traits - Personality traits and leadership - Leadership attitudes - Ethical leadership - Contextual Factors in Leadership and Management Development.

UNIT II LEADERSHIP BEHAVIOUR

(8 Hrs)

Leadership behaviour and motivation - Contingency leadership - Team Leadership - Organizational Leadership - Strategic leadership - Leadership for Creating high performance culture - Factors influencing Leadership Behaviour: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors.

UNIT III LEADERSHIP SKILLS

(8 Hrs)

Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity - Strategy, Planning and Goal Setting - Leadership and Systems Thinking - Values - Culture Building - Liaison with Boss and Top Management - External Customer Relations and Client Management.

UNIT IV LEADERSHIP DEVELOPMENT

(10 Hrs)

Leadership development through self-awareness and self-discipline - Development through education - Experience and Mentoring: Succession, Coaching, Mentoring - Ginnett's Team Leadership Model - Design and Delivery of Leadership and Management Development Interventions - Evaluation of Leadership and Management Development - Indian cases on leadership.

UNIT V GLOBAL LEADERSHIP DEVELOPMENT

(6 Hrs)

Developing Leadership - Global Leadership and Career - Contemporary Issues in Leadership and Management Development - Developing Ethical Leaders and Managers - Developing Leaders and Managers with a Global Competence.

Text Books

1. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw -Hill Publication, 6th Edition, 2011.
2. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.

Reference Books

1. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011
2. Dubrin, A J. Principles of leadership, SouthWestern/Cengage Learning, ISBN 978-1-133-43529-7, 2013
3. Kouzes, J. M., Posner, B. Z. Learning Leadership. The Five Fundamentals of Becoming an Exemplary Leader. Wiley. ISBN 978-1119144281, 2016.
4. Northouse, P. G. Leadership. Theory & Practice. Seventh Edition. Sage Publications. 2016. ISBN 978-1-4833-1753-3
5. Whetten, D.A, Cameron, K.S. Developing Management Skills, 8/E, Prentice Hall 2011

Web References

1. <https://www.manager-tools.com/>
2. <https://www.greatleadershipbydan.com/>
3. <https://managementcraft.typepad.com/>
4. <https://www.forbes.com/leadership/#75603eaf1d66>
5. <http://thepracticeofleadership.net/>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	0	1	2
2	3	2	2	2	1
3	2	3	2	1	1
4	3	1	3	2	3
5	2	3	1	2	3



COURSE OBJECTIVES

- To understand the concept and importance of Performance Management
- To comprehend the process of Performance Management systems and its evaluation
- To expose the various methods of measuring and monitoring Performance Management.
- To empower them with deeper understanding on quality improvement techniques to enhance performance.
- To provide an insight into the fundamentals of competency management.

COURSE OUTCOMES

After completion of the course, the students will be able to

- CO1- To synthesize a Performance Management Process (K6)
 CO2- To develop an effective Performance Management tool. (K3)
 CO3 - To analyse and evaluate a Performance Management systems.(K5)
 CO4- Capable to understand the need of monitoring and feedback.(K2)
 CO5 - Gain insights on rewards and pays.(K1)

UNIT I INTRODUCTION TO PERFORMANCE MANAGEMENT**(06 Hrs)**

Performance Evaluation: Definition, Evolution, Features, Related Terms and Importance -Performance Appraisal System - Linkage of Performance Management to other HR Functions.

UNIT II THEORETICAL FRAMEWORK OF PERFORMANCE MANAGEMENT**(05 Hrs)**

Theories of Performance Management: Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory and its Application in Performance Management.

UNIT III PERFORMANCE APPRAISAL METHODS**(13 Hrs)**

Performance Management Cycle - Traditional Methods: Straight Ranking Method, Grading Method, Graphic Rating Scale, Forced Choice distribution method, Check List, Essay Method, Critical Incident Method, Group Appraisal, Field Review Method - Modern Methods: Assessment Centre Method, Management by Objectives, Human Asset Accounting Method, BARS, 360 degree and 720 degree Appraisal Methods. Performance Feedback and Counselling - RSDQ Model.

UNIT IV QUALITY PERFORMANCE MANAGEMENT**(8Hrs)**

Organizational Dynamics and Employee Performance – Edward Deming on Performance Appraisal - Work Place Improvement Through 5S - Modern Management Techniques - Performance Management in the perspective of Indian Ethos.

UNIT V COMPETENCY MANAGEMENT**(8Hrs)**

Competency Framework - Development of Personal Competency Framework - Lancaster Model of Managerial Competencies - Understanding Job positions - Data collection instruments for Job Descriptions - Stages in Design and Implementation of Competency Model - Validation of the competency model after data gathering.

Text Books

1. Premchadha: Performance Management, Macmillan India, New Delhi, 2003.
2. McClelland, David Competence At Work, Spencer And Spencer, 1993

Reference Books

- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations, 2nd E, Sage Publications Pvt. Ltd 2007
- Competency Mapping: A Pre- Requisite For Hr Excellence - By Dr. Lovysarikal
- David Wade and Ronadrecardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
- Henderson: Compensation Management In A Knowledge Based World 9/E Pearson Education.
- Performance Management: Toward Organizational Excellence Paperback – 29 Dec 2015 by T V Rao (Author).
- Performance Management: Integrating Strategy Execution, Methodologies, .Book by Gary Cokins Performance Management 2/E Book by Robert Bacal.
- Robert Bacal, "Performance Management", New Delhi: McGraw-Hill, 2011
- Gary Benson, "Stepping Up Performance – A Collection of Practical Knowledge, Research and Theory on Performance & How to Improve it", Mumbai: Jaico Publishing House, 2012

Web References

- <https://hr.un.org/page/performance-management-home>
- <https://www.bamboohr.com/performance-management/e/>
- <https://cake.hr/features/performance>
- <https://www.grosum.com/>
- <https://elmosoftware.com.au/>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	1	-
2	3	3	-	1	-
3	3	2	3	3	3
4	1	1	1	3	2
5	3	1	-	1	2



P20MSEH03 INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- The students will be in an unbiased manner to implement the decisions based on the knowledge of industrial relations and labour welfare.
- To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes)
- To enable the students to interpret and apply these laws.
- To provide an exposure of theories, techniques and approaches to manage industrial relations.

Course Outcomes

- CO1:** Analyze the present state of Industrial relations in India and gaps which are existing in the system. **(K4)**
CO2: Explore various options which are available for a HR manager in handling industrial grievances and disputes. **(K4)**
CO3: Implementing decisions in a legal frame work without violating compliance procedures and laws. **(K3)**
CO4: Implement the concepts and principles and issues connected with trade unions, collective bargaining, workers **(K3)**
CO5: Future HR managers can face the situation in the production sector without any dilemma legally. **(K3)**

UNIT I INDUSTRIAL RELATIONS

(8 Hrs)

Concepts and determinants of IR - Importance of IR - Industrial Relations problems in the Public Sector - Trade Unions: Purpose, Function and Structure - The Trade Union Act 1926.

UNIT II INDUSTRIAL CONFLICTS

(8 Hrs)

Disputes - Impact - Causes - Strikes - Prevention - Industrial Peace - Industrial Dispute Act 1947 - Government Machinery - Conciliation - Arbitration - Adjudication - Collective Bargaining. ILO - ILC.

UNIT III LABOUR WELFARE

(8 Hrs)

Concept - Objectives - Scope - Need - Voluntary Welfare Measures - Statutory Welfare Measures - Workmen's Compensation Act 1923 - Payment of Wages Act 1936 - Payment of Bonus Act 1965 - Payment of Gratuity Act 1972 - the Employees' Pension Scheme 1995.

UNIT IV INDUSTRIAL SAFETY

(8 Hrs)

Causes of Accidents - Prevention - Safety Provisions - Industrial Health and Hygiene - Importance - Problems - Occupational Hazards - Psychological problems - Counseling - Factories Act 1948 - The Employees state insurance act 1948.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR

(8 Hrs)

Child Labour - The Child and Adolescent Labour (Prohibition & Regulation) Act, 1986 - Female Labour - Maternity Benefit Act - Contract Labour - Construction Labour - The Mines Act, 1952 - The Dock Workers (Safety, Health & Welfare) Act, 1986 - Differently abled Labour - BPO & KPO Labour..

Text Books

1. Sivarethinamohma. R, Industrial Relations and Labour Welfare: Text and Cases, Prentice Hall India Learning Private Limited, 2010.
2. R. C. Sharma, Industrial Relations and Labour Legislation, PHI Learning Pvt. Ltd., 2016

Reference Books

1. A.M. Sharma, "Industrial Relation Conceptual And Legal Frame Work", Himalaya Publishing House, 2015,
2. A. M. Sharma, Aspects of Labour Welfare & Social Security, Himalaya Publishing House, 12th Revised Edition, 2015.
3. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 16th Revised Edition, 2016.
4. C. Srivastava, Industrial Relations and Labour laws, Vikas Publishing House, 1st Edition, 2012.

5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 3rd Edition, 2017
6. Debasish Biswas, Industrial Relations and Labour Welfare: Text and Cases, Abhijeet Publications, 2nd Edition, 2013

Web Resources

1. www.ilo.org
2. www.labour.nicnet.in
3. www.labourstart.org
4. www.icftu.org
5. <http://www.labour.nic.in/>
6. <http://hr.blr.com/>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	1	-
2	3	2	3	2	3
3	1	2	3	3	2
4	3	2	1	3	2
5	2	1	1	2	2

Correlation Level: 1-Low, 2-Medium, 3-High

Course Objectives

- To introduce the basic concepts in training and development
- Illustrate the importance of Training and Development as it helps in the transformation of both the organization and person
- Apply the principles of Training and Development in the empowerment process.
- Outline various Practices training programs
- To know the Overview of Evaluation of Training Programmes

Course Outcomes

After completion of the course, the students will be able to

CO1 – Make them understand the different dimensions of training Programmes. (K2)

CO2 – Identifying trending pedagogy of training. (K3)

CO3 - Understanding the technological intervention of the Training(K2)

CO4 - Ability to decide and implement appropriate training methods. (K2)

CO5 - Ability to evaluate the training programs. (K4)

UNIT I INTRODUCTION**(7 Hrs)**

Training and Development: Introduction, Meaning and Differences- Training, Development and Education: Comparison-Training for Empowerment- Role, Responsibilities, and challenges to Training Managers- Usefulness of training.

UNIT II PEDAGOGY OF TRAINING**(8 Hrs)**

Andragogy vs. Pedagogy-Adult Learning Principles and Conditions-Special Tools and Techniques in Training- Role and Qualities of trainer /Instructor-Technological Interventions in Training-Design thinking in Training.

UNIT III TRAINING NEED ANALYSIS**(8 Hrs)**

Objectives, Process, and Models of Training Needs Analysis -Determination and Prioritization of Training Needs-Cost benefit analysis.

UNIT IV TRAINING METHODS AND EVALUATION**(9 Hrs)**

Methods of training: off-the-Job Training - Audio-visual, Simulation, Case studies, Role-playing, Management games, Vestibule training, Fish Bowls, T-groups -On-the-Job: Coaching and Mentoring, Internship training, JIT, Job Rotation, Committee assignments- Designing and Evaluating T&D Programmes.

UNIT V HUMAN RESOURCE DEVELOPMENT**(8 Hrs)**

HRD Concept- Role of training in HRD, HRD Mechanisms. HRD as a Total System-Management Development- Research in HRD- HRD in service industries

Textbooks

1. Elaine Biech. The Art and Science of Training. Association for Talent Development, 2016.
2. James D. Kirkpatrick. Kirkpatrick's Four Levels of Training Evaluation. 1 edition. Association for Talent Development, 2016.

Reference Books

1. Steven A.Beebe,TimothyP.Mottet& David Roach. Training & Development: Communicating for Success. 2nd Edition. Pearson, 2012.
2. Dipak Kumar Bhattacharyya. Training and Development: Theories and Applications. First edition. SAGE Texts, 2015.
3. Mary Broad & John W. Newstrom. Transfer of Training: Action-packed Strategies to Ensure High Payoff from Training Investments. Basic Books.
4. Elaine Biech. Training and Development for Dummies. 1 edition. For Dummie, 2015.
5. Rao V. S. P Mamoria. Personal Management. HIMALAYA PUB.HOUSE-NEW DELHI, 2014.

Web References

1. www.astd.org.com
2. www.shrm.org
3. <https://www.wiley.com/en-us/International+Journal+of+Training+and+Development-p-9780JRNL60985>

4. <https://www.istd.in/indian-journal-for-training-and-development/>
5. <https://nptel.ac.in/courses/110/107/110107126/>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	2	2	2
2	2	1	3	2	2
3	3	2	1	2	3
4	3	1	1	1	2
5	3	1	2	2	2

Correlation Level: 1-Low, 2-Medium, 3-High



P20MSEH01

HUMAN RESOURCES PLANNING

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To provide knowledge about Manpower forecasting, Job analysis, and Job description
- To Provide them an understanding of fuller and effective utilization of existing human resources.
- To forecast staffing level needs and sources of hiring
- To enable them to understand the selection tests and Induction Program
- To familiarize the various recent trends concerning Manpower Development and Planning

Course Outcomes

After completion of the course, the students will be able to

CO1: Explain the Manpower forecasting process and techniques **(K2)**

CO2: Ability to develop a manpower Plan and Competency models from raw data **(K3)**

CO3: Justify the decision avenues of various sources of the recruitment process **(K5)**

CO4: Prepare them to understand the various selection tests and Induction **(K2)**

CO5: Ability to Formulate and understand the E-Manpower Planning and Development **(K5)**

UNIT I MANPOWER FORECASTING

(8 Hrs)

Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting.

UNIT II DEVELOPING A MANPOWER PLAN

(8 Hrs)

Introduction, developing a Manpower Plan - Qualitative Side of Manpower Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory) - Problems in Manpower Planning - Sample Manpower Plan - Competency mapping: procedures and steps, methods of data collection for mapping, developing competency models from raw data.

UNIT III SOURCING & RECRUITMENT

(8 Hrs)

Sources of Recruitment - Outsourcing - Attracting candidates - E-Recruitment - Recruitment process - Challenges in Recruitment - Social Media influences in recruitment.

UNIT IV SELECTION TESTS

(8 Hrs)

Selection Process - Selection Methods- Types of tests: Psychological tests, Psychometric tests, online test, Interviews, Importance of tests, Validity of tests, interpreting test results - Final stages in Selection - Social Media influences in Selection-Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction.

UNIT V RECENT TRENDS IN MANPOWER DEVELOPMENT AND PLANNING

Introduction, Competency mapping, Knowledge management, Talent Engagement - E-Manpower planning, E-Manpower Development

Textbooks

1. D K Bhattacharyya (2012). Human Resource Planning. Second edition, Excel Books.
2. D. K. Sharma. Manpower Planning. Centrum Press, 2012

Reference Books

1. Iain Maitland. Manpower Planning and Recruiting: Including Induction. Infinity Books, 2005(or later edition)
2. Abha Vijay. Manpower Planning and Development. ABD Publishers, ISBN: 9788185771311, 9788185771311
3. Rao V. S. P Mamoria. Personal Management. Himalaya Pub.House-New Delhi, 2014.
4. William J. Rothwell and H. C. Kazanas, Planning and Managing Human Resources, Second Edition, HRD Press, 2002.

Web References

1. www.citeHr.com
2. www.forumdiscussion.com
3. www.poppulo.com
4. <https://nptel.ac.in/courses/122/105/122105020/>

5. Human Resource Development

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	1	2	2	2
2	2	2	1	2	2
3	2	1	2	1	1
4	2	0	1	2	2
5	3	1	3	2	2



Functional Electives

MARKETING SPECIALISATION

P20MSEM01	Marketing Research
P20MSEM02	Consumer Behaviour
P20MSEM03	Management of Marketing Channels
P20MSEM04	Sales Force Management
P20MSEM05	Integrated Marketing Communications

Course Objectives

- To translate a marketing problem into a feasible research question
- To appreciate marketing research as a process that involves a sequence of activities, each compatible with the preceding activities
- To be aware of the many sources of marketing information and the various means for gathering such information
- To be more sensitive to the biases and limitations of marketing data and basic data analysis
- To be able to design and execute a basic survey research project.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Formulate, organize and conduct a marketing research project. (K6)

CO2 - Apply and evaluate different sources of marketing information. (K3)

CO3 - Apply and evaluate various data collection techniques. (K3)

CO4 - Evaluate various methods of data analysis. (K5)

CO5 - Develop a comprehensive market research report. (K6)

UNIT I MARKETING RESEARCH DYNAMICS**(6 Hrs)**

Marketing Research and its Management - Nature, Importance and Scope of Marketing Research - Marketing Research: Value and Cost of Information - Marketing Research Process - Marketing Research in the 21st Century (Indian Scenario)

UNIT II MARKETING RESEARCH DESIGN AND DATA COLLECTION**(12 Hrs)**

Marketing Research Design: Introduction, Meaning and Types - Marketing Research Design and Marketing Decision Process - Choosing a Good Research Design - Data Collection Sources and Methods - Sampling: Process of Sampling Design - Determining Sample Size - Probability and Non Probability Sampling - Selecting an Appropriate Sampling Technique.

UNIT III MEASUREMENT AND SCALING TECHNIQUES**(6 Hrs)**

Importance of Measurement and Scaling in Marketing Research - Scales of Measurement: Fundamental Properties - Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative and Non-Comparative scale.

UNIT IV DATA ANALYSIS AND REPORT WRITING**(8 Hrs)**

Data Analysis: Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis - Data Interpretation - Marketing Research Report - Modus Operandi of Writing a Market Research Report - Structure of the Report - Components of a Report - Style and Layout of a Report - Responsibilities of a Market Research Report Writer - Presenting the Report.

UNIT V APPLICATIONS OF MARKETING RESEARCH**(8 Hrs)**

Consumer Market Research - Business-to-Business Market Research - Product Research - Pricing Research - Distribution Research - Advertising Research - Media research - Sales Analysis and Forecasting - Online Marketing Research - Recent Trends in Marketing Research: Research in Non-Store Retailing, Social Marketing Research. Rural Marketing Research, Services Marketing Research and Brand Equity Research.

Text Books

1. Malhotra NK, Satyabhushan Dash, "Marketing Research: An Applied Orientation", 7th ed, Pearson Education, 2019.
2. Leeflang PS, Wittink DR, Wedel M, Naert PA, "Building Models for Marketing Decisions", Springer Science & Business Media, 2013.

Reference Books

1. Wilson A, "Marketing Research: An Integrated Approach", 3rd ed, FT Prentice Hall, 2011.
2. Smith PR, Taylor J, "Marketing Communications: An Integrated Approach", Kogan Page Publishers, 2004.
3. Anijit P, Jayjit C, "An Integrated Approach to Services Marketing Theories and Research Insights", 1st ed, Eureka Publications, 2019.
4. Moisander J, Valtonen A, "Qualitative marketing research: A cultural approach", Sage Publisher, 2006.

5. Bendle NT, Farris PW, Pfeifer PE, Reibstein DJ, "Marketing metrics: The Manager's Guide to Measuring Marketing Performance", Pearson Education, 2016.

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1. https://swayam.gov.in/nd1_noc20_mg26/preview
2. https://swayam.gov.in/nd1_noc20_mg26/preview
3. <https://www.entrepreneur.com/encyclopedia/market-research>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	3	3
2	4	4	3	3	3
3	4	4	3	3	3
4	4	4	3	3	3
5	4	4	3	3	3



Course Objectives

- To understand the concepts of consumer behaviour and its application in purchase decision.
- To expose to emerging issues in buying behaviour
- To analysis the relationship between psychological social and culture drivers behind consumer behaviour and marketing.
- To understand how family, reference group, socio-cultural and opinion leadership influences buying behavior.
- To expose to emerging issues in buying behavior.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Understand environmental factors influencing the consumer behaviour **(K2)**

CO2 - Ability to understand the types of consumer and changing behaviour **(K2)**

CO3 - Evaluate and find out the attitudes of the consumer about a product and service **(K5)**

CO4 - Understand internal and external influencing factors and its helps to apply marketing implication **(K2)**

CO5 - Ability to assess the emerging trends and issues in consumer buying habits **(K5)**

UNIT I INTRODUCTION**(8 Hrs)**

Consumer Behaviour, Meaning & Definition, Nature, importance - Factors Influencing Consumer Behaviour - Buying Decision Process – Consumer Behaviour Models – Learning Model, Sociological Model, Economic Model, Black Box Model, EKB Model, Howard Sheth Model & Nicosia Model - Consumer involvement - Purchase and Post Purchase Processes - Industrial Buyer Behaviour - Implications of modern marketing decisions.

UNIT II CONSUMERISM AND COMMUNICATION IN THE MODERN ENVIRONMENT**(8 Hrs)**

Consumer movement, Consumer rights, Concerns of consumers – Persuading Consumers – Elements of Communication – Broadcasted Vs. Addressable Messages – From Print & Broadcast to Social Media & Mobile Advertising – Advertising Reach and Efficacy - Changing face of consumer behaviour under the new scenario of globalization.

UNIT III INTERNAL INFLUENCES**(8 Hrs)**

Foundation of Individual Behaviour - Psychological factors: Perception, Consumer learning, Attitudes, Motivation and Personality - Capturing consumer insight.

UNIT IV EXTERNAL INFLUENCES**(8 Hrs)**

Socio-Culture and Consumer Behaviour - Role of Family – References group: Role of Celebrities - Opinion leadership. Consumer Behaviour in the networked era– global culture– cross cultural marketing strategy– changes in cultural values.

UNIT V MARKETING ETHIC AND CONSUMER BEHAVIOUR**(8 Hrs)**

Consumer behaviour audit- consumer behaviour studies in India. - Consumer buying habits and perceptions of emerging non-store choices - Issues of privacy and ethics. Behaviour-online purchase decision process- diffusion of innovation-managing dissonance-emerging issues.

Text Books

1. David Mothers baugh, Delbert Hawkins, Consumer Behavior: Building Marketing Strategy, 2015.
2. Leon G Schiff man, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition,
3. Frank R. Kardes, Consumer Behavior and Managerial Decision Making, 2nd edition, Prentice-Hall of India Pvt. Limited, 2002.

Reference Books

1. Albert Della Bitta, David Loudon, Consumer Behavior: Concepts and Applications, Published by McGraw Hill Education, 2002.
2. Wayne D. Hoyer, Deborah J. MacInnis, Rik Pieters, Consumer behaviour, 6th ed. [International Ed.]. 2013,
3. Henry Assael, Consumer behaviour: a strategic approach, Biztantra, 2009.
4. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008

Web Resources

1. <https://smude.edu.in/smude/programs/mba/marketing-management/consumer-behaviour.html>
2. https://onlinecourses.nptel.ac.in/noc17_mg05
3. <https://onlinelibrary.wiley.com/journal/14791838>
4. <https://www.wiley.com/en-gb/Journal+of+Consumer+Behaviour-p-9780J>
5. <https://journals.sagepub.com/doi/pdf/10.1177/2158244016645638>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	-	2	2
2	3	1	1	2	3
3	2	1	-	3	2
4	3	2	1	3	2
5	2	2	-	2	2

Correlation Level: 1-Low, 2-Medium, 3-High



Course Objectives

- To understand the basics of Marketing Channel System.
- To be able to design and evaluate Customer driven Distribution System
- To familiarize with the strategy in designing a Channel and Selecting Channel Partners
- To know the ways of managing Marketing Channel
- To understand the Cost and Risk factors associated with Marketing Channels

Course Outcomes

- CO1** - Ability to interpret the Marketing Channel concepts (K2)
CO2 - Capable of designing a Distribution System (K6)
CO3 - Ability to develop a Marketing Channel and choosing Channel Partners.(K3)
CO4 - Capable of managing the issues of Marketing Channel (K3)
CO5 - Ability to analyse the cost and risk factors in Channel Management.(K4)

UNIT I INTRODUCTION**(8 Hrs)**

Introduction to the Marketing Channels - Marketing Channel Concepts - Channel Participants - Retail Channel Decisions - Behavioral Processes in Marketing Channels: Role, Environment of Marketing Channels, Cooperation and Conflict.

UNIT II CHANNEL PARTNERS**(8 Hrs)**

Types of Channel Partners: C & F agent, Wholesaler/dealer, Retailer, Agents, Brokers, VARs, Stocking Agents - Strategy in the Marketing Channel - Strategic Channel Decision: Factors in selecting Channel Partners, Selecting the Channel Members, Target Markets and Channel Design Strategy - Related Strategic issues.

UNIT III MARKETING CHANNEL ISSUES**(8 Hrs)**

Motivating and Evaluating Channel Members - Customer Service and Channel Management - Product Issues in Channel Management - Pricing Issues in Channel Management - Promotion through Marketing Channel - Channel Conflicts and Conflict Management Techniques.

UNIT IV COST AND RISK FACTORS**(8 Hrs)**

Cost of Distribution - Impact on Profit - Concept of Total Cost Analysis - Cost of Providing Customer Service - Principles of Distribution Costing - Customer Profitability. Risk Analysis: Types of Risks, Causes of Risks and Analysis, Controlling Risk, Minimising and Shifting Risk.

UNIT V CUSTOMER DRIVEN DISTRIBUTION SYSTEM**(8 Hrs)**

Customer Service Levels - Designing Customer Driven Distribution System - Assessing opportunities - Evaluating alternatives (Direct vs. Indirect) - Designing Marketing Channel - Managing Hybrid System - Distribution Logistics - Additional Perspectives on Marketing Channels: Franchise Marketing Channels, International and Cross-Cultural Issues, Electronic and Service Marketing Channels.

Text Books

1. Bert Rosenbloom, "Marketing Channel: A Management View". 8th Edition. Cengage Learning; 2012.
2. Robert W.Palmatier, Louis Stern, Adel El-Ansary, "Marketing Channel Strategy". 8th Edition. Pearson International; 2014.

Reference Books

1. Micheal Hugos. "Essentials of Supply Chain Management". 4th Edition. Wiley, 2018.
2. Dinesh Kumar. "Marketing Channels". Oxford University Press, 2012.
3. Meenal Dhotre, "Channel Management and Retail Marketing". Himalaya Publishing House, 2019.
4. Julian Dent, Micheal White. "Sales and Marketing Channels". 3rd Edition. Kogan Page, 2018.
5. Sandro Castaldo. "Retail and Channel Marketing". Edward Elgar Publishing Ltd, 2018.

Web Resources

- <https://www.tandfonline.com/loi/wjmc20>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	-	2	2
2	3	1	1	2	3
3	2	1	-	3	2
4	3	2	1	3	2
5	2	2	-	2	2



Course Objectives

- To expose the participants in the field of sales force.
- To understand the concepts and sales planning strategy.
- To familiarize the field of sales environment and to teach them the tactics and case studies.
- To explain the staffing, training and evaluate the performance of a sales person.
- To understand the skeleton of sales budget and challenges of today's marketplace.

Course Outcomes

After completion of the course, the students will be able to

CO1 – understood current sales management practices and relevant managerial issues (K2)

CO2 – Recognise and apply the way to recruit, select and train the sales people. (K3)

CO3 – Understand how to manage and motivate a professional sales force. (K2)

CO4 – Recognise and apply the ways to control the sales persons. (K3)

CO5 - Ability to understand the professional sales process and sales force management. (K2)

UNIT I OVERVIEW OF SELLING**(8 Hrs)**

Sales Force - Meaning & Definition - Difference between Sales and Marketing - Nature & Role of sales Management - Different Stages in the Selling Process - Types of Selling Jobs - Sales Manager's Duties & Responsibilities - Sales Management in the 21st Century.

UNIT II SALES TECHNIQUES**(8Hrs)**

Sales Forecasting Methods – Subjective Methods – User expectations, Sales force composite, Delphi technique, Jury of executive opinion- Objective Methods – Market test, time series analysis, Moving Averages, Exponential Smoothing, Statistical demand analysis - Sales Quotas – Types of Quota – Characteristics of good Quota - Territory Management - Formulation of Sales Strategies - Role of IT in sales management - Internet as an Emerging selling techniques.

UNIT III SALES ENVIRONMENT**(8 Hrs)**

Internal Environment – Organisational Goals & Culture, Human Resource, Finance, R & D, Production & Supply Chain capabilities, Service Capabilities – External Environment – Economic, Legal & Political Environment, Social & Cultural Environment, Technological & Natural Environment, Sales promotions – Exhibitions - Public relations - Legal and ethical issues in sales management – CRM - Process Cycle - International selling.

UNIT IV SALES FORCE MANAGEMENT**(8 Hrs)**

Sales force recruitment – Process – Sales force training – Objectives & Methods – Measuring training cost and its benefits – Sales Force Performance Evaluation - Sales Force Compensation Methods – Straight Salary Method, Straight Commission Method and Combination Plans

UNIT V SALES CONTROL**(8 Hrs)**

Sales budget – Types of Sales Budget – Sales Audit - Significance of sales audit – Market Share Analysis - Marketing cost and Profitability Analysis.

Text Books

1. Mark Johnston and Greg W.Marshall, "Sales Force Management", 11th Edition, Tata McGraw-Hill Publishing Company Limited, 2013.
2. Tapan K. Panda, Sunil Sahadev, "Sales and distribution management", Oxford University Press 2019
3. David Jobber & geoffrey Lancaster, "Selling and Sales Management", 7th Edition, Pearson Education

Reference Books

1. Anderson Professional Sales Management, Prentice Hall of India (p) Ltd, 2009.
2. S.L. Gupta, "Sales & Distribution Management", Excel Books, 2008.
3. Spiro, Stanton, Rich, Management of Sales Force, "Tata McGraw Hill, 7th edition, 2003, New Delhi.
4. Gerardus Blokdyk, "Sales Force management System", 5starcooks publications 2019

Web Resources

1. https://www.researchgate.net/profile/Barbara_Kahn/publication/272592528_Journal_of_Marketing_Research/links/54e9f63c0cf25ba91c817f1d/Journal-of-Marketing-Research.pdf
2. <http://iosrjournals.org/iosr-jbm/papers/vol3-issue6/G0364045.pdf?id=5454>
3. https://academicjournals.org/article/article1380700136_Pour%2520et%2520al.pdf
4. www.icmrindia.org/casestudies/Case_St...
5. www.learnmarketing.net/servicemarketing.....
6. <http://www.marketingteacher.com/lesson-store/>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	-	2	2
2	3	1	1	2	3
3	2	1	-	3	2
4	3	2	1	3	2
5	2	2	-	2	2



P20MSEM05 INTEGRATED MARKETING COMMUNICATIONS	L	T	P	C	Hrs
	4	0	0	4	40

Course Objectives

- To provide an overview of the range of tools available for Integrated Marketing Communications.
- To know about the different types of media for Advertising, Advertising Agency and Budgeting for Advertisement.
- To sensitize the students to the various facets of Sales promotion and Publicity
- To familiarize the students about public Relations and Direct Marketing.
- To provide an understanding to the regulations in advertising, social and ethical aspects of advertising.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Illustrate the important concepts of advertising and interpret the role of IMC in marketing. **(K2)**

CO2 - Compare the advertising agencies. **(K2)**

CO3 - Demonstrate a Strategy for sales promotion and publicity. **(K2)**

CO4 - Make use of Direct Marketing and Public Relations in IMC. **(K3)**

CO5 - Examine the social and ethical issues of advertising. **(K2)**

UNIT I INTRODUCTION TO IMC AND ADVERTISING

(10 Hrs)

Role of IMC in marketing process - IMC planning process - Steps involved in developing IMC programme. Advertising - Objectives, Functions, Advantages, Limitations and Type - Advertising Plan - DAGMAR Approach - Visualization of Advertising Layout: Functions, Principles, Elements of a layout - Advertising Media.

UNIT II ADVERTISING AGENCY AND BUDGETING

(10 Hrs)

Advertising Agency: Type of Agencies, Services offered by Agencies, Criteria for selecting agencies and evaluation - Advertising Budgeting: Need, Importance and Types of Budgeting methods - Measuring the effectiveness of Advertisement: Pre-testing and Post-testing Methods. Regulations of Advertising and Promotion in India - Social and Ethical Criticisms of Advertising - Advertising to children - Advertising controversial products.

UNIT III SALES PROMOTION, PUBLICITY AND PUBLIC RELATIONS

(8 Hrs)

Sales Promotion: Consumer and Trade Promotions - Sales Promotion Strategies and Product Life Cycle - Cross Promotions - Surrogate Selling - Bait and Switch advertising issues. Publicity: Objectives, Tools of publicity, Goals and importance of Publicity. Product Placements, Branded Entertainment. Public Relations: Functions of PR; Building Positive image, Preventing image Damage, Sponsorships, Event Marketing.

UNIT IV DIRECT MARKETING DIGITAL AND SOCIAL MEDIA MARKETING

(6 Hrs)

Direct Marketing: Features, Functions and Strategies - Digital Marketing: Digital Marketing, Web 4.0, E-Commerce, Mobile Marketing, Digital Strategies, Web Advertising, Search Engine Optimization - Social Media: Social Networks, Social Media sites, Social Media Marketing strategies.

UNIT V DATABASE AND DIRECT RESPONSE MARKETING, PERSONAL SELLING

(6 Hrs)

Database Marketing, Database – Driven Marketing Communications and Marketing Programs, Direct response Marketing and Personal Selling - Recent trends in IMC.

Text Books

1. Kenneth E.Clw, Donald E.Baack. "Integrated Advertising, Promotion and Marketing Communications". 8th Edn. Pearson; 2017.
2. Belch. "Advertising and Sales Promotion – An Integrated Marketing Communication Approach". 9th Edn. McGrae Hill Education; 2017.

Reference Books

1. Kruti Shah. "Advertising and Integrated Marketing Communications", McGraw Hill Education, 2017.

2. Allen H.Center, Patrick Johnson, Stacey Smith, Frank StansBerry. "Public Relations Practices", 7th Edition. Prentice Education India, 2015.
3. Sandra Moriarty, Nancy Mitchell, William D.Wells, Charles Wood. "Advertising & IMC: Principles and Practice", 11th Edition, Pearson Education India, 2018.
4. Terence A. Shimp, "Advertising Promotion and Other aspects of Integrated Marketing Communications", 9th Edition. South Western, 2015.
5. J. Craig Andrews, "Advertising Promotion and Other aspects of Integrated Marketing Communications", 10th Edition, Cengage Learning; 2017.

Web References

1. <https://www.worldcat.org/title/international-journal-of-integrated-marketing-communications/oclc/234389523>
2. <https://www.moreaboutadvertising.com/>
3. <https://mpk732t22015.wordpress.com/category/topic-8-integrated-marketing-communications/>
4. <https://courses.lumenlearning.com/wmopen-introbusiness/chapter/promotion-integrated-marketing-communication-imc/>
5. <https://www.paperflite.com/blogs/integrated-marketing-communication>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	1	-	1	2	1
2	3	1	3	2	2
3	2	1	-	1	1
4	3	-	1	2	2
5	1	-	2	1	1

Correlation Level: 1-Low, 2-Medium, 3-High

Functional Electives

OPERATIONS SPECIALISATION

P20MSEN01	Business Process Re-engineering
P20MSEN02	Production, Planning and Control
P20MSEN03	Product and Process Design
P20MSEN04	Supply Chain Management
P20MSEN05	Materials Management

Course Objectives

- To understand concepts and philosophy of Business Process Re-engineering.
- To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
- To understand and analyze the role of Information Technology and change management in the implementation of BPR.
- To expose practically BPR implementation and best practices through research papers and case discussions.
- To incorporate internal controls into business processes that would protect information while allowing lower-level employees to make process decisions.

Course Outcomes

After completion of the course, the students will be able to

CO1: organize business process around outcomes rather than tasks

CO2: Identify and prioritize each process in order of redesign urgency

CO3: Integrate technology-based information processing into business workflows

CO4: Geographically dispersed resources as though they were in a central location

CO5: link activities within the workflow rather than complete each activity and then integrate results

Unit 1 PROCESS VIEW OF BUSINESS**(08 Hrs)**

Definition and Dimensions of Business Process, Generic Process Framework, the Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts.

Unit 2 BPR: TECHNIQUES & APPLICATIONS**(08 Hrs)**

Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, steps to implement BPR: Reengineering Approaches, BPR Methodologies, Comparison of various methodologies. Cases: Dabbawala of Mumbai and The Museum of Tropical Queensland, Townsville" by R. Kennedy and A. Sidwell.

Unit 3 CRITICAL SUCCESS FACTORS ANALYSIS**(08 Hrs)**

Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on "Pillsbury: Customer Driven Reengineering", Barriers Management, Case: "Walmart China- Supply Chain Transformation"

Unit 4 BPR Vs OTHER IMPROVEMENT APPROACHES**(08 Hrs)**

Optimization Techniques, Process Simplification, Case: "Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd". TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management.

Unit 5 INFORMATION TECHNOLOGY AND BPR**(08 Hrs)**

Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: "Otis Elevator: Accelerating Business Transformation with IT", BPR, SAP and ERP, Elements of ERP, Applications of ERP.

Text Books

1. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi.
2. Siddiqui Moid & Khwaja R.H. (2010). The Acrobatics of Change, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi.

Reference Books

1. Sanjay Mohapatra, Business Process Reengineering: Automation Decision Points in Process Reengineering, Springer, 2015
2. Giles Johnston, Business Process Re-engineering: A Simple Process Improvement Approach to Improve Business Performance, Amazon.com, 2012
3. John Jeston, Business Process Management: Practical Guidelines to Successful Implementations, Routledge, 4th Edition, 2018.
4. Clarence Feldmann, The Practical Guide to Business Process Reengineering using IDEF0, Addison-Wesley Professional, 1st Edition, 2013.
5. Heru Susanto, Fang-Yie Leu, Chin Kang Chen, Business Process Reengineering: An ICT Approach, Apple Academic Press, 1st Edition, 2019
6. Roger S. Pressman and Bruce Maxim, Software Engineering: A Practitioner's Approach, McGraw-Hill Education, 8th Edition, 2014.

Websites Reference

1. [uk.life123.com/Reengineering business process](http://uk.life123.com/Reengineering%20business%20process)
2. [www.homeandgardenideas.com/Reengineering business process](http://www.homeandgardenideas.com/Reengineering%20business%20process)
3. [www.answerroot.com/Business process reengineering](http://www.answerroot.com/Business%20process%20reengineering)
4. <https://www.inteqgroup.com/blog>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	-	3	1
2	3	1	-	2	2
3	2	2	-	3	2
4	1	2	1	2	3
5	3	2	-	2	2

Course Objectives

- To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, inventory control.
- To know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).
- To understand the production and planning control function in both manufacturing and service organizations.
- To examine several classic operations management planning topics including production planning and inventory control.
- To learn several important contemporary topics relevant to business managers of all operational disciplines, including quality management, lean concepts, and sustainability.

Course Outcomes

After completion of the course, the students will be able to

CO1 – Understand the objectives, functions, applications of production planning and control and forecasting techniques. **(K2, K5)**

CO2 – Understand the different Inventory control techniques. **(K2, K3)**

CO3 – Solve routing and scheduling problems. **(K5)**

CO4 – Summarize various aggregate production planning techniques. **(K2, K3)**

CO5 – Describe way of integrating different departments to execute production planning and control functions. **(K2, K3)**

UNIT I INTRODUCTION TO PRODUCTION PLANNING AND CONTROL

(08 Hrs)

Introduction: Objectives and benefits of planning and Control, Functions of production Control, Types of production, job, batch and Continuous, Product development and design, Marketing aspect, Functional aspects, Operational aspect, Durability and dependability aspect aesthetic aspect. Profit Consideration, Standardization, Simplification & specialization, Break even analysis Economics of a new design.

UNIT II WORK STUDY

(08 Hrs)

Work Study; Method study, basic Procedure, Selection, Recording of process, Critical analysis, Development, Implementation, Micro motion and memo motion study, work measurement, Techniques of work measurement, Time study, Production study, Work sampling, Synthesis from standard data, Predetermined motion time standards.

UNIT III PRODUCT AND PROCESS PLANNING

(08 Hrs)

Product Planning and Process Planning; Product planning, Extending the original product information, Value analysis, Problems in lack of product planning, Process planning and routing, Pre requisite information needed for process planning, steps in process planning, Quantity determination in batch production, Machine capacity, balancing, Analysis of process capabilities in a multiproduct system.

UNIT IV PRODUCTION SCHEDULING

(08 Hrs)

Production Scheduling; Production Control Systems, Loading and scheduling, Master Scheduling, Scheduling rules Gantt charts, Perpetual loading, Basic scheduling problems, Line of balance, Flow production scheduling, Batch production scheduling, Product sequencing, Production Control systems, Periodic batch control, Material requirement planning Kanban, Dispatching, Progress reporting and expediting, Manufacturing lead time, Techniques for aligning completion times and due dates.

UNIT V INVENTORY CONTROL

(08 Hrs)

Inventory Control and Recent Trends in PPC; Inventory control, Purpose of holding stock, Effect of demand on inventories, Ordering procedures. Two bin system, Ordering cycle system, Determination of Economic order quantity and economic lot size, ABC analysis, Recorder procedure, Introduction to computer integrated production planning systems, elements of Just-in-Time SYSTEMS, Fundamentals of MRP II and ERP.

Text Books

1. Kiran DR. Production Planning and Control: A Comprehensive Approach. Butterworth-Heinemann, 2019.
2. Mukhopadhyay SK. Production planning and control: Text and cases. PHI Learning Pvt. Ltd.; 2015.

Reference Books

1. Michael H. Hugos, Essentials of Supply Chain Management, 3rd edition, John Wiley & Sons, 2018.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations & Supply Chain Management, 15 edition Mc Graw Hill India, 2018.

Web References

1. <https://lecturenotes.in/notes/22873-note-for-production-planning-and-control-ppc-by-shaik-abdul-lathif>
2. <https://lecturenotes.in/subject/479/production-planning-and-control-ppc/note>
3. Production and planning control – Taylor & Francis Online
4. European Journal of Operational Research – ScienceDirect
5. <https://nptel.ac.in/courses/112/107/112107143/>

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	-	1
2	3	3	-	1	-
3	3	3	-	1	1
4	3	3	-	1	-
5	3	-	1	1	3

Course Objectives

- Understand and explain the product design concept.
- Understand and explain the concept of Conceptual design and Identify and solve various design problems
- Understand the concept of Design for manufacture and assembly and apply product costing principles.
- To study the systematic approach of process design.
- To acquaint the work flow design principles and tools.

Course Outcomes

After completion of the course, the students will be able to

CO1 – Understand modern product development processes. (K2)

CO2 – Understand and explain the concept of Industrial design and robust design concepts. (K2)

CO3 – Understand the concept of Design for manufacture and assembly. (K1, K2)

CO4 – Explain the characteristic of process design framework. (K2, K5)

CO5 – Study and analyse the work flow design tools and techniques. (K4, K1)

UNIT I INTRODUCTION TO PRODUCT DESIGN**(08 Hrs)**

Introduction to Classification and specification of product, Product life cycle, product mix, Introduction to product design, Modern product development process, Innovative thinking, Morphology of design.

UNIT II CONCEPTUAL DESIGN AND DESIGN OPTIMIZATION**(08 Hrs)**

Conceptual Design: Generation, selection and embodiment of concept, Product Architecture. Industrial design: Process and need Introduction to Robust design concepts: Taguchi Design and DOE. Basics of Design optimization, case studies on various robust design concepts.

UNIT III DESIGN FOR MANUFACTURE AND ASSEMBLY**(08 Hrs)**

Fundamentals of Design for Manufacturing & Assembly: Methods of designing for Mfg. & Assy. Fundamentals of Designs for Maintainability, Designs for Environment., Product costing. Legal factors and social issues. Engineering ethics and issues of society related to design of products.

UNIT IV PROCESS DESIGN FRAMEWORK**(08 Hrs)**

Business process design framework based on process modelling and simulation. A systematic approach to reengineering of processes. The framework consists of eight steps including case for action and vision statement; process identification and selection; obtaining management commitment; evaluating design enablers; acquiring process understanding; creative process design; process modelling and simulation, and implementation of the new process design.

UNIT V BUSINESS PROCESS TOOLS AND TECHNIQUES**(08 Hrs)**

Workflow design principles and tools used for business process analysis. Some of the graphical tools which are covered general process charts, process activity charts, process flow diagrams, flow charts. Workflow design principles and tools such as establish product orientation in the process, eliminating buffers, one-at-a-time processing, balancing bottleneck flows, minimizing sequential processing and handoffs, scheduling based on job characteristics and minimizing multiple paths.

Text Books

1. Business Process Reengineering: An Integrated and Holistic Approach by Hadi AlAbrow. Lambert Academic Publishing (2012).
2. Karl T. Ulrich and Steven D. Eppinger, "Product Design and Development", McGraw-Hill International Edns.
3. Stephen Rosenthal, "Effective Product Design and Development", Business One Orwin, Homewood

Reference Books

1. Otto, K. N. Product design: techniques in reverse engineering and new product development.
2. Chitale A.V. and Gupta R.C., "Product Design and Manufacturing", 6th Edition, PHI.

3. Taurt Pugh, "Tool Design – Integrated Methods for Successful Product Engineering", Addison Wesley Publishing, New york, NY
4. Ashby, M. F., & Johnson, K... Materials and design: the art and science of material selection in product design. Butterworth-Heinemann.

Web References

1. <http://www.worldcat.org/title/product-design-and-development/oclc/904505863>
2. <https://www.pdfdrive.com/product-design-and-development-e38289913.html>
3. <https://www.smashingmagazine.com/2018/01/comprehensive-guide-product-design/>
4. <https://www.smashingmagazine.com/2018/01/comprehensive-guide-product-design/>
5. https://ocw.mit.edu/courses/sloan-school-of-management/15-783j-product-design-anddevelopment-spring-2006/lecture-notes/clas1_int_crse_6.pdf
6. https://swayam.gov.in/nd1_noc20_de05/preview

Cos/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	1	1	2
2	3	3	1	2	1
3	2	3	1	1	1
4	2	3	1	2	-
5	2	3	1	2	1

Course Objectives

- To analyse the process and functions of supply chain management.
- To design and network in supply chain management.
- To understand the role of forecasting in supply chain management.
- To gain the role of transportation in supply chain management.
- To grasp the role of coordination in supply chain management.

Course Outcomes

After completion of the course, the students will be able to

- CO1 – Understand the process and functions of supply chain management (K2)
 CO2 – Understand the design and network in supply chain management (K2)
 CO3 – Competence to grasp the significance of forecasting role in supply chain management (K3)
 CO4 – Appreciate the role of transportation in supply chain management (K5)
 CO5 – Understand the character of coordination in supply chain management (K2)

UNIT I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**(08 Hrs)**

Introduction to Supply Chain Management; Supply chain, objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing.

UNIT II SUPPLY CHAIN NETWORK**(08 Hrs)**

Designing the Supply Chain Network; Designing the distribution network, role of distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modelling for supply chain.

UNIT III FORECASTING**(08 Hrs)**

Planning Demand and Supply; Role of forecasting, demand forecasting, approaches, role of IT. Planning and Managing Inventories, Safety inventory and its appropriate level, impact of supply uncertainty, aggregation and replenishment policies.

UNIT IV TRANSPORTATION**(08 Hrs)**

Transportation Networks and Sourcing, Role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, Tailored transportation. Sourcing, In-house or Outsource, 3rd and 4th PLs, supplier scoring and assessment.

UNIT V SUPPLY CHAIN COORDINATION**(08 Hrs)**

Coordination in a Supply Chain, Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levels, building partnerships and trust, continuous replenishment and vendor-managed inventories, collaborative planning, forecasting and replenishment.

Text Books

1. Chopra, Sunil, Peter Meindl, and Dharam Vir Kalra. Supply chain management: strategy, planning, and operation. 6/e Edition, MA: Pearson, 2016.
2. Martin Christopher, Logistics and Supply Chain Management, 5th Edition, FT Publishing International, 2016.
3. Robert B. Handfield (Author), Ernest L. Nichols Jr. "Introduction to Supply Chain Management"

Reference Books

1. Michael H. Hugos, Essentials of Supply Chain Management, 3rd edition, John Wiley & Sons, 2018.
2. Wisner, Keong Leong & Keah-Choon Tan "Principles of Supply Chain Management a Balanced Approach", New york, USA, Thomson Press.
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations & Supply Chain Management, 15 edition Mc Graw Hill India, 2018.

Web References

1. <https://www.edx.org/learn/supply-chain-management>
2. <http://library.jgu.edu.in/content/logistics-and-supply-chain-management>
3. Journal of Supply Chain Management – Wiley Online Library
4. An International Journal of Operations and Logistics Management – Emerald Insight
5. <https://nptel.ac.in/noc/courses/noc19/SEM1/noc19-mg22/>

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	-	3	1
2	3	1	-	2	2
3	2	2	-	3	2
4	1	2	1	2	3
5	3	2	-	2	2



P20MSEN05

MATERIALS MANAGEMENT

L	T	P	C	Hrs
4	0	0	4	40

Course Objective

- To understand how material management should be considered for profitability
- To equip students with updated knowledge of modern materials management concepts
- To develop their functional expertise in the store and purchase management disciplines.
- To give insights into factors that influence warehouse management..
- To impart emerging trends in materials management.

Course Outcomes

After completion of the course, the students will be able to

- CO1** - Demonstrate the understanding of fundamental concepts and ideas of materials management(**K2**)
- CO2** - Analyzing the purchasing management in demand forecasting of the organization(**K4**)
- CO3** - Analyze the importance of inventory management in controlling and policy decisions of the organization(**K4**)
- CO4** - Understanding the Warehouse Management in performance measurement of the organization.(**K2**)
- CO5** – understanding the emerging trends in materials management. (**K2**)

UNIT I INTRODUCTION

8Hrs

Introduction: Meaning and Scope, Objectives and Significance of Materials Management, Material Management in Other Areas of Management Functions.

UNIT II PURCHASING MANAGEMENT

8Hrs

Purchasing Management: Objectives and Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities. Supply Chain Management, Implementation of Supply Chain Principles within a Company.

UNIT III INVENTORY MANAGEMENT

8Hrs

Inventory Management: Different Costs of Inventory, Optimal Order Quantity, EOQ, Inventory Models with Purchase Discounts, Buffer Stocks, Fixed Order Period Model, Safety Stocks, Optimum Level of Safety Stock, Inventory Control, Elements of Effective Inventory Control, Advantages, Procedure for Setting up an Efficient Inventory Control System, Logistics Management and Its Link with Inventory Control and other Areas.

UNIT IV STORE MANAGEMENT

8Hrs

Stores Management: Purpose of Store Management, Location and Layout, Cost Aspects and Productivity, Problems and Developments, New Developments in Storing.

UNIT V EVALUATION OF MATERIALS MANAGEMENT

8Hrs

Evaluation of Materials Management: Organization, Difficulties, Process and Criteria, Reporting and Purchasing. Computers in Material Management Electronic Computer, Integrated Computer System for Materials Management, Material Planning.

Text Books

1. Chitale A K, Gupta R C, "Materials Management: Text and Cases", Prentice Hall Publications Second Edition.
2. Arnold Tony J R, Chapman Stephen, Clive Lloyd, "Introduction to Materials Management", Pearson International Edition Sixth Edition.

3. Gopalakrishnan "Materials Management: An Integrated Approach" Prentice Hall India Learning Private Limited (1977)

Reference Books

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012.
3. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
4. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012.

COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	-	3	3
2	3	2	-	2	2
3	2	3	2	3	1
4	3	3	-	2	1
5	2	2	3	2	2



Functional Electives

BUSINESS SYSTEMS AND ANALYTICS SPECIALISATION

P20MSES01	Software Engineering
P20MSES02	System Analysis and Design
P20MSES03	Decision Support Systems
P20MSES04	Data Mining & Analytics
P20MSES05	Business Intelligence and Tools

Course Objectives

- To make the students understand the underlying concepts of Software Engineering, Analysis and design, Quality assurance and testing.
- To enable the students to develop software for specific categories.
- Understanding of software requirements and the SRS documents.
- Understanding of the role of project management including planning, scheduling, risk management, etc.
- Describe data models, object models, context models and behavioural models.

Course Outcomes

After completion of the course, the students will be able to

CO1: Basic knowledge and understanding of the analysis and design of complex systems.

CO2: Ability to apply software engineering principles and techniques

CO3: Ability to develop, maintain and evaluate large-scale software systems

CO4: To produce efficient, reliable, robust and cost-effective software solutions

CO5: Ability to perform independent research and analysis.

UNIT I INTRODUCTION TO SOFTWARE ENGINEERING**(8 Hrs)**

Software as a product : its characteristics, components and applications, Software engineering as a process: Process Maturity levels, Different process models, Linear sequential model, Prototyping model, Rapid application development model, Evolutionary software process models, Conventional methods for Software Engineering: System Engineering, Information Engineering and Product Engineering.

UNIT II SOFTWARE QUALITY ASSURANCE**(8 Hrs)**

Software quality assurance: concepts, metrics (McCall's Quality Factors and HewlettPackard's FURPS factors), Defect Amplification and removal, Formal Technical Reviews(FTRs), Software reliability, statistical quality assurance (SQA) for software.

UNIT III REQUIREMENT ANALYSIS AND DESIGN**(8 Hrs)**

Overview of Software requirement analysis and analysis modeling, data modeling, functional modeling and behavioural modeling Software design: process, principles, concepts and methods, transform flow and transaction flow, interface design.

UNIT IV SOFTWARE TESTING**(8 Hrs)**

Software testing: methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (unit testing, integration testing, validation testing, system testing) Testing for specialized environments: GUIs, C/S, Web sites, Documentation/Help facilities and Real-time systems, Debugging: process and approaches.

UNIT V OBJECT-ORIENTED SYSTEMS AND CLIENT/SERVER SYSTEMS**(8 Hrs)**

Object-oriented software engineering: concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies Client-server(C/S) software engineering, structure and design of C/S systems.

Text Books

1. Roger S Pressman, Software Engineering A practitioner's Approach, , sixth edition McGraw Hill International Edition.
2. Ian Sommerville, Software Engineering, seventh edition, Pearson education.

Reference Books

1. Pankaj Jalote, Software Engineering-A Precise Approach, Wiley India, 2010.
2. Waman S Jawadekar, Software Engineering: A Primer, Tata McGraw-Hill, 2008
3. Rajib Mall, Fundamentals of Software Engineering, , PHI, 2005

4. Deepak Jain, Software Engineering, Principles and Practices, Oxford University Press.
5. Diner Bjorner, Software Engineering1: Abstraction and modeling, Springer International edition, 2006.

Web References

1. <https://www.softwareengineerinsider.com/careers/software-engineering-management.html>
2. <https://www.techrepublic.com/article/how-to-succeed-in-software-engineering-management/>
3. <https://gitential.com/how-to-be-a-great-software-engineering-manager/>
4. Journal of Software Engineering Research and Development-Springer
5. International Journal of Software Engineering, Technology and Applications-Inderscience

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	3	3
2	4	4	3	3	3
3	4	4	3	3	3
4	4	4	3	3	3
5	4	4	3	3	3

P20MSES02

SYSTEM ANALYSIS AND DESIGN

L	T	P	C	Hrs
4	0	0	4	40

Course Objectives

- To introduce the concepts of System analysis and design.
- To focus on different components of System analysis and design
- To learn about the tools for system design.
- To develop the documentation for proposed for models
- To develop ability to implement the system.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Understand the Systems and its characteristics. **(K2)**

CO2 - Knowledge about the Systems plan and requirement design. **(K3)**

CO3 – Evaluate the tools for model design. **(K5)**

CO4 - Applying the knowledge of documentation in system development. **(K3)**

CO5 - Predict the impacts of information system on business. **(K6)**

UNIT I: INTRODUCTION TO SYSTEM ANALYSIS

(8 Hrs)

Systems: Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. System Development Cycle: Introduction to Systems Development Life Cycle (SDLC). Various phases of SDLC: Study, Analysis, Design, Development, Implementation, Maintenance.

UNIT II: SYSTEM PLANNING AND REQUIREMENT SPECIFICATION

(8 Hrs)

System Planning. Data and fact gathering techniques: Interviews, Group Communication Questionnaires, Presentations & Site Visits. Modern Methods for determining system requirements. Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report.

UNIT III: TOOLS OF STRUCTURED ANALYSIS

(8 Hrs)

System Design and Modeling: Process Modeling; logical and physical design, Conceptual Data Modeling: Entity Relationship Diagram, Data Flow Diagram. Process Description: Structured English, Decision Tree, Decision Tables.

UNIT IV: SYSTEM DOCUMENTATION

(8 Hrs)

Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools

UNIT V: SYSTEM IMPLEMENTATION

(8 Hrs)

System Implementation, Maintenance/Audit: Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Implementation and Maintenance, financial Analysis Tools, Project Management tools, System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues.



Text Books

1. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich, "Modern Systems Analysis and Design" Pearson Latest Edition
2. Kendal and Kendal, "System Analysis and Design" PHI Latest Edition.

Reference Books

1. James A. Senn, "Analysis and Design of Information Systems", McGraw Hill International Edition, Singapore.
2. Alan Dennis, Barbara Haley Wixom and Roberta M. Roth, "Systems analysis and Design", John Wiley & Sons Inc, USA.
3. John W. Satzinger, Robert B. Jackson and Stephen D. Burd, "System Analysis and Design", Cengage Learning India Pvt. Ltd, Delhi.
4. Dennis, A., Wixom, B. H., & Roth, R. M., "Systems analysis and Design". John Wiley & Sons.
5. Shari Lawrence Pfleeger, "Software Engineering Theory and Practice", 2nd ed, Pearson Education

Web References

1. www.softwaretestinghelp.com/practical-software-testing-new-free-ebook-download/
2. bookboon.com/en/systems-analysis-and-design-ebook
3. Journal of Information Systems Management – Taylor and Francis online
4. Journal of the Association for Information Systems – AISel
5. Journal of Information Technology & Software Engineering – Longdom Publishing

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	3	3
2	4	4	3	3	3
3	4	4	3	3	3
4	4	4	3	3	3
5	4	4	3	3	3



Course Objectives

- To introduce the fundamental concepts of decision support system (DSS).
- To gain knowledge in expert systems.
- To understand DSS components and development tools
- To learn and apply DSS in real time.
- To understand how DSS facilitates effective decision making.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Illustrate the fundamentals of decision support system. **(K2)**

CO2 - Understand the concept of expert system. **(K2)**

CO3 - Apply DSS in real time applications. **(K3)**

CO4 - Demonstrate knowledge on DSS components **(K3)**

CO5 - Explain knowledge on DSS developmental tools. **(K2)**

UNIT I INTRODUCTION TO DSS**(8 Hrs)**

Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS- database, Model base, Communication subsystem & User – Classes of DSS.

UNIT II DSS COMPONENTS**(8 Hrs)**

DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.

UNIT III DSS DEVELOPMENT TOOLS**(8 Hrs)**

DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.

UNIT IV DSS APPLICATIONS**(8 Hrs)**

Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.

UNIT V EXPERT SYSTEMS**(8 Hrs)**

Expert Systems – fundamentals – Types of expert systems – Developing ES – Problems & Limitations of ES.

Text Books

1. Jiawei Han and MichelineKamber, "Data Mining Concepts and Techniques", Third Edition, Elsevier, 2012.
2. Peter Jackson, "Introduction to Expert systems", Pearson Education, 2004.
3. Durkin.J., "Expert Systems Design and Development", Prentice Hall, 1994

Reference Books

1. Ralph H. Sprange, Jr. and Eric. D.Carlson: BUILDING EFFECTIVE ESS, Prentice Hall.
2. Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.
3. R. Jayshankar: DECISION SUPPORT SYSTEMS, Tata McGraw Hill.

Web References

1. <https://www.riverlogic.com/blog/five-decision-support-system-examples/>
2. <https://www.cio.com/article/3545813/decision-support-systems-sifting-data-for-better-business-decisions.html>
3. <https://www.qlik.com/us/business-intelligence/decision-support-system>
4. <https://searchcio.techtarget.com/definition/decision-support-system>
5. <https://www.gdrc.org/decision/dss-types.html>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	3	3
2	4	4	3	3	3
3	4	4	3	3	3
4	4	4	3	3	3
5	4	4	3	3	3



Course Objectives

- To introduce the fundamental concepts of data mining and data representation.
- To learn the data preprocessing task and attribute oriented analysis.
- To understand the data visualisation and dimension reduction methods.
- To learn and apply prediction and classification methods.
- To understand mining relationship among records and time series analysis.

Course Outcomes

After completion of the course, the students will be able to

CO1 - Illustrate the fundamentals of data mining and data representation. **(K2)**

CO2 - Apply preprocessing tasks in a given data set. **(K3)**

CO3 - Construct visualisation dashboards and apply dimension reduction methods. **(K3)**

CO4 - Analyse datasets using prediction and classification methods. **(K4)**

CO5 - Discover relationship in datasets using mining algorithms. **(K4)**

UNIT I INTRODUCTION**(8 Hrs)**

Core Ideas in Data Mining: Classification, Prediction, Association Rules, Predictive Analytics, Machine Learning: Supervised Learning and Unsupervised Learning, DBMS: Basic Concepts, OLAP Operations - Steps in Data Mining Process - Data Mining Techniques.

UNIT II DATA PREPROCESSING**(7 Hrs)**

Data cleaning, Handling Missing data, Identifying Misclassification, Graphical Methods for Identifying Outliers, Data transformation, Transformations to achieve Normality, Transforming Categorical variables into numerical variables, Removal of duplicate and unused variables, Data reduction, Pattern evaluation.

UNIT III DATA VISUALISATION AND DIMENSION REDUCTION**(7 Hrs)**

Visualization techniques: Basic Charts, Multidimensional Visualisation, Specialized Visualisation. Dimension Reduction: Data Summaries, Correlational Analysis, Principal Component Analysis, Dimension Reduction using Regression Models, Classification and Regression Trees.

UNIT IV PREDICTION AND CLASSIFICATION METHODS**(10 Hrs)**

Multiple Linear Regression, k-Nearest-Neighbors (k-NN), The Naïve Bayes Classifier, Classification and Regression Trees, Logistic Regression, Discriminant Analysis.

UNIT V MINING RELATIONSHIPS AMONG RECORDS AND FORECASTING TIME SERIES**(8 Hrs)**

Mining Relationships among Records: Association rules, Collaborative Filtering, Cluster Analysis. Forecasting Time Series: Handling Time Series, Regression-Based Forecasting, Smoothing Methods.

Text Books

1. Galit Shmueli, Peter C. Bruce and Nitin R. Patel, "Data Mining for Business Analytics", John Wiley & Sons, 2016.
2. Daniel T. Larose and Chantal D. Larose, "Data Mining and Predictive Analytics", Second Edition, John Wiley & Sons, 2015
3. Ian H. Witten, Eibe Frank and Mark A. Hall "Data Mining: Practical Machine Learning Tools and Techniques", Fourth Edition, Elsevier, 2017

Reference Books

1. Jiawei Han and Micheline Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufmann Publishers, 3rd Edition 2012.
2. Box, G.E.P and Jenkins G.M. (1970) Time Series Analysis, Forecasting and Control, Holden-Day.
3. Draper, N. R. and Smith, H., "Applied Regression Analysis", Third Edition, John Wiley, 1998.

Web References

1. <https://nptel.ac.in/courses/106/105/106105174/>
2. <https://nptel.ac.in/courses/110/106/110106072/>
3. <https://www.javatpoint.com/data-mining>
4. <https://www.springer.com/journal/10618>
5. <https://www.scimagojr.com/journalsearch.php?q=21100199341&tip=sid>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	1	-
2	3	3	-	2	-
3	3	3	-	2	-
4	3	3	-	2	-
5	3	3	-	2	-

Correlation Level: 1-Low, 2-Medium, 3-High



P20MSES05

BUSINESS INTELLIGENCE & TOOLS

L	T	P	C	HRS
4	0	0	4	40

Course Objectives

- Be familiar with the concepts of business intelligence and Decision support systems.
- Be acquainted with mathematical models for decision making and data mining process
- To understand classification and clustering techniques.
- To know about the various business intelligence applications
- To understand the knowledge management process

Course Outcomes

After completion of the course, the students will be able to

CO1 - Describe business intelligence and decision support systems (K2)

CO2 - Use the mathematical models for decision making process (K3)

CO3 - Implement the techniques involving classification and clustering (K3)

CO4 - Summarize the various business intelligence applications (K2)

CO5 - Explain the context of knowledge management systems (K2)

UNIT I INTRODUCTION TO BUSINESS INTELLIGENCE

(8 Hrs)

Effective and timely decisions-Data, information and knowledge-The role of mathematical models-Business intelligence architectures-Ethics and business intelligence-Definition of system-Representation of the decisionmaking process-Evolution of information systems-Definition of decision support system-Development of a decision support system

UNIT II DATA MINING & DATA PREPARATION

(8 Hrs)

Structure of mathematical models-Development of a model-Classes of models-Definition of data mining-Representation of input data-Data mining process-Analysis methodologies-Data validation-Data transformation-Data reduction

UNIT III CLASSIFICATION & CLUSTERING

(8 Hrs)

Classification problems-Evaluation of classification models-Bayesian methods-Logistic regression-Neural networks-Support vector machines-Clustering methods-Partition methods-Hierarchical methods-Evaluation of clustering models

UNIT IV BI APPLICATIONS, LOGISTIC & PRODUCTION MODELS

(8 Hrs)

Marketing models: Relational marketing-Sales force management-Supply chain optimization-Optimization models for logistics planning-Revenue management systems.-Efficiency measures-Efficient frontier-The CCR model-Identification of good operating practices

UNIT V KNOWLEDGE MANAGEMENT

(8 Hrs)

Introduction to Knowledge Management-Organizational Learning and Transformation-Knowledge Management Activities-Approaches to Knowledge Management-Information Technology (IT) In Knowledge Management-Knowledge Management Systems Implementation-Roles of People in Knowledge Management.

Text Books

1. Carlo Vercellis, "Business Intelligence: Data Mining and Optimization for decision making", 1st Edition, Wiley, 2009..
2. Efraim Turban, Ramesh Sharda, DursunDelen "Decision Support and Business Intelligence Systems", Pearson, 9th Edition 2011.

Reference Books

1. Grossmann W, Rinderle-Ma "Fundamental of Business Intelligence" Springer, 1st Edition, 2015.

Web References

1. www.cio.com/article/2439504/business-intelligence-definition-and-solutions.html
2. <https://data-flair.training/blogs/business-intelligence/>
3. <https://www.javatpoint.com/power-bi>
4. <https://www.datapine.com/blog/business-intelligence-concepts-and-bi-basics/>
5. <https://nptel.ac.in/courses/110/107/110107092/>

COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	3	3	3
2	2	2	3	3	3
3	3	2	3	3	3
4	3	2	3	3	3
5	2	2	3	3	3

Correlation Level: 1-Low, 2-Medium, 3- High



