



SRI MANAKULA VINAYAGAR  
ENGINEERING COLLEGE  
NEW COLLEGE ROAD, CHENNAI 600 076

25

Department  
of  
Management studies (MBA)

Minutes of Eighth Board of Studies Meeting

Venue:

Virtual Mode through Google Meet

Date & Time:

30/09/2024 & 11.00 am





SRI MANAKULA VINAYAGAR  
ENGINEERING COLLEGE  
AN AUTONOMOUS INSTITUTION



27/09/2024

From

Dr. D.Saravanan,  
Dean and Professor - Management Studies,  
Sri Manakula Vinayagar Engineering College (An Autonomous Institution),  
Puducherry.

To

The Director cum Principal,  
Chairman/Academic Council,  
Sri Manakula Vinayagar Engineering College (An Autonomous Institution)  
Puducherry.

Respected Sir

Sub: Conduct of Board of Studies – reg.

We the department of management studies has planned to conduct our Eighth Board of studies on 30/09/2024. In this regard, I kindly request your permission for the conduct of Seventh Board of studies on the proposed date.

Thanking you

Yours Faithfully

Chairman/BoS  
Dr. D.Saravanan

Dean Academics  
(Dr.S. Anbumalar)

Director cum Principal  
(Dr.V.S.K.Venkatachalapathy)





DEPARTMENT OF MANAGEMENT STUDIES (MBA)

EIGHTH MEETING - BOARD OF STUDIES

AGENDA OF THE MEETING

ANNEXURE - I

Date of Meeting: 30/09/2024

<b>Item No. : BoS / MBA 8.1</b>
<ul style="list-style-type: none"><li>❖ Welcome Address</li><li>❖ Review of Seventh BoS meeting held on 04/03/2024</li></ul>
<b>Item No. : BoS / MBA 8.2</b>
To discuss and approve the Syllabi of Fourth Semester (R23). <ul style="list-style-type: none"><li>❖ Core Courses</li><li>❖ Specialisation</li><li>❖ Elective Courses</li><li>❖ Ability Enhancement Courses</li></ul>
<b>Item No. : BoS / MBA 8.3</b>
<ul style="list-style-type: none"><li>❖ Minor Project work of II Sem (2023-2025)</li><li>❖ Major Project work of III Sem (2023-2025)</li></ul>
<b>Item No. : BoS / MBA 8.4</b>
<ul style="list-style-type: none"><li>❖ Discussion on Results publication of IV Semester (2022-2024) &amp; II Semester (2023-2025)</li></ul>
<b>Item No. : BoS / MBA 8.5</b>
<ul style="list-style-type: none"><li>❖ Extracurricular /Co-curricular Activities/Club Activities</li></ul>
<b>Item No. : BoS / MBA 8.6</b>
<ul style="list-style-type: none"><li>❖ Placement Details 2024 (Batch 2022-2024)</li></ul>
<b>Item No. : BoS / MBA 8.7</b>
<ul style="list-style-type: none"><li>❖ Any other item with the permission of chair.</li></ul>



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DEPARTMENT OF MANAGEMENT STUDIES (MBA)

ANNEXURE - II

COMPOSITION OF BOARD OF STUDIES

The 8<sup>th</sup> Board of Studies members for Department of Management Studies (MBA) program are detailed below.

Sl. No.	Name of the Member	Designation
<b>1. Head of the Department concerned (Chairperson)</b>		
1	<b>Dr.D.Saravanan</b> Dean and Professor Specialization: HRM &Marketing Years of Experience: 21 Sri Manakula Vinayagar Engineering College deanmba@smvec.ac.in 9842519806	Chairman
<b>2. All faculty members of the Department</b>		
2	<b>Dr.N.S.N. Cailassame</b> Dean - Placement Specialization: Systems &Marketing Years of Experience: 20 Sri Manakula Vinayagar Engineering College placement@smvec.ac.in 98438811671	Member
3	<b>Dr. S.Pougajendy</b> Professor Specialization: Marketing and HRM Years of Experience: 22 Sri Manakula Vinayagar Engineering College pougajendy.mba@smvec.ac.in 98415 84683	Member
4	<b>Dr.B.Elamurugan</b> Associate Professor Specialization: HRM & Marketing Years of Experience: 19 Sri Manakula Vinayagar Engineering College elamurugan@smvec.ac.in 9751715505	Member



ANNEXURE - II

COMPOSITION OF BOARD OF STUDIES

The Board of Studies members for Department of Management Studies (DMS) program are detailed below.

Department	Name of the Member
Chairman	<p>1. Head of the Department concerned (the Chair)</p> <p>Dr. S. S. Jayasinghe            Lecturer in Business Administration            Specialization: HRM &amp; Labour            Years of Experience: 31            Sri Lanka Veterinary University, Colombo            02771121</p>
Members	<p>2. All faculty members of the Department</p> <p>Dr. N. S. Jayasinghe            Lecturer in Business Administration            Specialization: Systems &amp; Marketing            Years of Experience: 30            Sri Lanka Veterinary University, Colombo            02771121</p>
Members	<p>3. The 24 students</p> <p>Students            Specialization: Marketing and HRM            Years of Experience: 22            Sri Lanka Veterinary University, Colombo            02771121</p>
Members	<p>4. The 24 students</p> <p>Students            Specialization: HRM &amp; Labour            Years of Experience: 19            Sri Lanka Veterinary University, Colombo            02771121</p>



5	<b>Dr.R.Sivakumar</b> Assistant Professor Specialization: Marketing and Systems Years of Experience: 14 Sri Manakula Vinayagar Engineering College shiva12may@gmail.com 9944613311	Member
6	<b>Dr.A. Vinoth</b> Assistant Professor Specialization: Marketing & Operations Years of Experience: 6 Sri Manakula Vinayagar Engineering College drvinothmba@smvec.ac.in 9445509320	Member
7	<b>Dr.R.Sureka</b> Assistant Professor Specialization: Finance & operations Years of Experience: Sri Manakula Vinayagar Engineering College sureka6ammu@gmail.com	Member
8	<b>Mr.T. Chandramohan</b> Assistant Professor Specialization: Marketing & HRM Years of Experience: 16 Sri Manakula Vinayagar Engineering College chandramohan.t@smvec.ac.in 9894498073	Member
9	<b>Mr.A.Mathiazhagan</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 13 Sri Manakula Vinayagar Engineering College mathiazhagan.a@smvec.ac.in 9787845666	Member
10	<b>Ms. S. Visalakshi</b> Assistant Professor Specialization: Finance Years of Experience: 20 Sri Manakula Vinayagar Engineering College visalakshimba@smvec.ac.in 9894217475	Member
11	<b>Mr. R. Anbarasan</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 14 Sri Manakula Vinayagar Engineering College anbarasanmba@smvec.ac.in 9600318680	Member

Member	Dr. R. S. ... Assistant Professor Specialization: ... Years of Experience: 14 Institution: ... 1971-1972	6
Member	Dr. A. ... Assistant Professor Specialization: ... Years of Experience: 8 Institution: ... 1971-1972	7
Member	Dr. ... Assistant Professor Specialization: ... Years of Experience: 10 Institution: ... 1971-1972	8
Member	Dr. ... Assistant Professor Specialization: ... Years of Experience: 12 Institution: ... 1971-1972	9
Member	Dr. ... Assistant Professor Specialization: ... Years of Experience: 10 Institution: ... 1971-1972	10
Member	Dr. ... Assistant Professor Specialization: ... Years of Experience: 14 Institution: ... 1971-1972	11

12	<b>Ms. S. Deepa</b> Assistant Professor Specialization: HRM & Systems Years of Experience: 5 Sri Manakula Vinayagar Engineering College deepa.mba@smvec.ac.in 7094761813	Member
13	<b>Ms. M. Angela Mary</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 2 Sri Manakula Vinayagar Engineering College angelamary.mba@smvec.ac.in 6385228308	Member
14	<b>Ms. G. Ramya</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 7 Sri Manakula Vinayagar Engineering College satheeshramya101994@gmail.com 8778622941	Member
<b>3. Two subject experts from outside the Parent University are nominated by the Academic Council</b>		
15	<b>Dr. K. Hariharanath</b> Professor Specialization: Marketing and Strategy Years of Experience: 25 SSN School of Management, Kalavakkam, Tamil Nadu 603110 hariharanathk@ssn.edu.in 944210305	Subject Expert
16	<b>Dr. Shanthi Venkatesh</b> Professor Specialization: Marketing Years of Experience: 23 years Loyola Institute of Business Administration (LIBA), Loyola College Campus, Chennai – 600034. shanthi.venkatesh@liba.edu 9840097489	Subject Expert
<b>4. One Subject expert from Pondicherry University recommended by the Autonomous college Principal</b>		
17	<b>Dr. R. Kasilingam,</b> Professor & Head, Department of Management Studies, School of Management, Pondicherry University, Pondicherry kasilingam.dms@gmail.com 9840179939	Subject Expert

Member	<p>12. Dr. S. Srinivasan          Assistant Professor          Department of Management          Faculty of Business Administration          Anna University, Chennai          Years of Experience: 5          In service Manager Engineering College          Chennai</p>	12
Member	<p>13. Mr. M. Srinivasan          Assistant Professor          Department of Management          Faculty of Business Administration          Anna University, Chennai          Years of Experience: 5          In service Manager Engineering College          Chennai</p>	13
Member	<p>14. Dr. S. Srinivasan          Assistant Professor          Department of Management          Faculty of Business Administration          Anna University, Chennai          Years of Experience: 5          In service Manager Engineering College          Chennai</p>	14
Subject Expert	<p>15. Dr. S. Srinivasan          Assistant Professor          Department of Management          Faculty of Business Administration          Anna University, Chennai          Years of Experience: 5          In service Manager Engineering College          Chennai</p>	15
Subject Expert	<p>16. Dr. S. Srinivasan          Assistant Professor          Department of Management          Faculty of Business Administration          Anna University, Chennai          Years of Experience: 5          In service Manager Engineering College          Chennai</p>	16
Subject Expert	<p>17. Dr. S. Srinivasan          Assistant Professor          Department of Management          Faculty of Business Administration          Anna University, Chennai          Years of Experience: 5          In service Manager Engineering College          Chennai</p>	17

<b>5. One representative from industry/Corporate sector/allied areas are nominated by the Principal as an Industry Nominee.</b>		
18	<b>Mr.Padmaraj.R</b> General Manager Dana India Limited Kanchipuram, Tamil Nadu 631501 Padmaraj.r@dana.com 8220577111	Member
<b>6. One member of the college alumni is nominated by the Principal.</b>		
19	<b>Dr. Nivethitha Santhanam</b> Assistant Professor National Institute of Technology Tiruchirappalli nivetha.san@gmail.com 9344546699	Member
<b>7. Experts from outside the autonomous college, whenever special courses of studies are to be formulated, to be nominated by the Principal.</b>		
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Department of Management Studies  
Minutes of Eighth Board of Studies Meeting

The Eighth Board of Studies meeting for M.B.A. Programme of Department of Management Studies was held on 30<sup>th</sup> Sep 2024 at 11 am (online) 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	Designation
<b>1. Dean/ Head of the Department concerned (Chairperson)</b>		
1	<b>Dr.D.Saravanan</b> Professor and Dean Specialization: HRM &Marketing Years of Experience: 22 Sri Manakula Vinayagar Engineering College deanmba@smvec.ac.in 9842519806	Chairman
<b>2. All faculty members of the Department</b>		
2	<b>Dr.N.S.N Cailassame</b> Professor and Dean-Placement Specialization: Systems &Marketing Years of Experience: 20 Sri Manakula Vinayagar Engineering College placement@smvec.ac.in 98438811671	Member
3	<b>Dr. S.Pougajendy</b> Professor Specialization: Marketing and HRM Years of Experience: 22 Sri Manakula Vinayagar Engineering College pougajendy.mba@smvec.ac.in 98415 84683	Member

4	<b>Dr.B.Elamurugan</b> Associate Professor Specialization: HRM & Marketing Years of Experience: 19 Sri Manakula Vinayagar Engineering College elamurugan@smvec.ac.in 9751715505	Member
5	<b>Dr.R.Sivakumar</b> Assistant Professor Specialization: Marketing and Systems Years of Experience: 14 Sri Manakula Vinayagar Engineering College shiva12may@gmail.com 9944613311	Member
6	<b>Dr.A.Vinoth</b> Assistant Professor Specialization: Marketing & Operations Years of Experience: 8 Sri Manakula Vinayagar Engineering College drvinothmba@smvec.ac.in 9445509320	Member
7	<b>Dr.R.Sureka</b> Assistant Professor Specialization: Finance & operations Years of Experience: 9 Sri Manakula Vinayagar Engineering College sureka6ammu@gmail.com 9345541424	Member
8	<b>Mr.T. Chandramohan</b> Assistant Professor Specialization: Marketing & HRM Years of Experience: 16 Sri Manakula Vinayagar Engineering College chandramohan.t@smvec.ac.in 9894498073	Member
9	<b>Mr.A.Mathiazhagan</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 13 Sri Manakula Vinayagar Engineering College mathiazhagan.a@smvec.ac.in 9787845666	Member



10	<b>Ms. S. Visalakshi</b> Assistant Professor Specialization: Finance Years of Experience: 20 Sri Manakula Vinayagar Engineering College visalakshimba@smvec.ac.in 9894217475	Member
11	<b>Mr. R. Anbarasan</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 14 Sri Manakula Vinayagar Engineering College anbarasanmba@smvec.ac.in 9600318680	Member
12	<b>Ms. S. Deepa</b> Assistant Professor Specialization: HRM & Systems Years of Experience: 4 Sri Manakula Vinayagar Engineering College deepa.mba@smvec.ac.in 7094761813	Member
13	<b>Ms. M. Angela Mary</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 2 Sri Manakula Vinayagar Engineering College angelamary.mba@smvec.ac.in 6385228308	Member
14	<b>Ms. G. Ramya</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 7 Sri Manakula Vinayagar Engineering College satheeshramya101994@gmail.com 8778622941	Member
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4. One Subject expert from Pondicherry University recommended by the Autonomous college Principal		
16	<b>Dr.R.Kasilingam,</b> Professor & Head, Department of Management Studies, School of Management, Pondicherry University, Pondicherry kasilingam.dms@gmail.com 9840179939	Subject Expert
5. One representative from industry/Corporate sector/allied areas are nominated by the Principal as an Industry Nominee.		
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6. One member of the college alumni is nominated by the Principal.		
18	<b>Dr. Nivethitha Santhanam</b> Assistant Professor National Institute of Technology Tiruchirappalli nivetha.san@gmail.com 9344546699	Member
7. Experts from outside the autonomous college, whenever special courses of studies are to be formulated, to be nominated by the Principal.		
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## Minutes of the Meeting

Dr. D.Saravanan, 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 / 2024/ MBA / 8.1

Seventh BoS meeting were reviewed and appreciated for implementing the same.

- ❖ BoS members approved the courses and the syllabus of R-2023 offered in III semester for MBA students.
- ❖ As suggested by the BoS members , the course name of Business policy and strategic management in III semester has been changed to Strategic Management.
- ❖ BoS members suggested replacing the finance elective course Indian financial system with Derivatives subjects, but due to non-feasibility it has been kept as such.
- ❖ Behavioral finance course also be replaced with Financial Tech related courses, as students are studying finance analytics in III semester, no changes are adopted.
- ❖ As far as Human resource specialization is concern, BoS members suggested that HR tech related courses may be added, since students are studying HR analytics as a core subject, it has been carried out as such.
- ❖ As BoS members suggested IROLL subjects may be changed, as a need in industrial relations play a vital role in an industry, it has been kept as such.
- ❖ Marketing research course in marketing elective during III semester may be removed as it has relatedness of Business research methods, since students need depth knowledge in marketing research; it has been carried out as such.
- ❖ Integrated marketing communication may be replaced with digital marketing as digitalization becomes a vital role in marketing, since students are studying digital marketing course as one elective, replacement not done.
- ❖ As far as operation specialization is concerned, BoS suggested replacing the course production planning and control, but due to non-feasibility it has been kept as such.
- ❖ The continuous assessment system for internal has been reviewed and suggested to proceed with the same.
- ❖ The End semester examination pattern also highlighted and no specific comments are recorded.
- ❖ The question paper pattern for the ESE was reviewed and suggested to proceed with the same.
- ❖ Students participation in various extracurricular and co-curricular activities are highlighted, the same was appreciated by the BoS members and suggested to keep up with the same.
- ❖ BoS members insisted on concentrating more on internships for the students, which may yield rapid improvement for the job. Steps have been taken to improve the same.
- ❖ BoS members appreciated the steps taken for placing the students in various companies.
- ❖ BoS members appreciated the faculty performance in various research activities and also insisted to keep up with the same.

The curriculum structure of IV semester has been reviewed by the panel members and accepted the same.

**FOURTH SEMESTER- CURRICULUM STRUCTURE**

Sl. No	Course Code	Course Title	Course Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
<b>Theory</b>										
1	P23MST401	International Business Management	Applied Core	3	0	0	3	50	50	100
2	P23MSExxx	Electives 4	Functional Electives	3	0	0	3	50	50	100
3	P23MSExxx	Electives 5	Functional Electives	3	0	0	3	50	50	100
4	P23MSExxx	Electives 6	Functional Electives	3	0	0	3	50	50	100
5	P23MSExxx	Electives 7	Functional Electives	3	0	0	3	50	50	100
6	P23MSExxx	Electives 8	Functional Electives	3	0	0	3	50	50	100
7	P23MSOLxx	Electives 9 (Any Specialisation) Online Certification	Functional Electives	0	0	4	2	Successful Completion		
<b>Practical</b>										
8	P23MSP402	Business Innovation Lab	Practical	0	0	2	1	50	0	50
<b>Total</b>				18	0	6	21	350	300	650

As for the specialization of course is concerned the BoS members suggested the following

**Entrepreneurship specialization**

❖ BoS members has accepted the present course list

Sl. No.	Course Code	Course Title	Periods			Credits	Max. Marks			
			L	T	P		CAM	ESM	Total	
1	Offered during Fourth Semester	P23MSEE06	Business Negotiation	3	0	0	3	50	50	100
2		P23MSEE07	Entrepreneurial Finance	3	0	0	3	50	50	100
3		P23MSEE08	Entrepreneurial Marketing	3	0	0	3	50	50	100
4		P23MSEE09	Managing Franchising Business	3	0	0	3	50	50	100
5		P23MSEE10	Rural Entrepreneurship	3	0	0	3	50	50	100
6		P23MSEE11	Social Entrepreneurship	3	0	0	3	50	50	100
7		P23MSEE12	Family Business Management	3	0	0	3	50	50	100

### Finance specialization

❖ BoS members has accepted the present course list

Sl. No.	Course Code	Course Title	Periods			Credits	Max. Marks			
			L	T	P		CAM	ESM	Total	
1	Offered during Fourth Semester	P23MSEF06	International Finance	3	0	0	3	50	50	100
2		P23MSEF07	Banking Principles and Practice	3	0	0	3	50	50	100
3		P23MSEF08	Investment Management	3	0	0	3	50	50	100
4		P23MSEF09	Credit Management	3	0	0	3	50	50	100
5		P23MSEF10	Insurance and Risk Management	3	0	0	3	50	50	100
6		P23MSEF11	Mutual Funds Operations	3	0	0	3	50	50	100
7		P23MSEF12	Income tax law and practice	3	0	0	3	50	50	100

### Human resource management specialization

❖ BoS members has accepted the present course list

Sl. No.	Course Code	Course Title	Periods			Credits	Max. Marks			
			L	T	P		CAM	ESM	Total	
1	Offered during Fourth Semester	P23MSEH06	Stress Management	3	0	0	3	50	50	100
2		P23MSEH07	Compensation Management	3	0	0	3	50	50	100
3		P23MSEH08	Career Management	3	0	0	3	50	50	100
4		P23MSEH09	Emotional Intelligence and Managerial Effectiveness	3	0	0	3	50	50	100
5		P23MSEH10	Strategic Human Resource Management	3	0	0	3	50	50	100
6		P23MSEH11	HRM in Knowledge based organization	3	0	0	3	50	50	100
7		P23MSEH12	Cross Cultural Management	3	0	0	3	50	50	100

### Marketing Specialization

❖ BoS members recommended to include social media concepts in digital marketing course based on its viability.

Sl. No.	Course Code	Course Title	Periods			Credits	Max. Marks			
			L	T	P		CAM	ESM	Total	
1	Offered during Fourth Semester	P23MSEM06	Brand Management	3	0	0	3	50	50	100
2		P23MSEM07	Services Marketing	3	0	0	3	50	50	100
3		P23MSEM08	Customer Relationship Marketing	3	0	0	3	50	50	100
4		P23MSEM09	Retail Management	3	0	0	3	50	50	100
5		P23MSEM10	Industrial Marketing	3	0	0	3	50	50	100
6		P23MSEM11	Digital Marketing	3	0	0	3	50	50	100
7		P23MSEM12	Green Marketing	3	0	0	3	50	50	100

### Operating Specialisation

❖ BoS members has accepted the present course list

Sl. No.	Course Code	Course Title	Periods			Credits	Max. Marks			
			L	T	P		CAM	ESM	Total	
1	Offered during Fourth Semester	P23MSEN06	Logistics Management	3	0	0	3	50	50	100
2		P23MSEN07	Manufacturing Strategy	3	0	0	3	50	50	100
3		P23MSEN08	Lean Manufacturing	3	0	0	3	50	50	100
4		P23MSEN09	Service Operations Management	3	0	0	3	50	50	100
5		P23MSEN10	Strategic Global Sourcing	3	0	0	3	50	50	100
6		P23MSEN11	Technological Innovations in Operations	3	0	0	3	50	50	100
7		P23MSEN12	Supply Chain Analytics	3	0	0	3	50	50	100

### Business systems and Analytics Specialization

❖ BoS members has accepted the present course list

Sl. No.	Course Code	Course Title	Periods			Credits	Max. Marks			
			L	T	P		CAM	ESM	Total	
1	Offered during Fourth Semester	P23MSES06	Enterprise Resource Planning	3	0	0	3	50	50	100
2		P23MSES07	E-Commerce	3	0	0	3	50	50	100
3		P23MSES08	Artificial Intelligence	3	0	0	3	50	50	100
4		P23MSES09	Machine Learning	3	0	0	3	50	50	100
5		P23MSES10	Big Data Analytics	3	0	0	3	50	50	100
6		P23MSES11	Predictive Analytics	3	0	0	3	50	50	100
7		P23MSES12	Social Media Analytics	3	0	0	3	50	50	100

Ability Enhancement Course

- ❖ Industry 4.0 may be replaced with 5.0
- ❖ BoS members recommend to include selling and negotiation

**BoS / 2024/ MBA / 8.3**

- ❖ BoS members appreciated students minor and major projects performance

**BoS / 2024/ MBA / 8.4**

- ❖ The results of the II year /IV semester (Batch: 2022-2024) and I year/II (Batch:2023-2025) semester were highlighted. BoS appreciated the performance of the students.

**BoS / 2024/ MBA / 8.5**

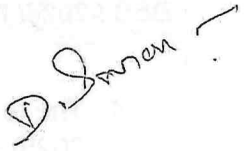
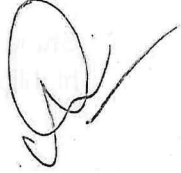

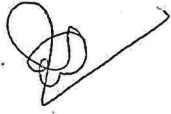

- ❖ Students' participation in various extracurricular and co-curricular activities are highlighted, the same was appreciated by the BoS members.

**BoS / 2024/ MBA / 8.6**

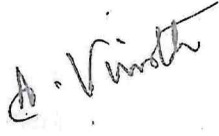



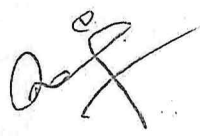
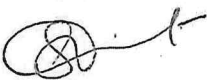
- ❖ BoS members appreciated the steps taken for placing the students in various companies.
- ❖ BoS members suggested increasing the placement every year will improve the admission.

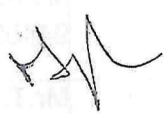
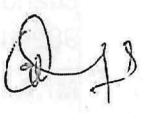
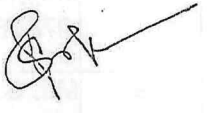
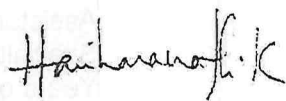

The meeting was concluded at 12.15 pm.

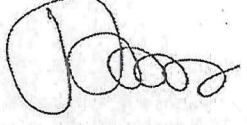
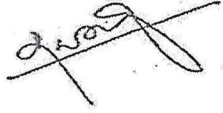
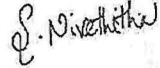
The Minutes of the Meeting of the Eighth Board of Studies for Department of Management Studies held on 30 September 2024 is signed by the members who attended the meeting:

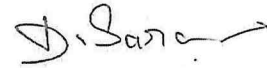
Sl. No.	Name of the Member	Designation	Signature
<b>1. Dean/ Head of the Department concerned (Chairperson)</b>			
1	<b>Dr.D.Saravanan</b> Professor and Dean Specialization: HRM &Marketing Years of Experience: 21 Sri Manakula Vinayagar Engineering College deanmba@smvec.ac.in 9842519806	Chairman	
<b>2. All faculty members of the Department</b>			
2	<b>Dr.N.S.N Cailassame</b> Professor & Dean - Placement Specialization: Systems &Marketing Years of Experience: 20 Sri Manakula Vinayagar Engineering College placement@smvec.ac.in 98438811671	Member	
3	<b>Dr. S.Pougajendy</b> Professor Specialization: Marketing and HRM Years of Experience: 22 Sri Manakula Vinayagar Engineering College pougajendy.mba@smvec.ac.in 98415 84683	Member	
4	<b>Dr.B.Elamurugan</b> Associate Professor Specialization: HRM & Marketing Years of Experience: 19 Sri Manakula Vinayagar Engineering College elamurugan@smvec.ac.in 9751715505	Member	
5	<b>Dr.R.Sivakumar</b> Assistant Professor Specialization: Marketing and Systems Years of Experience: 14 Sri Manakula Vinayagar Engineering College shiva12may@gmail.com 9944613311	Member	



6	<b>Dr.A.Vinoth</b> Assistant Professor Specialization: Marketing & Operations Years of Experience: 6 Sri Manakula Vinayagar Engineering College drvinothmba@smvec.ac.in 9445509320	Member	
7	<b>Mr.T. Chandramohan</b> Assistant Professor Specialization: Marketing & HRM Years of Experience: 16 Sri Manakula Vinayagar Engineering College chandramohan.t@smvec.ac.in 9894498073	Member	
8	<b>Mr.A.Mathiazhagan</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 13 Sri Manakula Vinayagar Engineering College mathiazhagan.a@smvec.ac.in 9787845666	Member	
9	<b>Ms. S. Visalakshi</b> Assistant Professor Specialization: Finance Years of Experience: 20 Sri Manakula Vinayagar Engineering College visalakshimba@smvec.ac.in 9894217475	Member	
10	<b>Mr. R. Anbarasan</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 14 Sri Manakula Vinayagar Engineering College anbarasanmba@smvec.ac.in 9600318680	Member	
11	<b>Ms. S. Deepa</b> Assistant Professor Specialization: HRM & Systems Years of Experience: 4 Sri Manakula Vinayagar Engineering College deepa.mba@smvec.ac.in 7094761813	Member	

12	<b>Ms. M.AngelaMary</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 2 Sri Manakula Vinayagar Engineering College angelamary.mba@smvec.ac.in 6385228308	Member	
13	<b>Ms.G.Ramya</b> Assistant Professor Specialization: HRM & Marketing Years of Experience: 7 Sri Manakula Vinayagar Engineering College satheeshramya101994@gmail.com 8778622941	Member	
14	<b>Dr.R.Sureka</b> Assistant Professor Specialization: Finance & operations Years of Experience: 9 Sri Manakula Vinayagar Engineering College sureka6ammu@gmail.com 9345541424	Member	
<b>3. Two subject experts from outside the Parent University are nominated by the Academic Council</b>			
14	<b>Dr.K.Hariharanath</b> Professor Specialization: Marketing and Strategy Years of Experience: 25 SSN School of Management, Kalavakkam, Tamil Nadu 603110 hariharanathk@ssn.edu.in 944210305	Subject Expert	
15	<b>Dr. Shanthi Venkatesh</b> Professor Specialization: Marketing Years of Experience: 23 years Loyola Institute of Business Administration (LIBA), Loyola College Campus, Chennai – 600034. shanthi.venkatesh@liba.edu 9840097489	Subject Expert	

<b>4. One Subject expert from Pondicherry University recommended by the Autonomous college Principal</b>			
16	Dr.R.Kasilingam, Professor & Head, Department of Management Studies, School of Management, Pondicherry University, Pondicherry kasilingam.dms@gmail.com	Subject Expert	
<b>5. One representative from industry/Corporate sector/allied areas are nominated by the Principal as an Industry Nominee.</b>			
17	Mr.Padmaraj.R General Manager Dana India Limited Kanchipuram, Tamil Nadu 631501 Padmaraj.r@dana.com 8220577111	Member	
<b>6. One member of the college alumni is nominated by the Principal.</b>			
18	Dr. Nivethitha Santhanam Assistant Professor National Institute of Technology Tiruchirappalli nivetha.san@gmail.com 9344546699	Member	
<b>7. Experts from outside the autonomous college, whenever special courses of studies are to be formulated, to be nominated by the Principal.</b>			
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**Dr. D.Saravanan**  
Dean and Professor  
Department of Management Studies  
Chairman - BoS/MBA

<p>One subject from Pondicherry University recommended by the Autonomous College Principal</p>	<p>Dr. K. Kasturba Professor &amp; Head Department of Management Studies School of Management Pondicherry University, Pondicherry kasturba@mgm.ac.in</p>	<p>Dr. K. Kasturba Professor &amp; Head Department of Management Studies School of Management Pondicherry University, Pondicherry kasturba@mgm.ac.in</p>
<p>One representative from industry/industry related areas are nominated by the Principal as an Industry Member</p>	<p>Mr. P. S. Srinivasan General Manager DSS Infra Limited Kanchipuram, Tamil Nadu 601301 psrinivasan@dsinfra.com 9345271171</p>	<p>Mr. P. S. Srinivasan General Manager DSS Infra Limited Kanchipuram, Tamil Nadu 601301 psrinivasan@dsinfra.com 9345271171</p>
<p>One member of the college alumni is nominated by the Principal</p>	<p>Dr. Ravishankar Srinivasan Assistant Professor Medical Institute of Technology Kanchipuram rsrinivasan@mit.ac.in 9844222222</p>	<p>Dr. Ravishankar Srinivasan Assistant Professor Medical Institute of Technology Kanchipuram rsrinivasan@mit.ac.in 9844222222</p>
<p>Experts from outside the autonomous college, whenever special courses of studies are to be formulated, to be nominated by the Principal</p>		

Dr. P. S. Srinivasan  
Dean and Professor  
Department of Management Studies  
Calicut University

Page No. \_\_\_\_\_ Date: \_\_\_\_\_

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MST401	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	International Business Management	3	0	0	3	50	50*	100
Prerequisite								
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)
	CO1	Explain the various environmental factors of the International Business.						K2
	CO2	Associate the various elements for doing International Business.						K2
	CO3	Demonstrate the various issues of Emerging Markets.						K3
	CO4	Examine Market Opportunities and Entry Strategies.						K3
	CO5	Solve various ethical and social responsibility issues.						K3
UNIT-I	FOUNDATIONS FOR INTERNATIONAL BUSINESS				Periods: 9			
Globalizing Business, Formal institutions: Political, Economic and Legal systems, Informal institutions: Culture, Religion and Languages, Firm Resources: Competitiveness and Growth								CO1
UNIT-II	INTERNATIONAL TRADING ENVIRONMENT				Periods: 9			
Trade strategies, Commodity Agreements, Cartels, State Trading, Trade Blocs, Forms of Integration, European Union, The Brexit, Indo-EU/UK Linkages, NAFTA, Economic Integration of Developing Countries, Integration Schemes of Developing Countries, SSC, Economic Integration, Cooperation Agreements Involving India								CO2
UNIT-III	UNDERSTANDING EMERGING MARKETS				Periods: 9			
Advanced Economies, Developing Economies and emerging Markets, Developed Economies, Attractiveness of Emerging Markets, Assessing the true potential of Emerging Markets, Risk and Challenges of Emerging Markets, Success Strategies of Emerging Markets								CO3
UNIT-IV	EXAMINE MARKET OPPORTUNITIES AND MNC ENTRY STRATEGIES				Periods: 9			
Estimating demand in emerging Markets, Assessing the organisation readiness and suitability of products and services, Screening countries, Assessing Industry Market Potential, choosing Foreign Business Partners, Estimating company sales potential. Exporting, Licensing and Franchising, International Strategic Alliances, Foreign Direct Investment, Selecting the entry strategies, Entry strategies and Multinational Strategies								CO4
UNIT-V	BUSINESS STRATEGIES AND MANAGING ETHICAL AND SOCIAL RESPONSIBILITY				Periods: 9			
Strategic orientations, Strategic formulation, Strategy implementation, Control and evaluation, International Ethics and Social Responsibility, Key Global Ethical Issues, Dealing with global ethics, Corporate Social responsibility, Sustainability, The role of Corporate Governance, Building the socially responsible company.								CO5
Lecture Periods: 45		Tutorial Periods:		Practical Periods:-		Total Periods:		
Text Books								
1. S.Tamer Cavusgil, Gary Knight, John R Risenberger, "International Business", 4 <sup>th</sup> Edition, Pearson								
2. Lasserre., Philippe. <i>Global Strategic Management 2e</i> . NewYork: Palgrave Macmillan, 4 <sup>th</sup> Edition 2017								
Reference Books								
1. John J Wild, Kenneth L Wild, "International Business", Pearson Publications, 8 <sup>th</sup> Edn, 2017								
2. Mike W. Peng, "International Management: A Strategic Management Perspective", 1 Edition, Cengage Learning, 2012.								
3. Rugman, Alan M, and Simon Collinson, "International Business: A Strategic Management Approach", 6 <sup>th</sup> Edition, Pearson Education Limited, 2012.								
4. Francis Cherunilam, "International Business Environment", 7 <sup>th</sup> Edition, Himalaya Publishing House, 2017.								
5. Ashwathappa.K, "International Business", 7 <sup>th</sup> Edition, McGraw Hill Education, 2020								
Web References								
1. <a href="http://globaledge.msu.edu/ibrd/ibrd.asp">http://globaledge.msu.edu/ibrd/ibrd.asp</a>								
2. <a href="https://globestrategy.net/?page_id=1410">https://globestrategy.net/?page_id=1410</a>								
3. <a href="http://www.palgrave.com/gp/journal/41267">http://www.palgrave.com/gp/journal/41267</a>								
4. <a href="http://jibe-net.com/">http://jibe-net.com/</a>								
5. <a href="https://nptel.ac.in/courses/110/107/110107145/">https://nptel.ac.in/courses/110/107/110107145/</a>								

\* TE – Theory Exam, LE – Lab Exam

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DEPARTMENT OF MANAGEMENT STUDIES  
SRI MANAKULA VINAYAGAR ENGG., COLLEGE  
MADAGADIPET, PUDUCHERRY-605 197

2. B. 27

COs/POs/PSOs Mapping

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

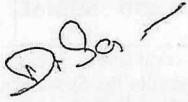
Correlation Level: 1 - Low, 2 - Medium, 3 - High

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

  
 DEPARTMENT OF MANAGEMENT STUDIES  
 SRI MANAKULA VINAYAGAR ENGG. COLLEGE  
 MADAGADIPET, PUDUCHERRY-605 107

DEPARTMENT OF MANAGEMENT STUDIES  
 SRI MANAKULA VINAYAGAR ENGG. COLLEGE  
 MADAGADIPET, PUDUCHERRY-605 107

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Practical	*End Semester Exam Type: LE					
Course Code	P23MSP402	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	Business Innovation Lab	0	0	2	1	50	-	50
Prerequisite								
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Engage in reflective practice regarding their ability to communicate professionally, their cultural capability and the ways in which they demonstrate a commitment to responsible business practice.						K3
	CO2	Narrative insights informed by qualitative design research and business framework recommendations.						K2
	CO3	Apply entrepreneurial skills such as initiative, creativity and adaptability to achieve the project aims.						K3
UNIT-I	IDEATE	Periods: 6						
Business Boot camp, Business Insights from Data, Collaboration & Communication , Design Thinking & Customer Discovery, Future & Emerging Tech, Assignment 1: New Product Pitch.							CO1	
UNIT-II	PLAN	Periods: 6						
Disruptive Business Models, Entrepreneurial Sales & Marketing, Financial Literacy for Entrepreneurs Assignment 2: Business Plan Presentation							CO2	
UNIT-III	LAUNCH	Periods: 6						
Influence & Change Management, Digital Marketing, Technology for Entrepreneurs, Entrepreneurial Finance Assignment 3: New Venture Investment Pitch							CO3	
UNIT - IV	CREATIVITY	Periods: 6						
Nature of Creativity: Person, Process, Product and Environment, Methods, Processes in creativity ICEDIP – Inspiration, Clarification, Evaluation ,Distillation, Incubation and Perspiration Assignment 4: The Bridge between man creativity and the rewards of innovativeness							CO4	
UNIT - V	INNOVATION	Periods: 6						
Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving; Disruptive Innovation model – Segmentive Models – New market disruption Assignment 5: Entrepreneurial Tools for Creativity and Innovation							CO5	
Lecture Periods: 30		Tutorial Periods: -		Practical Periods: -		Total Periods: 30		
<b>Text Books</b>								
1. Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). <i>The open book of social innovation</i> (p. 2). London: National endowment for science, technology and the art								
2. Gawer, A. (Ed.). (2011). <i>Platforms, markets and innovation</i> . Edward Elgar Publishing.								
<b>Reference Books</b>								
1. Ottman, J., & Books, N. B. Green marketing: opportunity for innovation. <i>The Journal of Sustainable Product Design</i> , 60(7), 136-667.								
2. Christensen, C. M., Dillon, K., Hall, T., & Duncan, D. S. (2016). <i>Competing against luck: The story of innovation and customer choice</i> . Harper Business.								
3. Kettunen, J., Ilomäki, S. K., & Kalliokoski, P. (2008). <i>Making sense of innovation management</i> . Teknologiatieto								
4. Teknova oy.								
5. Dodgson, M., Gann, D. M., & Phillips, N. (Eds.). (2013). <i>The Oxford handbook of innovation management</i> . OUP Oxford								
6. Afuah, A. (2014). <i>Business model innovation: concepts, analysis, and cases</i> . Routledge.								
<b>Web References</b>								
1. <a href="https://hbr.org/2014/07/four-paths-to-business-model-innovation">https://hbr.org/2014/07/four-paths-to-business-model-innovation</a>								
2. <a href="https://www.whataventure.com/blog/10-inspiring-business-models/">https://www.whataventure.com/blog/10-inspiring-business-models/</a>								
3. <a href="https://www.boardofinnovation.com/guides/50-business-model-examples/">https://www.boardofinnovation.com/guides/50-business-model-examples/</a>								
4. <a href="https://arekskuza.com/the-innovation-blog/business-model-innovation-strategies/">https://arekskuza.com/the-innovation-blog/business-model-innovation-strategies/</a>								
5. <a href="https://study.com/academy/lesson/business-model-innovation-definition-example.html">https://study.com/academy/lesson/business-model-innovation-definition-example.html</a>								

\* TE – Theory Exam, LE – Lab Exam

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DEPARTMENT OF MANAGEMENT STUDIES  
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MADAGADIPEI, PUDUCHERRY 605 017

2.B.27

**COs/POs/PSOs Mapping**

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

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

**Evaluation Method**

Assessment	Continuous Assessment Marks (CAM)				Total Marks (Internal)
	Performance in practical classes			Attendance (5)	
	Report (20)	Internal Marks (15)	Viva (10)		
Marks	10	25	10	5	50

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DEPARTMENT OF MANAGEMENT STUDIES  
 SRI MANAKULA VINAYAGAR ENGG., COLLEGE  
 MADAGADIPET, PUDUCHERRY-605 107



Department	Management Studies		Programme : MBA	
Semester	Fourth		Course Category Code: Functional Elective	*End Semester Exam Type: TE
Course Code	P23MSEE06		Periods/Week	Credit
Course Name	Business Negotiation		L	T
Prerequisite			P	C
			3	0
			0	3
			50	50
			50	100
Course Outcomes	On completion of the course, the students will be able to			BT Mapping (Highest Level)
	CO1	Understand the essentials of negotiation and the key principles and groundwork for effective negotiation.		K2
	CO2	Explains special scenarios in negotiation.		K5
	CO3	Discuss how to establish trust and build a relationship when negotiating.		K6
	CO4	Explains effective preparation strategies for negotiation.		K2
	CO5	Demonstrate power, persuasion and influence tactics at the bargaining tables.		K2
UNIT-I	INTRODUCTION		Periods:8	
Negotiation - Definition - Negotiation versus other social interactions, Aspects of negotiation research and practice- Six Foundations of effective negotiations – bargaining style, goals and expectations, relationship, leverage, other party interest, authoritative standards and norms.				CO1
UNIT-II	NEGOTIATION SKILLS		Periods:10	
Negotiation Skills - Rules of negotiation, Behaviours of successful negotiators, Negotiation styles. Negotiation tactics & counter measures: Common negotiation tactics, dealing with tough negotiators. Building a Personal Brand. Inside Sales Self-learning mode: Cross cultural negotiations & Negotiation ethics.				CO2
UNIT-III	PREPARING THE NEGOTIATIONS		Periods:10	
Goal-setting: identifying your goals, options and criteria of success, Identifying your BATNA (best alternative to a negotiated agreement) and ZOPA (zone of possible agreement), Assessing the other side, red-teaming , Learning about catalysts and barriers of successful collaboration, Designing a negotiation plan, Creating a negotiation team.				CO3
UNIT-IV	NEGOTIATION STRATEGIES		Periods:9	
Positional bargaining, Principled negotiations by Roger Fisher and William Ury, Mixed negotiating by Willem Mastenbroek, 3-D Negotiation by David Lax and James Sebenius Interim assessment: colloquium.				CO4
UNIT-V	CREATIVE NEGOIATIONS		Periods:8	
Process of Negotiation and Preparation. How to derive creative solutions in a Negotiation. Team Negotiations – Dynamics of a Team Negotiation and Key Strategies. Integrating Competitive & Collaborative Strategies – Managing Deadlocks and multivariable negotiations. Understanding different styles of negotiations and their respective impact over one another, managing multi-party negotiations.				CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -
Total Periods: 45				
Text Books				
1. Salacuse, J. W. (2015). <i>The global negotiator: Making, managing and mending deals around the world in the twenty-first century</i> . St. Martin's Press				
2. Shell, G. R. (2006). <i>Bargaining for advantage: Negotiation strategies for reasonable people</i> . Penguin.				
3. Fisher, R., Ury, W. L., & Patton, B. (2011). <i>Getting to yes: Negotiating agreement without giving in</i> . Penguin				
4. Dietmeyer, B., & Kaplan, R. (2004). <i>Strategic negotiation: A breakthrough four-step process for effective business negotiation</i> . Kaplan Publishing.				
Reference Books				
1. Dinnar, S., & Susskind, L. (2019). <i>Entrepreneurial negotiation: Understanding and managing the relationships that determine your entrepreneurial success</i> . Palgrave Macmillan.				
2. Kumar, A. (2012). <i>Entrepreneurship: Creating and leading an entrepreneurial organization</i> . Pearson Education India.				
3. Gates, S. (2011). <i>The negotiation book: Your definitive guide to successful negotiating</i> . John Wiley & Sons.				
4. Mastenbroek, W. (2014). <i>Negotiating as emotion management</i> . Management Site Network.				
5. Lax, D. A., & Sebenius, J. K. (2006). <i>3-D Negotiation: Powerful tools to change the game in your most important deals</i> . Harvard Business Press.				
Web References				
1. <a href="https://www.pon.harvard.edu/freemium/business-negotiation-strategies-how-to-negotiate-better-business-deals/">https://www.pon.harvard.edu/freemium/business-negotiation-strategies-how-to-negotiate-better-business-deals/</a>				
2. <a href="https://www.pon.harvard.edu/daily/business-negotiations/shattering-the-mold-value-creation-and-creativity-in-negotiation/">https://www.pon.harvard.edu/daily/business-negotiations/shattering-the-mold-value-creation-and-creativity-in-negotiation/</a>				
3. <a href="https://www.legalserviceindia.com/legal/article-7266-business-negotiation.html">https://www.legalserviceindia.com/legal/article-7266-business-negotiation.html</a>				
4. <a href="http://www.bdu.ac.in/skillbased/etd.pdf">www.bdu.ac.in/skillbased/etd.pdf</a>				
5. <a href="http://www.suite101.com/content/entrepreneur">www.suite101.com/content/entrepreneur</a>				
6. <a href="https://online.hbs.edu/courses/negotiation/">https://online.hbs.edu/courses/negotiation/</a>				

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DEPARTMENT OF MANAGEMENT STUDIES  
SR. MANAKULA VINAYAGAR ENGG. COLLEGE  
MADAGADIPET, PUDUCHERRY-605 007

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

*D. Sana*

DEPARTMENT OF MANAGEMENT STUDIES  
SRI MANAKULA VINAYAGAR ENGG. COLLEGE  
MADAGADIPET, PUDUCHERRY-605 107

2.8.30 2.8.8

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEE07	Periods/Week			Credit	Maximum Marks		
Course Name	Entrepreneurial Finance	L	T	P	C	CAM	ESE	TM
Pre requisite		3	0	0	3	50	50*	100
	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
Course Outcomes	CO1	Understand the venture life cycle and type of financing needed in different stages.						K2
	CO2	Determine the appropriate capital needs for the venture.						K5
	CO3	Choose the correct financing for the new venture.						K5
	CO4	Construct financing plan for the growing venture.						K6
	CO5	Apply venture capital valuation methods.						K3
UNIT-I	INTRODUCTION TO ENTREPRENEURIAL FINANCE				Periods: 8			
	Venture Life cycle: Development stage, Start-up stage, Survival stage, Rapid growth stage, Maturity stage. Financing through the venture life cycle; Seed financing, Start up financing, First round financing, Second round, Mezzanine, and Liquidity stage. Financial Planning throughout the Venture's Life cycle, Short term Cash Planning, Forecasting Sales, Projected Balance Sheet, Projected Income Statement-Projected Cash Flow Statement.							CO1
UNIT-II	DETERMINING CAPITAL NEEDS				Periods: 9			
	Debt and Equity Funding alternatives: Types of Debt, Private Placement vs. Public Placement, Raising capital, Funding Capital Equipment or New Projects, Lease vs. Buy, Debt Financing and Equity Financing							CO2
UNIT-III	NEW VENTURE FINANCING				Periods: 10			
	Venture Capital: Types of Venture Financing, Costs and Securities Laws Considerations, Legal structure of a venture capital financing, Creating and Recognizing Venture Value, Professional Venture Capital, VC vs The Entrepreneur, Angel Financing, Bootstrap Financing, Seed Investing, Intellectual Property and Strategic Alliances							CO3
UNIT-IV	FINANCING FOR THE GROWING VENTURE				Periods: 10			
	Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting Investments in the New Fund, Capital Call, Conducting Due Diligence and Actively Investing, Arranging Harvest or Liquidation. Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes, Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.							CO4
UNIT-V	VENTURE VALUATION				Periods: 8			
	Venture Capital Valuation Methods- Key factors influencing Valuation -Valuation of Revenue Generating firms - Multiples - Asset Valuations - Valuing Technology Companies - Mergers and Acquisitions - Exit and Turn around - IPO							CO5
Lecture Periods: 45	Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books								
1. Rogers, S. (2014). <i>Entrepreneurial finance: Finance and business strategies for the serious entrepreneur</i> . McGraw-Hill Education.								
2. Leach, J. C., & Melicher, R. W. (2020). <i>Entrepreneurial finance</i> . Cengage Learning.								
Reference Books								
1. Cumming, D. (Ed.). (2010). <i>Venture capital: Investment strategies, structures, and policies</i> (Vol. 9). John Wiley & Sons.								
2. Rogers, S. (2014). <i>Entrepreneurial finance: Finance and business strategies for the serious entrepreneur</i> . McGraw-Hill Education.								
3. Alhabeeb, M. J. (2014). <i>Entrepreneurial finance: fundamentals of financial planning and management for small business</i> . John Wiley & Sons.								
4. Ramsinghani, M. (2014). <i>The business of venture capital: insights from leading practitioners on the art of raising a fund, deal structuring, value creation, and exit strategies</i> . John Wiley & Sons.								
5. Subramanyam, K. R. (2014). <i>Financial statement analysis</i> . McGraw-Hill.								
Web References								
1. <a href="https://hbr.org/">https://hbr.org/</a>								
2. <a href="https://www.entrepreneur.com/">https://www.entrepreneur.com/</a>								
3. <a href="https://www.tandfonline.com/doi/abs/10.1080/13691066.2010.526864">https://www.tandfonline.com/doi/abs/10.1080/13691066.2010.526864</a>								
4. <a href="https://publons.com/journal/489133/the-journal-of-entrepreneurial-finance">https://publons.com/journal/489133/the-journal-of-entrepreneurial-finance</a>								
5. <a href="https://nptel.ac.in/courses/110/105/110105067/">https://nptel.ac.in/courses/110/105/110105067/</a>								

\* TE - Theory Exam, LE - Lab Exam

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2. B. 30

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2.B.32

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective	*End Semester Exam Type TE					
Course Code	P23MSEE08	Periods/Week			Credit	Maximum Marks		
Course Name	Entrepreneurial Marketing	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Summarise the overview of Entrepreneurial Marketing						K2
	CO2	Plan for Market study						K3
	CO3	Appraise various ways for promoting the enterprise						K5
	CO4	Examine perceived values to develop pricing for the product.						K4
	CO5	Apply different tools of marketing for the business growth.						K3
UNIT-I	INTRODUCTION				Periods: 9			
Entrepreneurship as Opportunity Seeking – Marketing and Sales – Evaluation Criteria of Experienced Entrepreneur –Role of,marketing – Entrepreneurial marketing strategy								CO1
UNIT-II	MARKET STUDY				Periods: 9			
Conceptualizing the market – Importance of customer segmentation –Understanding customer value – targeting using effectuation – developing a positioning statement								CO2
UNIT-III	ENTERPRISE PROMOTION				Periods: 9			
Sales learning curve – Sales process and activities – Developing customer relationships – Developing the sales message – Managing customer expectations								CO3
UNIT-IV	EVALUATE PERCEIVED VALUE				Periods: 9			
Price and perceived value – Perceived value in use for business to business products – Pricing of Intellectual property – Customer determined pricing – Revisiting costs in determining price – Methods for determining price at alternative price levels								CO4
UNIT-V	APPLICATIONS OF TOOLS				Periods: 9			
Viral marketing – Event marketing –Product Placements – Campaign Management								CO5
Lecture Periods: 45	Tutorial Periods:0		Practical Periods:-0		Total Periods: 45			
TextBooks								
1. Edwin J. Nijssen, Entrepreneurial Marketing: An Effectual Approach, Taylor & Francis, 2017.								
2. Leonard M. Lodish, Howard L. Morgan, Shellye Archambeau, Jeffrey Babin, Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company, Pearson Education, 2015								
ReferenceBooks								
1. Jeffrey A. Timmons, Stephen Spinelli, "New Venture Creation", 7th ed, Tata Mcgraw Hill Education 2009.								
2. A Sahay and V Sharma, "Entrepreneurship and New Venture Creation", Excel Books 2010.								
3. D.F.Kuratko and T.V.Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.								
4. Abrams (2016). The Successful Business Plan: Secrets and Strategies. Planning Shop, USA, 6th Edition.								
Web References								
1. <a href="https://swayam.gov.in/nd2_ccc20_mg19/preview">https://swayam.gov.in/nd2_ccc20_mg19/preview</a>								
2. <a href="https://swayam.gov.in/nd1_noc20_mg46/preview">https://swayam.gov.in/nd1_noc20_mg46/preview</a>								
3. <a href="https://www.entrepreneur.com/encyclopedia/market-research">https://www.entrepreneur.com/encyclopedia/market-research</a>								
4. <a href="https://journals.sagepub.com/home/eie">https://journals.sagepub.com/home/eie</a>								
5. <a href="https://www.emeraldgroupublishing.com/journal/jeece">https://www.emeraldgroupublishing.com/journal/jeece</a>								

\* TE – Theory Exam, LE – Lab Exam

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Q. B. 33

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2-B-34

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code:3 Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEE09	Periods/Week			Credit	Maximum Marks		
Course Name	Managing Franchising Businesses	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Ability to identify the opportunities to local business expands through retail franchising						K3
	CO2	Explore the possibility of a making franchising a full-time business.						K5
	CO3	Establish and acquire new franchise networks.						K6
	CO4	To develop ability for handling franchising challenges and legal procedures.						K3
	CO5	Develop ability to manage relationships with Franchisee.						K3
UNIT-I	INTRODUCTION				Periods: 9			
Franchising - History and Overview - Types of franchises - Threshold business issues - Advantages and disadvantages to franchisee - Elements of a successful system - Growth of Franchising key Learning - Retail formats - Procedures to start the Retail venture.								CO1
UNIT-II	HOW TO BECOME A FRANCHISOR				Periods: 9			
Basic business concept - Pilot operation - Developing the operational manual - Developing the franchise packages - Marketing the franchise package - Selecting franchisees - Developing the franchisor's organization - Gross Revenues, Profit and loss statement - Capital Expenditure - Operations (including innovation) - Initial service and ongoing service - Opportunities in retail sector for Entrepreneurs - Internationalization of franchise operations.								CO2
UNIT-III	HOW TO BECOME A FRANCHISEE				Periods: 9			
Differentiation between franchisee and own non franchisee business - Self-examination - Type of business - Assessing the franchisor - Assessing the business propositions - Mishaps of the franchisor								CO3
UNIT-IV	DOCUMENTATION FOR FRANCHISING				Periods: 9			
Documentation for franchising- Requirements for setting up franchising in India- Legal requirements in India- Factors for opting for franchise - franchise suitability- Franchise constraint - Cost of being a franchisee - Managing the franchise the franchise business plan - Channel performance and evaluation.								CO4
UNIT-V	THE FRANCHISERS-FRANCHISEE RELATIONSHIP				Periods: 9			
Different goals of Franchisors and Franchisees - Franchise Associations: The good, the bad and the ugly-new franchising systems - Five habits of successful franchisors - Developing franchise Support systems.								CO5
Lecture Periods: 45		Tutorial Periods:0		Practical Periods:-0		Total Periods: 45		
Text Books								
1. Judd, R., & Justis, R. (2008). <i>Franchising: An Entrepreneur's Guide, 4th ed. Mason, OH: Thomson.</i>								
2. Hoy, F and Stanworth, J (2003), <i>Franchising: An International Perspective, Routledge.</i>								
3. Ogden & Ogden, (2012) <i>Integrated Retail Management- Biztantra Publications.</i>								
Reference Books								
1. Deepak Malhotra and Max Bazerman, <i>Negotiation Genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond, (harvard business school Publishing),2008</i>								
2. Bajaj, Tuli & Srivastava (2015), <i>Retail Management- Oxford University Publications.</i>								
3. Toplis, N.Marsh, G (2004) <i>the 60 minute guide to Franchising, 60 minute book company, England.</i>								
4. Dynamics of Entrepreneurial Development in India (2008)-Vasant Desai, Himalaya Publishing House.								
5. Gibson G Vedamani, (2011) <i>Retail Management: Functional principles &amp; practices- Jaico Publishing House.</i>								
Web References								
1. <a href="http://www.franchise.org">www.franchise.org</a>								
2. <a href="http://francorp.com/">http://francorp.com/</a>								
3. <a href="http://www.franchisee.org/">http://www.franchisee.org/</a>								
4. <a href="http://www.franchising.com/franchisors/">http://www.franchising.com/franchisors/</a>								
5. <a href="http://franchisehandbook.com/">http://franchisehandbook.com/</a>								
6. <a href="http://www.franchisetimes.com/">http://www.franchisetimes.com/</a>								
7. <a href="https://www.aafd.org/">https://www.aafd.org/</a>								

\* TE – Theory Exam, LE – Lab Exam

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2. B. 35.8.8

**COs/POs/PSOs Mapping**

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	0	3	1
2	3	2	1	2	2
3	3	1	2	3	1
4	3	1	2	3	2
5	2	3	1	2	3

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

**Evaluation Method**

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEE10	Periods/Week			Credit	Maximum Marks		
Course Name	Rural Entrepreneurship	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Relate and Interpret the impact of various elements of Rural Entrepreneurship						K2
	CO2	Explain the various rural sectors and identify export and import opportunities						K5
	CO3	Make use of various entrepreneurship support system						K3
	CO4	Evaluate the various institutional support available to rural entrepreneurship.						K5
	CO5	Appraise the rural technology and its interventions.						K5
UNIT-I	RURAL ENTREPRENEURSHIP				Periods: 8			
Entrepreneur: Concepts – Characteristics - Qualities of Entrepreneurs - Entrepreneurship: Factors influencing Entrepreneurship - Types of Entrepreneurship – Entrepreneurship And Rural Industrialization - Development Of Rural Entrepreneurship In India - Policies And Programs for The Development Of Rural Industries								CO1
UNIT-II	RURAL INDUSTRIAL SECTORS				Periods: 9			
Small Scale industries – Handloom - Agro Based Industries - Rural Artisans - Handicrafts and Sericulture. Globalization And Rural Industrial Promotion - Imports And Exports - Strategies – Policies Implications – Rural Skill sets and opportunities								CO2
UNIT-III	RURAL ENTREPRENEURSHIP SUPPORT SYSTEM				Periods: 9			
Small Industries Development Bank of India (SIDBI) - National Small Industries Corporation (NSIC): Salient Features - National Research Development Corporation - State Finance Corporation (SFC) - District Industry Center - Functions & Roles - Incentives & Facilities - SIDCO								CO3
UNIT-IV	INSTITUTIONAL SUPPORT TO RURAL ENTREPRENEURSHIP				Periods: 10			
Subsidiary-Level: Global Strategy Levels - Strategic Roles of Subsidiaries - Types of Subsidiary-Level Strategy - Global Generic Strategies - Headquarter-Level: The Role of Corporate Parent - Global Sourcing Strategies - Diversification Strategies - Managing Global Portfolios.								CO4
UNIT-V	RURAL TECHNOLOGY				Periods: 9			
Rural Technology: concept & application - CAPART and its Interventions - Successful Interventions based on Rural Technology – Techno entrepreneur - Rural Innovations: Current Status and Impact on beneficiaries								CO5
Lecture Periods: 45		Tutorial Periods:		Practical Periods:-		Total Periods: 45		
TextBooks								
1. Mondal Sagar, Text Book of Rural development Entrepreneurship & Communication Skill, Kalyani Publishers, 2012								
2. M.SoundaraPandian, Rural Entrepreneurship: Growth and Potentials, Kaniskha Publishers Distributors, 2010								
ReferenceBooks								
1. R. Gopal, Pradip Manjrekar, Entrepreneurship and Innovation Management (an Industry Perspective), Excel Books, 2009								
2. Vasant Desai, Entrepreneurship Management, 1 edition, Himalaya Publishing House, 2013								
3. Stokes, David. & Wilson, Nicholas. (2017) Small Business Management and Entrepreneurship, Cengage Learning Publishers, 7 <sup>th</sup> edition								
4. Baldev Sinha, Entrepreneurship and Rural Development, Crescent Publishing, New Delhi, 2017								
5. Issa Mohamed, Venkata Krishnan, Rural Entrepreneurship, LAP Lambert Academic Publishing, 2013.								
Web References								
1. <a href="http://msmc.gov.in">http://msmc.gov.in</a>								
2. <a href="http://www.kviconline.gov.in">http://www.kviconline.gov.in</a>								
3. <a href="https://www.sciencedirect.com/journal/journal-of-rural-studies">https://www.sciencedirect.com/journal/journal-of-rural-studies</a>								
4. <a href="https://journals.sagepub.com/home/iei">https://journals.sagepub.com/home/iei</a>								
5. <a href="https://nptel.ac.in/courses/110/107/110107094/">https://nptel.ac.in/courses/110/107/110107094/</a>								

\* TE – Theory Exam, LE – Lab Exam

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COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective	*End Semester Exam Type: TE					
Course Code	P23MSEE11	Periods/Week			Credit	Maximum Marks		
Course Name	Social Entrepreneurship	L	T	P	C	CAM	ESE	TM
Prerequisite		4	0	0	4	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Explain and appreciate the nature of social entrepreneurship.						K2
	CO2	Understand Working knowledge- of the concepts, opportunities, and challenges.						K2
	CO3	Demonstrate the role of social entrepreneurship in creating innovative responses to critical social needs						K6
	CO4	Prepare for meaningful employment on a personal and professional level by reflecting on social entrepreneurship issues.						K1
	CO5	Showing ethical issues surrounding entrepreneurial decisions and obligations of entrepreneurs.						K3
UNIT-I	SOCIAL ENTREPRENEURSHIP				Periods: 9			
Social entrepreneur - describing the social problem- factors impacting transformation into a social entrepreneur - The characteristics of social entrepreneurs- The four distinctions of social entrepreneurship								CO1
UNIT-II	FORMS OF SOCIAL ENTERPRISES				Periods: 9			
Profit and non-profit Proprietorships – partnership - company Non-Governmental organization-organization trust and Company (sec. 25) registration- Factors determining the selection of the forms of registration.								CO2
UNIT-III	SUSTAINABLE DEVELOPMENT				Periods: 9			
Concept of Sustainable Development and its importance Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India- The Millennium Ecosystem Assessment - International Influences.								CO3
UNIT-IV	OPPORTUNITIES IN ENTREPRENEURS				Periods: 9			
Methods of sensing opportunities and fields of opportunities - Assessing and prioritizing - Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP.								CO4
UNIT-V	SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES				Periods: 9			
Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj								CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods:-		Total Periods: 45		
Text Books								
1. Bide Amar, Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union.								
2. Dinanath Kaushik Studies in Indian Entrepreneurship, New Delhi, Cyber Tech PuCyber-Tech								
3. Gopalkrishnan The Entrepreneur’s Choice: Cases on Family Business in India, New Delh, Routledge taylor& Francis Group.								
4. Kaliyamoorthy and Chandrasekhar, Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers. -Hill- New Delhi								
Reference Books								
1. Philips, Bonefiel and Sharma, Global vision publishing house, New Delhi.								
2. Rajagopalan Promoting Sustainable Livelihoods: Concepts and Approaches, The Icfai University Press.								
3. Roy Rajeev, Entrepreneurship (ed.2), New Delhi, Oxford University Press.								
4. Heggade Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications.								
5. Marketing your social enterprise guide								
Web References								
1. <a href="https://sk.sagepub.com/reference/management/n3.xml">https://sk.sagepub.com/reference/management/n3.xml</a>								
2. <a href="https://link.springer.com/article/10.1007/s11846-013-0104-6">https://link.springer.com/article/10.1007/s11846-013-0104-6</a>								
3. <a href="https://www.oreilly.com/library/view/social-entrepreneurship/9781606495162/ref.html">https://www.oreilly.com/library/view/social-entrepreneurship/9781606495162/ref.html</a>								
4. <a href="https://www.tandfonline.com/toc/rjse20/current">https://www.tandfonline.com/toc/rjse20/current</a>								
5. <a href="https://managementhelp.org/socialenterprise/index.htm">https://managementhelp.org/socialenterprise/index.htm</a>								
6. <a href="https://www.cairn.info/revue-journal-of-innovation-economics-2014-2-page-143.htm">https://www.cairn.info/revue-journal-of-innovation-economics-2014-2-page-143.htm</a>								

\* TE – Theory Exam, LE – Lab Exam

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COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2.B.40

Department	Management Studies			Programme : MBA						
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE				
Course Code	P23MSEE12			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Family Business Management			3	0	0	3	50	50*	100
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Understands the basic perspectives on family business						K2		
	CO2	Familiarize with the concepts of family culture						K3		
	CO3	Understands the different ownership structures in family business						K2		
	CO4	Understands the importance and modalities of succession planning						K1		
CO5	Gains an exposure into the strategic management of family business						K2			
UNIT-I	THEORIES ON FAMILY BUSINESS						Periods: 9			
Nature, Importance and Uniqueness of Family Business – Systems Theory Perspective – Agency Theory Perspective – Strategic Perspective: <i>Competitive Advantage (Resource Based View)</i> – The Stewardship Perspective.									CO1	
UNIT-II	FAMILY CULTURE						Periods: 9			
Family Culture – Zero sum dynamics and family culture – Family systems perspective – role Family Genograms – Family Emotional Intelligence – ECI-U Model – Family Business interaction factor – benefits of family meetings – unity and continuity – family employment policy – Conflict management.									CO2	
UNIT-III	OWNERSHIP IN FAMILY BUSINESS						Periods: 9			
Enterprise ownership – shareholder priorities - effective governance of the shareholder–firm relationship – Role of Board - role of shareholder meetings, family meetings, and meetings of the family council – Ownership structure – Family business consultants and non-family managers – Board’s role in adaptation over the generations.									CO3	
UNIT-IV	SUCCESSION PLANNING						Periods: 9			
Succession planning – profile of successful successors - rewards and challenges for latter-generation family members – desirable next-generation attributes – crafting the next generation career plan – Vision plan – sibling and cousin teams – Handling disagreements – CEO exit styles and transfer of power – <i>role types of the CEO spouse</i> and the transfer of power - Estate Planning – Trust – pitfalls to avoid in estate and ownership transfer planning - Measuring performance of family firms									CO4	
UNIT-V	STRATEGIC PLANNING AND THE FAMILY BUSINESS						Periods: 9			
Strategic Planning and the family business – Zero-sum family dynamic – Sources of Value creation - the lifecycle stages influencing family business strategy - Culture – Changing the culture – Three states of evolution – OD approach to change – Business Rejuvenation matrix – Intrapreneurship: intergenerational growth in entrepreneurial families – continuing the spirit of enterprise: lessons from successful family businesses									CO5	
Lecture Periods:45			Tutorial Periods:0			Practical Periods:-0		Total Periods: 45		
Text Books										
1. Ward, J. (2016). <i>Keeping the family business healthy: How to plan for continuing growth, profitability, and family leadership</i> . Springer.										
2. Collins, J. C., & Porras, J. I. (2011). <i>Built to Last: Successful Habits of Visionary Companies</i> .										
Reference Books										
1. Melin, L., Nordqvist, M., & Sharma, P. (Eds.). (2013). <i>The SAGE handbook of family business</i> . Sage. Jeffrey A. Timmons, Stephen Spinelli, "New Venture Creation", 7th ed, Tata Mcgraw Hill Education 2009.										
2. Nordqvist, M., Melin, L., Waldkirch, M., & Kumeto, G. (Eds.). (2015). <i>Theoretical perspectives on family businesses</i> . Edward Elgar Publishing.										
3. Sahay, A., & Sharma, V. (2008). <i>Entrepreneurship and new venture creation</i> . Excel Books India.										
4. Kuratko, D. F., & Rao, T. V. (2012). <i>Entrepreneurship: A South-Asian Perspective</i> . Cengage Learning.										
5. Abrams, R. M. (2003). <i>The successful business plan: secrets &amp; strategies</i> . The Planning Shop. USA, 6th Edition.										
6. Alderson, K. J. (2018). <i>Understanding the family business: Exploring the differences between family and nonfamily businesses</i> . Business Expert Press.										
Web References										
1. <a href="https://swayam.gov.in/nd2_ccc20_mg19/preview">https://swayam.gov.in/nd2_ccc20_mg19/preview</a>										
2. <a href="https://swayam.gov.in/nd1_noc20_mg46/preview">https://swayam.gov.in/nd1_noc20_mg46/preview</a>										
3. <a href="https://www.emerald.com/insight/publication/issn/2043-6238">https://www.emerald.com/insight/publication/issn/2043-6238</a>										
4. <a href="https://www.journals.elsevier.com/journal-of-family-business-strategy">https://www.journals.elsevier.com/journal-of-family-business-strategy</a>										

TE – Theory Exam, LE – Lab Exam

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2. B. 4)

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2.B.41

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective	*End Semester Exam Type: TE					
Course Code	P23MSEF06	Periods/Week			Credit	Maximum Marks		
Course Name	International Finance	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)
	CO1	Understand the scope, objectives of international finance.						K2
	CO2	Understand the transactions of foreign exchange market.						K2
	CO3	Describe the impact of various factors of import and export mechanism.						K2
	CO4	Knowledge about financial management practices prevailing in MNC's.						K3
	CO5	Design and study to manage the various risk in foreign exchange.						K6
UNIT-I	INTERNATIONAL FINANCE INTRODUCTION				Periods: 8			
	Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of Payment current Account, Convertibility- Current Account and Capital Account. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund (IMF).							CO1
UNIT-II	FOREIGN EXCHANGE MARKET				Periods: 10			
	Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate, Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behaviour.							CO2
UNIT-III	IMPORT-EXPORT MECHANISM AND FINANCE				Periods: 10			
	Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India, Export Import Financing Mechanism: Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance, Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA.							CO3
UNIT-IV	FINANCIAL MANAGEMENT OF MNC's				Periods: 9			
	Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements.							
UNIT-V	FOREIGN EXCHANGE RISK MANAGEMENT				Periods: 8			
	Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk. Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives.							CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
<b>Text Books</b>								
1. Apte, P. G. 2011, International Financial Management, Tata McGraw-Hill Pvt. Ltd., New Delhi.								
2. Rajwade, A. V. and Desai, H. G. 2014, <i>Foreign exchange international finance risk management</i> , Academy of Business Studies.								
3. Levi, M. D. (2009). <i>International finance 5th edition</i> . Routledge. McGraw Hill.								
<b>Reference Books</b>								
1. Avadhani, V. A. 2013, International Financial Management, Himalaya Publishing House, Mumbai.								
2. Eun, C., Resnick, B. G. (2017). International Financial Management. United Kingdom: McGraw-Hill Education.								
3. Moffett, M. H., Eiteman, D. K., Stonehill, A. I. (2013). Multinational Business Finance. India: Pearson.								
4. Moles, P., Shapiro, A. C. (2014). International Financial Management. United Kingdom: John Wiley & Sons, Limited.								
5. Shapiro, A. C. (2008). MULTINATIONAL FINANCIAL MANAGEMENT, 8TH ED. India: Wiley India Pvt. Limited.								
<b>Web References</b>								
1. <a href="http://www.ddejust.ac.in/studymaterial/mba/ib-416.pdf">http://www.ddejust.ac.in/studymaterial/mba/ib-416.pdf</a>								
2. <a href="https://internationalfinance.com/">https://internationalfinance.com/</a>								
3. <a href="https://onlinelibrary.wiley.com/journal">https://onlinelibrary.wiley.com/journal</a>								
4. <a href="https://www.journals.elsevier.com/Journals/Journal-of-International-Money-and-Finance">https://www.journals.elsevier.com/Journals/Journal-of-International-Money-and-Finance</a>								
5. <a href="https://nptel.ac.in/courses/110/105/110105031/">https://nptel.ac.in/courses/110/105/110105031/</a>								

\* TE - Theory Exam, LE - Lab Exam

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2. B. 42

**COs/POs/PSOs Mapping**

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

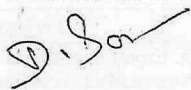
Correlation Level: 1 - Low, 2 - Medium, 3 - High

**Evaluation Method**

Assessment	Continuous Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation



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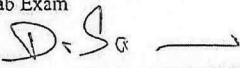
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Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective		*End Semester Exam Type: TE				
Course Code	P23MSEF07		Periods/Week			Credit	Maximum Marks		
			L	T	P	C	CAM	ESE	TM
Course Name	Banking Principles and Practice		3	0	0	3	50	50*	100
Prerequisite									
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Understand the banking system in India						K2	
	CO2	Outline different types of lending activities available in the banking industry.						K2	
	CO3	Examine Asset Liability Management of Commercial Banks.						K4	
	CO4	Make use of Aware of the Negotiable Instrument Act.						K3	
	CO5	Understand the modern activities of the Banking Industry						K2	
UNIT-I	Introduction to Banking					Periods: 8			
Evolution of Banking – Banking in India –Types of Banks – Commercial Banks – Functions of Commercial Banks – Credit Creation by Commercial Banks – Deposit mobilization by Commercial Banks – Types of Deposits – Bank Customers – Banker-Customer Relationship – KYC Norms – Marketing of Bank Products and Services-Financial Inclusion.								CO1	
UNIT-II	Bank Lending					Periods: 10			
Forms of Bank Lending – Loans, Advances, Cash Credits, Overdrafts, Bills purchasing and Discounting – Different types of Advances – Security for Advances – Types of Collaterals and their characteristics – Working Capital Loans – Norms for WCL to businesses – Non-Performing Assets – Nature and Significance – Problems of NPAs in Banking Industry in India.								CO2	
UNIT-III	Asset Liability Management					Periods: 9			
Asset Liability Management (ALM) in banks: Components of Liabilities and Components of assets, Significance of Asset Liability Management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO) - Activities of ALCO								CO3	
UNIT-IV	Negotiable Instruments ACT					Periods: 10			
The Negotiable Instruments Act 1881-Features of Negotiable instruments-Important concepts and explanations under the Negotiable Instruments Act- The Paying Banker- Dishonour of cheques-Negotiation-Endorsement- The Collecting Banker-Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments -Hundis.								CO4	
UNIT-V	Banking Technology					Periods: 8			
Banking Technology - Concept of Universal Banking-Home banking- ATMs- Internet banking- Mobile banking- Core banking solutions- Debit, Credit, and Smart cards - Electronic Payment Systems-MICR- Cheque Truncation-ECS- EFT- NEFT-RTGS								CO5	
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45			
Text Books									
1. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons									
2. Banking Theory and Practice – K.C. Shekhar & Lekshmy Shekhar – Vikas Publishing									
3. Indian Banking – S. Natarajan & R. Parameswaran – S. Chand Publishing									
Reference Books									
1. Modern Banking in India – O.P. Agarwal – Himayala Publishing House									
2. Banking Theory, Law and Practice – Gordon & Natarajan – Himalaya Publishing House									
3. Bank Credit Management – Murti & Subbakrishna – Himalaya Publishing House									
4. Banking Operation Management – Bimal Jaiswal – Vikas Publishing									
Web References									
1. <a href="http://www.arraydev.com/commerce/JIBC/">http://www.arraydev.com/commerce/JIBC/</a>									
2. <a href="http://www.businessfinancemag.com/">http://www.businessfinancemag.com/</a>									
3. <a href="https://www.rbi.org.in/scripts/banklinks.aspx">https://www.rbi.org.in/scripts/banklinks.aspx</a>									
4. <a href="https://www.rbi.org.in/Scripts/AboutusDisplay.aspx">https://www.rbi.org.in/Scripts/AboutusDisplay.aspx</a>									

\* TE – Theory Exam, LE – Lab Exam

  
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**COs/POs/PSOs Mapping**

COs	Program Outcomes (PO)				
	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

**Evaluation Method**

Assessment	Continuous Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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g.B.45

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEF08	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	Investment Management	3	0	0	3	50	50*	100
Prerequisite								
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the foundations of investment concepts in valuation of equity and bonds						K2
	CO2	Explain the content and procedure of carrying out Fundamental Analyses						K2
	CO3	Examine various methods of Technical Analyses and techniques involved						K4
	CO4	Understand the Derivatives and Options Contracts						K2
	CO5	Measure the performance of portfolio and the strategies to evaluate them						K5
UNIT-I	INTRODUCTION TO INVESTMENTS				Periods: 9			
Investments – Investment Vs. Speculation – Investment Process – Investment categories – Risk and return – Factors Influencing Risk – Measuring – Measuring Risk and Return, Valuation of Equity: Dividend Models, Price/Earnings Approach. Valuation of Bonds – Bond Management Strategies: Duration.								CO1
UNIT-II	FUNDAMENTAL ANALYSIS				Periods: 10			
Equity stock Analysis: Economic analysis: Key Macroeconomic Factors. Industry analysis: Industry Life Cycle Analysis. Analyzing the Structure and Characteristics of an Industry – Profit Potential of Industries. Company Analysis: Analyzing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses.								CO2
UNIT-III	TECHNICAL ANALYSIS				Periods: 10			
Technical Analysis: Market Indicators, Forecasting Individual Stock Performance. Efficient Market Theory – Random Walk – The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities – Markowitz's Mean-Variance model. Portfolio selection: Risk and investor Preferences – Constructing the portfolio – Significance of beta in the Portfolio								CO3
UNIT-IV	DERIVATIVES ANALYSIS				Periods: 8			
An Introduction to Derivatives Markets and Securities – Forward and Futures Contracts – Options Contracts – Swap Contracts, Convertible Securities, and other Embedded Derivatives.								CO4
UNIT-V	PORTFOLIO MANAGEMENT				Periods: 8			
Capital market Theory: CAPM – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index, Treynor Index, Jensen's Model.								CO5
Lecture Periods: 45		Tutorial Periods:0		Practical Periods:-0		Total Periods: 45		
<b>Text Books</b>								
1. Reilly, F. K., & Brown, K. C. (2011). Investment Analysis and Portfolio Management (Text Only). Cengage Learning.								
2. Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.								
<b>Reference Books</b>								
1. Chandra, P. (2004). Managing Investments New Delhi.								
2. Fuller, R. J., & Farrell, J. L. (1987). Modern investments and security analysis. Mc Grow-Hill International Edition. Finance Series. Singapore.								
3. Francis, J. C. (1993). Management of investments. McGraw-Hill.								
4. Robert, S. Portfolio Management Hand Book. Jaico, Bombay.								
5. Pandya, F. H. (2013). Security analysis and portfolio management. Jaico Publishing House.								
<b>Web References</b>								
1. www.bseindia.com								
2. www.nseindia.com								
3. www.moneycontrol.com								
4. www.capitalmarket.com								
5. www.equitymaster.com								

\* TE – Theory Exam, LE – Lab Exam

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COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEF09	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	Credit Management	3	0	0	3	50	50*	100
Prerequisite								
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the credit management policies and regulations.						K2
	CO2	Understand the credit management in Government, banks and credit institutions.						K2
	CO3	Apply credit analysis of risk, return, fixed and floating rates.						K2
	CO4	Examine the working capital finance and long-term finance of credit management.						K4
	CO5	Develop strategies for management of non-performing assets.						K3
UNIT-I	CREDIT MANAGEMENT INTRODUCTION				Periods: 9			
Credit management in banks -Screening of Applications-Appraisal of Credit-Sanction limit-Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion-Credit policy by banks- Government regulation of credit -Prudential norms.								CO1
UNIT-II	CREDIT POLICY				Periods: 9			
Overview of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis-Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances								CO2
UNIT-III	CREDIT ANALYSIS				Periods: 9			
Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk-return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates. Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods-Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities.								CO3
UNIT-IV	FINANCING				Periods: 9			
Financing to small scale industries and large scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finance- Turnover method – Modified version of MPBF – Cash budget approach- Long term finance - Project financing –Industrial sickness and BFR. NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing.								CO4
UNIT-V	NPA MANAGEMENT				Periods: 9			
NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal –Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies-CIBIL Practical Components:• Students can visit a bank and study the lending and loan appraisal system relating to Agricultural loan, consumer financing etc. • Students can study the NPA status of leading two PSU banks and two private banks.								CO5
Lecture Periods: 45		Tutorial Periods:		Practical Periods:-		Total Periods: 45		
<b>Text Books</b>								
1. Micro, Small and Medium Enterprises in India by Indian Institute of Banking and Finance - Taxmann Publications Pvt. Ltd.; 2017 Edition edition (1 January 2017).								
2. Vaidyanathan.K – Credit Risk Management for Indian Banks - Sage Publications Pvt. Ltd; 1 edition (30 May 2013)								
<b>Reference Books</b>								
1. Popli. G.S. and Puri.S.K – Strategic Credit Management in Banks - PHI Learning; 1 edition (23 January 2013).								
2. Murali.S and Subbakrishna.K.R. – Bank Credit Management - Himalaya Publishing House, 2012.								
<b>Web References</b>								
1. <a href="https://www.cicm.com/bookshop-learning-materials/">https://www.cicm.com/bookshop-learning-materials/</a>								
2. <a href="https://lecturenotes.in/m/14694-note-for-strategic-credit-management-stm-by-jntu-heroes/9">https://lecturenotes.in/m/14694-note-for-strategic-credit-management-stm-by-jntu-heroes/9</a>								
3. <a href="https://nptel.ac.in/courses/110/106/110106040/">https://nptel.ac.in/courses/110/106/110106040/</a>								

\* TE – Theory Exam, LE – Lab Exam

  
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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	0	1	2	1
2	2	1	1	2	1
3	2	2	2	2	1
4	2	1	2	2	2
5	1	1	2	2	2

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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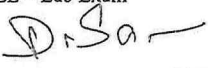
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2.B.49

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective	*End Semester Exam Type: TE					
Course Code	P23MSEF10	Periods/Week			Credit	Maximum Marks		
Course Name	Insurance and Risk Management	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>						BT Mapping (Highest Level)	
	CO1	Understand the concept, types and handling of risks in business.					K2	
	CO2	Explains the insurance principles and practices					K3	
	CO3	Knowledge about the relation between insurance and risk.					K1	
	CO4	Explain about the insurance company operations in India.					K2	
CO5	Knowledge about insurance business in India with respect to IRDA.					K3		
UNIT-I	INTRODUCTION TO RISK MANAGEMENT				Periods: 9			
Concept of risk – Risk vs Uncertainty - Types of risk, Risk Management – meaning, objectives, Risk Management Process - Benefits of Risk Management - Personal Risk Management - Rules of Risk Management.								CO1
UNIT-II	RISK MANAGEMENT APPLICATIONS				Periods: 9			
Risk Management Decisions – Utility Theory, Decision Theory; Buying insurance – Common errors – Need for a plan – Other consideration choice between Insurance and Retention – Selecting the agent and the company – Alternatives to commercial insurance – Risk retention.								CO2
UNIT-III	INSURANCE AND RISK				Periods: 9			
Insurance – definition, characteristics, Nature and functions of Insurance – Risk sharing and Risk transfer, Risk reduction through pooling, Ideal requirements of an Insurable risk – Adverse selection - Insurance vs Gambling - Insurance vs Hedging -Determinable and measurable losses.								CO3
UNIT-IV	INSURANCE COMPANY OPERATIONS				Periods: 8			
Cost and benefits of insurance - Principles of insurance - Insurance contracts - Kinds of insurance, Insurance operations – Rating and Rate making – underwriting – Production - Claim settlement - Reinsurance, Investments - Other insurance company functions.								CO4
UNIT-V	INSURANCE IN INDIA				Periods: 10			
Life Insurance – objectives, advantages, types, Selling life insurance through agents and banks; Principle of insurable interest utmost good faith - Suicide clause - Procedure for taking life insurance – Nomination, General Insurance – importance, Types and history, Principles and present structure of General Insurance in India – IRDA Act - Investment norms – Protection of policy holders Interest.								CO5
Lecture Periods: 45		Tutorial Periods:		Practical Periods:-		Total Periods: 45		
<b>Text Books</b>								
1. E. Rejda George, McNamara Michael, "Principles of Risk Management and Insurance", 13 <sup>th</sup> Edition, Pearson Education, 2017.								
2. Emmett J. Vaughan, Therese M. Vaughan, "Fundamentals of Risk and Insurance", 11 <sup>th</sup> Edition, Wiley, 2015.								
<b>Reference Books</b>								
1. Mark S. Dorfman, "Introduction to risk management and insurance", 9 <sup>th</sup> Edition, Prentice Hall, 2007.								
2. Gupta PK, "Insurance and risk management" Himalaya Publishing House, 2015.								
3. James S. Trieschmann (Author), Sandra Gustavson, "Risk Management and Insurance", 10 <sup>th</sup> Edition, South-Western College Publication, 1997.								
4. Scott Harrington, Gregory Niehaus, "Risk Management and Insurance", 2 <sup>nd</sup> Edition, McGraw Hill Education, 2017.								
<b>Web References</b>								
1. <a href="https://onlinelibrary.wiley.com/journal/15396975">https://onlinelibrary.wiley.com/journal/15396975</a>								
2. <a href="https://journal-of-insurance-and-financial-management.com/index.php/JIFM">https://journal-of-insurance-and-financial-management.com/index.php/JIFM</a>								
3. <a href="https://www.tandfonline.com/toc/rjrr20/current">https://www.tandfonline.com/toc/rjrr20/current</a>								
4. <a href="https://nptel.ac.in/courses/110/107/110107128/">https://nptel.ac.in/courses/110/107/110107128/</a>								
5. <a href="https://onlinecourses.swayam2.ac.in/cec20_mg08/preview">https://onlinecourses.swayam2.ac.in/cec20_mg08/preview</a>								
6. <a href="https://collegetutor.net/notes/risk_management_and_insurance_notes_pdf">https://collegetutor.net/notes/risk_management_and_insurance_notes_pdf</a>								

\* TE – Theory Exam, LE – Lab Exam

  
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2. B. 50

COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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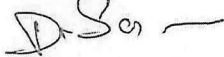
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2.B.51 08.8.18



Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEF11	Periods/Week			Credit	Maximum Marks		
Course Name	Mutual Funds Operations	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Describe the characteristics of mutual fund investments.						K1
	CO2	Classify Mutual Funds by Investment Objective.						K3
	CO3	Evaluate mutual funds for investment purposes.						K5
	CO4	Understand accounting and valuating of mutual funds and describes market simulations						K2
	CO5	Understand the mutual funds and its related legal aspects in India.						K2
UNIT-I	INTRODUCTION				Periods: 9			
Introduction, mutual fund structure in India, custodian, AMC, NFO, role of registrar and transfer agents, investor rights and obligations. Mutual fund products and features – equity funds open ended & close ended, index fund, diversified large cap funds, midcap funds, sectoral funds. Equity schemes, ELSS, entry and exit load, expense ratio, portfolio turnover, AUM affect portfolio turnover etc.								CO1
UNIT-II	GOLD ETFS, DEBT AND LIQUID FUNDS				Periods: 9			
Introduction to exchange traded funds (ETF), salient features, working, NFO, market making by APS, creation units, portfolio deposit and cash component. Debt funds - salient features, interest rate and credit risk, pricing of debt instrument, debt mutual fund schemes. Liquid funds - salient features, floating rate scheme, portfolio churning.								CO2
UNIT-III	METHODS FOR INVESTMENT IN MUTUAL FUNDS				Periods: 9			
Overview, objectives of AMFI, advantages of mutual funds, systematic investment plan (SIP), systematic transfer plan (STP), systematic withdrawal plan (SWP), choosing between dividend payout, dividend reinvestment and growth options. Capital gains taxation, indexation benefit, FMPS, without indexation, with indexation								CO3
UNIT-IV	MARKET SIMULATION AND ACCOUNTING OF FUNDS				Periods: 9			
Market simulation lab sessions on internet based software to develop keyboarding skills for cash market. Accounting of mutual funds – NAV computation – Pricing of units – Fees & Exchanges – Accounting policies – Valuation of mutual funds.								CO4
UNIT-V	LEGAL STRUCTURE AND REGULATORS IN INDIA				Periods: 9			
Legal structure of mutual fund – Rights and responsibilities of market constituents – Fund mergers and Scheme takeovers. Role of Regulators in India – Reserve Bank of India, Securities and Exchange Board of India. Association of Mutual Funds in India – Rights and Obligations of the investors.								CO5
Lecture Periods: 45		Tutorial Periods: 0		Practical Periods: 0		Total Periods: 45		
<b>Text Books</b>								
1. John C. Bogle, Bogle on Mutual Funds: New Perspectives for the Intelligent Investor, Wiley, 1 <sup>st</sup> Edition, 2015.								
2. Vivek. K. Negi, Mutual Funds: Ladder to Wealth Creation, Diamond Pocket Books Pvt. Limited, 2015								
<b>Reference Books</b>								
1. Sundar Sankaran, Indian Mutual Funds Handbook: A Guide for Industry Professionals and Intelligent Investors, Vision Books, 5 <sup>th</sup> Edition, 2018								
2. Lalitha Thamarapandy, Mutual Funds the Money Multiplier, Notion Press, Inc, 1 <sup>st</sup> Edition, 2017.								
3. Shashi Kant Singh, Mutual Fund Year Book 2020-21: A complete Guide on Mutual Fund Investment, Notion Press, 2020								
4. John. C. Bogle and David F. Swensen, Common Sense on Mutual Funds, Wiley, 10 <sup>th</sup> Edition, 2010.								
5. Punithavathi Pandian, Financial Services and Markets, Vikas Publishing House, 1 <sup>st</sup> Edition, 2010.								
<b>Web References</b>								
1. <a href="https://www.mutualfundindia.com/">https://www.mutualfundindia.com/</a>								
2. <a href="https://economictimes.indiatimes.com/mutual-funds">https://economictimes.indiatimes.com/mutual-funds</a>								
3. <a href="https://groww.in/">https://groww.in/</a>								
4. <a href="https://desaivinod.com/2020/01/11/direct-fund-sites-in-india/">https://desaivinod.com/2020/01/11/direct-fund-sites-in-india/</a>								
5. <a href="https://www.feedspot.com/?_src=folder">https://www.feedspot.com/?_src=folder</a>								

\* TE – Theory Exam, LE – Lab Exam

  
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COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2.B.53

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective	*End Semester Exam Type: TE					
Course Code	P23MSEF12	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	Income Tax Law and Practice	3	0	0	3	50	50*	100
Prerequisite								
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)
	CO1	Understand the provisions of Income Tax Act 1961.						K2
	CO2	Understand the procedure and provisions of computation of Total Income.						K2
	CO3	Describe the procedure for clubbing and setting off income and carry forward of losses.						K6
	CO4	Explain the various deductions to make under section 80C to 80U in computing total income.						K2
	CO5	Design and study the valuation of assets and wealth tax.						K6
UNIT-I	INCOME TAX ACT, 1961				Periods: 9			
Income Tax Act, 1961: Basic concepts – Income – Previous year – Assessment year, Residential status – Basis of charged and scope of total income. Incomes exempt from tax.								CO1
UNIT-II	COMPUTATION OF TOTAL INCOME				Periods: 9			
Computation of total income under - Salaries - Houses property - Profits and Gains of business/Profession, - Capital gains - Other Sources.								CO2
UNIT-III	PROCEDURE AND PROVISIONS OF TOTAL INCOME				Periods: 9			
Clubbing of income – Set off and carry Forward of loss – Computing total income, rebates and reliefs in respect of income – tax. Taxation of individuals, firms and companies – Dividend distribution tax – MAT – Transfer Pricing. Tax deducted at source, Collection recovery and refund of tax, Provision of advance tax - Provisions concerning procedure for filing return – Signature – E-filing, Assessment and Reassessment.								CO3
UNIT-IV	TAX AUTHORITIES				Periods: 9			
Authorities under Income Tax Act – Central Board of Direct Taxes- Commissioners of Income Tax – Powers –Appellate Authorities – Procedure of filing appeals. Tax Planning – Tax Management – Tax Holiday – GAAR – Tax Evasion – Tax Avoidance.								CO4
UNIT-V	WEALTH TAX				Periods: 9			
Wealth Tax: Charge of wealth tax – Assets – Deemed assets and exempted assets from tax – Valuation of assets – Computation of Net wealth and Return of Wealth – Appeals and Refunds. Dynamic component for Continuous Internal Assessment - Contemporary Developments.								CO5
Lecture Periods:45		Tutorial Periods:-		Practical Periods:-		Total Periods: 45		
<b>Text Books</b>								
1. Vinod K Singania, Students guide to income Tax, Taxmann Publications, New Delhi.								
2. Girish Ahuja & Ravi Gupta, Systematic approach to Income tax, Bahrat alaw house, New Delhi.								
<b>Reference Books</b>								
1. Mehrotra & Goyal, Direct Taxes: Law and practice, Sahitya Bhavan, Agra.								
2. V.Balachandran and S.Thothadri, Taxation Law & Practice, Prentice Hall of India, New Delhi.								
<b>Web References</b>								
1. <a href="https://archive.india.gov.in/business/taxation/corporate.php">https://archive.india.gov.in/business/taxation/corporate.php</a>								
2. <a href="https://www.ebcwebstore.com">https://www.ebcwebstore.com</a>								
3. <a href="https://lawtimesjournal.in">https://lawtimesjournal.in</a> section-4-crpc								
4. <a href="https://swayam.gov.in/nd2_cec20_cm01/preview">https://swayam.gov.in/nd2_cec20_cm01/preview</a>								

\* TE – Theory Exam, LE – Lab Exam

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2. B. 54

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEM06	Periods/Week			Credit	Maximum Marks		
Course Name	Brand Management	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Define the Brand Management concepts.						K1
	CO2	Formulate effective branding strategies for both consumer and business products/services.						K6
	CO3	Demonstrate the Brand Hierarchy, Brand Architecture, Brand Structures and managing Brands.						K3
	CO4	Measure Brand equity						K5
	CO5	Examine brand concepts in real-life setting by articulating the context of and the rationale for the application						K3
UNIT-I	INTRODUCTION TO BRAND MANAGEMENT				Periods: 8			
Concepts of Brands - Branding and Brand Management - Significance of a Brand - Branding impact on Buyers and Sellers - Meaning and Significance of Brand Image, Brand Identity, Brand Associations, Brand personality, Brand Loyalty, Brand Equity - Types of Brands.								CO1
UNIT-II	BRANDING STRATEGIES				Periods: 9			
Brand Vision - Strategic Brand Management Process - Brand Positioning and establishing Brand Values - Crafting of Brand Elements - Creating competitive advantage.								CO2
UNIT-III	BRANDING STRUCTURES				Periods: 11			
Brand Hierarchy: Levels, Principles of designing the brand hierarchy, Managing the Brand Portfolio - Brand Architecture: Master Brand, Over Brand, Freestanding Brand and Endorser Brand structures, Price - Quality - Brand Structures: House of Brands, Branded House and Hybrid Structures - Managing Brands: Brand Revitalization, Brand Extension strategies, Product Category and Line Extension - Pros and cons of Brand extension.								CO3
UNIT-IV	BRAND VALUATION				Periods: 9			
Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management								CO4
UNIT-V	BRANDING IN PRACTICE				Periods: 8			
Handling Name Changes and Brand Transfer – Brand Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.								CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
Text Books								
1. Kevin Lane Keller, Parameswaran, Jacob, "Strategic Brand Management: Building, Measuring and Managing Brand Equity", 4 <sup>th</sup> Edition, Pearson Education India, 2015.								
2. Jean-Noel Kapferer, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", 5 <sup>th</sup> Edition, Kogan								
Reference Books								
1. Harsh V Verma, "Brand Management: Text and Cases", 4 <sup>th</sup> Edition, 2013.								
2. Kirti Dutta, "Brand Management", Oxford University Press, 2012.								
3. Trott Sangeeta, Sople Vinod V, "Brand Equity: An Indian Perspective", PHI Learning Private Limited, 2016.								
4. Ram Kishen, Nalini Dutta, "Strategic Brand management", Ane Books Pvt. Ltd, 2015.								
5. Johny K Johansson, KurlA. Carlson, "Contemporary Brand Management" Sage Publications, 1 <sup>st</sup> Edn, 2014								
6. Laurence Minsky, IlanGeva, "Global Brand Management",								
Web References								
1. <a href="https://www.tandfonline.com">https://www.tandfonline.com</a>								
2. <a href="https://www.emeraldgrouppublishing.com/journal/jpbm">https://www.emeraldgrouppublishing.com/journal/jpbm</a>								
3. <a href="https://www.brandingmag.com/">https://www.brandingmag.com/</a>								

\* TE – Theory Exam, LE – Lab Exam

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Q. B. 56

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2-B.57

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEN06	Periods/Week			Credit	Maximum Marks		
Course Name	Logistics Management	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the process and functions of logistics system.						K2
	CO2	Understand the process, functions and performance metrics.						K2
	CO3	Describe the decisions in logistics and supply chain network.						K1
	CO4	Describe the technology advancement in logistical performance.						K1
CO5	Design and study the reverse logistics in e-commerce.						K6	
UNIT-I	INTRODUCTION TO LOGISTICS MANAGEMENT				Periods: 8			
Introduction to logistics management; Definition, scope, functions, objectives, Integrated logistics management, role of logistics in the Supply chain, Logistics & customer service, Role of logistics in competitive strategy, Logistics organization & performance measurement, ERP, SAP, ORACLE.								CO1
UNIT-II	INVENTORY				Periods: 10			
Inventory planning- inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling objectives, guidelines & principles, selection of material handling equipment's. Packaging, role of packaging, packaging materials, consumer & industrial packaging, material handling efficiency.								CO2
UNIT-III	TRANSPORTATION				Periods: 9			
Transportation; role of transportation in logistics, transportation selection decision, basic modes of transportation, Rail, Road, Water, Air, Pipeline, characteristics of different modes transport economics, Inter modal operations.								CO3
UNIT-IV	CONTAINERIZATION				Periods: 10			
Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options.								CO4
UNIT-V	REVERSE LOGISTICS				Periods: 8			
Reverse logistics- scope, design, e-logistics- logistics information system-application of IT in logistics- automatic identification technologies- bar coding, RFID, Logistics outsourcing- 3PL & 4PL, Global logistics- operational & strategic issues.								CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
<b>Text Books</b>								
1. V.V.Sople, Logistics Management, 3 <sup>rd</sup> Edition, Pearson, 2012.								
2. James Stevens, Supply Chain Management: Strategy, Operation & Planning for Logistics Management (Logistics, Supply Chain Management, Procurement), Shepal Publishing, 2016								
3. D K Agarwal, Logistics and supply chain management, Macmillan Publishers India Ltd.(2003), Eighth Impressions, 2010								
<b>Reference Books</b>								
1. Donald J Bowersox, David J Closs, John H McConnel Chair, M Bixby Cooper and John C Bowersox, Supply Chain Logistics Management, 4 <sup>th</sup> edition, McGraw Hill Education, 2018.								
2. Satish C. Ailawadi, P. Rakesh Singh, Logistics Management, Second Edition, PHI, 2013.								
3. David Taylor and David Brunt, Manufacturing Operations and Supply chain Management, Vikas Thomson Learning publishers, 2009.								
4. Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno. Introduction to Logistics Systems Management (2 <sup>nd</sup> Edition)								
5. Alan Rushton, Phil Croucher, Peter Baker. The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (5 <sup>th</sup> Edition)								
<b>Web References</b>								
1. <a href="https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/download-course-materials/">https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/download-course-materials/</a>								
2. <a href="https://examupdates.in/mba-international-logistics-management/">https://examupdates.in/mba-international-logistics-management/</a>								
3. <a href="http://library.jgu.edu.in/content/logistics-and-supply-chain-management">http://library.jgu.edu.in/content/logistics-and-supply-chain-management</a>								
4. <a href="https://www.getfareye.com/insights/blog/what-is-logistics-management">https://www.getfareye.com/insights/blog/what-is-logistics-management</a>								
5. <a href="https://www.projectmanager.com/blog/logistics-management-101">https://www.projectmanager.com/blog/logistics-management-101</a>								

\* TE – Theory Exam, LE – Lab Exam

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2. B. 85

COs/POs/PSOs Mapping

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

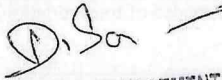
Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

  
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DEPARTMENT OF MANAGEMENT STUDIES  
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 MADAGADIPET, PUDUCHERRY-605 107



Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEN07	Periods/Week			Credit	Maximum Marks		
Course Name	Manufacturing Strategy	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the application of various strategies of manufacturing to an organization.						K2
	CO2	Understand the significance of decision making in various manufacturing and operations design.						K2
	CO3	Describe the impact of modern approaches to manufacturing strategy.						K2
	CO4	Explain the characteristic of appropriate manufacturing systems.						K2
CO5	Design and study the impact of technology in manufacturing systems.						K6	
UNIT-I	MANUFACTURING COMPETITION				Periods: 9			
The competitive environment in the market, The WTO agreement and its effect on Indian Industries, Manufacturing as a competitive strategy, Competitive Advantages and Disadvantages.								CO1
UNIT-II	MANUFACTURING DESIGN				Periods: 9			
Product Variety, Modular Design, Design for manufacturability, Selection of manufacturing technologies, Vendor Development, Vendor rating, Just in time manufacturing, Kanban system, and Agile Manufacturing.								CO2
UNIT-III	MANUFACTURING TECHNIQUES				Periods: 9			
Reengineering, Total Quality Management (TQM), Materials Requirement Planning (MRP), Enterprise Resource Planning (ERP), and simulation as tools for competitive manufacturing, Intelligent Manufacturing.								CO3
UNIT-IV	MANUFACTURING SYSTEMS				Periods: 9			
Elementary of manufacturing systems for different manufacturing scenarios – Dedicated manufacturing system, Flexible manufacturing system (FMS), cellular manufacturing system (CMS), and Re-configurable manufacturing system (RMS); Selection of manufacturing systems.								CO4
UNIT-V	MANUFACTURING TECHNOLOGY				Periods: 9			
Concept of Computer Integrated Manufacturing (CIM), FIFO, Network based manufacturing, and E-Manufacturing.								CO5
Lecture Periods: 45		Tutorial Periods:-		Practical Periods:-		Total Periods: 45		
<b>Text Books</b>								
1. Terry Hill, Manufacturing Strategy: The Strategic Management of the Manufacturing Function, Second edition, 2017.								
2. John Miltenburg, Manufacturing Strategy, second edition, Productivity Press, 2017.								
<b>Reference Books</b>								
1. Charles H Fine, and Arnalodo C. Hax, Manufacturing Strategy: A Methodology and an Illustration, Creative Media Partners, LLC, 2018.								
2. B. Wu, Manufacturing Systems Design and Analysis, Springer, 2012.								
3. Terry Hill. Manufacturing Strategy: Text and Cases, January 2000.								
4. Kalpak Jian, Manufacturing Engineering and Technology, 4e (New Edition).								
5. Manufacturing Processes: APICS Readings for CIRMHarvard University, Office of the University Publisher, 1990 .								
<b>Web References</b>								
1. <a href="http://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf">http://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf</a>								
2. <a href="http://www.himpub.com/documents/Chapter911.pdf">http://www.himpub.com/documents/Chapter911.pdf</a>								
3. <a href="https://www.indeed.com/career-advice/career-development/manufacturing-processes">https://www.indeed.com/career-advice/career-development/manufacturing-processes</a>								
4. <a href="https://link.springer.com/referenceworkentry/10.1007/978-3-642-20617-7_6562">https://link.springer.com/referenceworkentry/10.1007/978-3-642-20617-7_6562</a>								
5. <a href="https://onlinecourses.nptel.ac.in/noc21_mg68/preview">https://onlinecourses.nptel.ac.in/noc21_mg68/preview</a>								

\* TE – Theory Exam, LE – Lab Exam

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2.B.85

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

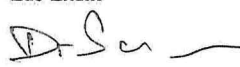
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PUDUCHERRY-605 017

DEPARTMENT OF MANAGEMENT STUDIES  
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PUDUCHERRY-605 017

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEN08	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	Lean Manufacturing	3	0	0	3	50	50*	100
Prerequisite								
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the objectives, key principles and implications of lean manufacturing.						K2
	CO2	Understand the methods and tools of lean manufacturing.						K2
	CO3	Describe the types of lean manufacturing.						K1
	CO4	Explain the characteristic of project selection for lean.						K2
	CO5	Design and study applications of lean manufacturing.						K6
UNIT-I	PRINCIPLES OF MANUFACTURING				Periods: 10			
Review of manufacturing paradigm; Objectives of lean manufacturing, key principles and implications of lean manufacturing, traditional versus lean manufacturing characteristics; Value creation and waste elimination-major kinds of manufacturing waste, concept of take time, continuous flow, continuous improvement, single piece flow.								CO1
UNIT-II	LEAN MANUFACTURING TOOLS AND METHODOLOGIES				Periods: 10			
Value stream mapping: Current state and future state value stream mapping; Standard work: Communication of standard work to employees, visual controls; Quality at the source, 5S principles, Total Productive Maintenance, Changeover and setup time reduction; Production levelling -Failure mode and effect analysis, line balancing, mistake proofing, case studies.								CO2
UNIT-III	GROUP TECHNOLOGY AND JUST IN TIME MANUFACTURING				Periods: 8			
Group technology philosophy: Part family, Machine cell design and analysis; JIT-Elements of JIT, Kanban, case studies.								CO3
UNIT-IV	PROJECT SELECTION FOR LEAN				Periods: 8			
Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.								CO4
UNIT-V	LEAN MANUFACTURING IMPLEMENTATION				Periods: 9			
Road map for lean manufacturing implementation; Reconciling lean with other systems Lean six sigma, integrating lean principles in ERP and PLM; Lean production in Industry 4.0: Impact of industry 4.0 on lean production system, case studies.								CO5
Lecture Periods: 45		Tutorial Periods:0		Practical Periods:-0		Total Periods: 45		
Text Books								
1. Paul Myerson., Lean Supply Chain and Logistics Management, first edition, McGraw Hill Education, 2012.								
2. S. R. Devadasan, V. Sivakumar, "Lean and Agile Manufacturing: Theoretical, Practical and Research futuristic", PHI, 2012.								
3. Suvabrata Mitra Lean and Six Sigma – Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment Paper Back.								
Reference Books								
1. Beata Mrugalska, Magdalena K. Wyrwicka, "Towards Lean Production in Industry 4.0", Procedia Engineering, 182, 2017.								
2. Pascal Dennis, Lean Production Simplified, 3 <sup>rd</sup> edition, Productivity Press, 2015.								
3. Jeffrey K. Liker. "The Toyota Way: 14 Management Principles from the World's Greatest Manufacture"								
4. James P Womack, Daniel T Jones, and Daniel Roos, The Machine that changed the World. The Story of Lean Production -Harper Perennial edition published 1991.								
5. Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Second Edition Hardcover – 2012by Masaaki Imai								
Web References								
1. <a href="https://www.six-sigma-material.com/Lean-Manufacturing.html">https://www.six-sigma-material.com/Lean-Manufacturing.html</a>								
2. <a href="https://www.sfsa.org/meetings/spring12/Lean%20Manufacturing.pdf">https://www.sfsa.org/meetings/spring12/Lean%20Manufacturing.pdf</a>								
3. <a href="https://www.planview.com/resources/guide/what-is-lean-manufacturing/lean-manufacturing/">https://www.planview.com/resources/guide/what-is-lean-manufacturing/lean-manufacturing/</a>								
4. <a href="https://kanbanize.com/lean-management/implementing-lean">https://kanbanize.com/lean-management/implementing-lean</a>								
5. <a href="https://nzbef.org.nz/wp-content/uploads/2019/05/Guide-Lean-Implementation-Steps-Plan-Roadmap-Timeline.pdf">https://nzbef.org.nz/wp-content/uploads/2019/05/Guide-Lean-Implementation-Steps-Plan-Roadmap-Timeline.pdf</a>								

\* TE – Theory Exam, LE – Lab Exam

  
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COs/POs/PSOs Mapping

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

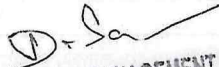
Correlation Level: 1 - Low, 2 - Medium, 3 - High

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

  
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2.B.88

Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type TE			
Course Code	P23MSEN09		Periods/Week			Credit	Maximum Marks		
			L	T	P	C	CAM	ESE	TM
Course Name	Service Operations Management		3	0	0	3	50	50*	100
Prerequisite									
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Describe the function of the Service Operations Management discipline in various sectors of the economy.						K2	
	CO2	Develop an understanding of the terminology and responsibilities that relate to Service Operations Management.						K6	
	CO3	Interpret basic tools and skills used in solving problems traditionally associated with operating the service operations system.						K2	
	CO4	Design Service delivery operations to produce superior customer experience.						K5	
	CO5	Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.						K3	
UNIT-I	UNDERSTANDING SERVICE OPERATIONS					Periods: 9			
Introduction; Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organisation Value Chain.								CO1	
UNIT-II	SERVICE OPERATION INFRASTRUCTURE					Periods: 9			
Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes.								CO2	
UNIT-III	SERVICE PROCESS MANAGEMENT					Periods: 9			
Service Encounter Design and Control; Managing Service Processes; Experience Management in Service Operations; Service Quality and Reliability Assurance; Service Process Improvement & the Associated Methodologies; Experience Innovation Paradigm; New Service Development.								CO3	
UNIT-IV	SERVICE DELIVERY PROPOSITIONS					Periods: 9			
Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line and Customer Relationship Management; Inventory Management for Improved Service Delivery.								CO4	
UNIT-V	IMPROVING SERVICE OPERATIONS					Periods: 9			
Service innovation, service improvement, driving continuous improvement, learning from problems, learning from other operations; Building a world class service organisation.								CO5	
Lecture Periods: 45		Tutorial Periods:-		Practical Periods:-		Total Periods: 45			
Text Books									
1. Robert Johnston, Michael Shulver, Nigel Slack and Graham Clark, Service Operations Management, Fifth Edition, Pearson Education Limited, 2021.									
2. Sanjeev Bordoloi, James A Fitzsimmons and Mona J Fitzsimmons, Service Management Operations, Strategy, Information Technology, Ninth Edition, McGraw Hill Education, 2018.									
3. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007									
Reference Books									
1. Metters, et al., Service Operations Management, Cengage Learning, 2006.									
2. Deborah C Sawyer, Competitive Strategies for Service Businesses, First Edition, Jaico Publishing House, 2008.									
3. Bill Hollins, Sadie Shinkins, Managing Service Operations, Sage Publications, 2007.									
4. Davis & Heineke, Managing Services: People and Technology, Tata McGraw Hill, 2003.									
5. Robert Johnston and Graham Clark, Service Operations Management, Prentice Hall.									
Web References									
1. <a href="https://nptel.ac.in/content/syllabus_pdf/110106046.pdf">https://nptel.ac.in/content/syllabus_pdf/110106046.pdf</a>									
2. <a href="https://onlinecourses.nptel.ac.in/noc20_mg36/preview">https://onlinecourses.nptel.ac.in/noc20_mg36/preview</a>									
3. <a href="https://www.studocu.com/en-ca/document/athabasca-university/service-operations-management/lecture-notes-lectures-1-11/709034">https://www.studocu.com/en-ca/document/athabasca-university/service-operations-management/lecture-notes-lectures-1-11/709034</a>									
4. <a href="https://www.civilserviceindia.com/subject/Management/notes/management-of-service-operations.html">https://www.civilserviceindia.com/subject/Management/notes/management-of-service-operations.html</a>									
5. <a href="https://www.civilserviceindia.com/subject/Management/notes/management-of-service-operations.html">https://www.civilserviceindia.com/subject/Management/notes/management-of-service-operations.html</a>									

\* TE – Theory Exam, LE – Lab Exam

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COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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2.B.90

Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEN10		Periods/Week			Credit	Maximum Marks		
Course Name	Strategic Global Sourcing		L	T	P	C	CAM	ESE	TM
Prerequisite			3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)	
	CO1	Understand the concepts of operational alignment with sourcing strategy.						K2	
	CO2	Understand the basic concepts of Supplier Research and market analysis.						K3	
	CO3	Apply negotiation techniques during the process of sourcing						K3	
	CO4	Understand the concepts involved in supplier diversity & sustainability.						K2	
	CO5	Associate the importance of knowing risk involved in Global sourcing.						K4	
UNIT-I	OPERATIONAL ALIGNMENT WITH SOURCING STRATEGY					Periods: 9			
The Strategic Sourcing Plan – Operational Sourcing Strategy - Understanding Requirements - Opportunity Analysis - Category Segmentation - Source to Settle - Sourcing Challenges.									
									CO1
UNIT-II	SUPPLIER RESEARCH AND MARKET ANALYSIS					Periods: 9			
Conducting Supplier Research - Conducting Market Analysis. Solicitation of Bids and Proposals - Solicitation Planning - Solicitation Methods - Evaluation Criteria									
									CO2
UNIT-III	NEGOTIATION					Periods: 9			
Negotiation Revisited - The Nature of Negotiation - Negotiation Strategy - Negotiation Planning - Developing a Negotiation Plan - Exception Conditions.									
									CO3
UNIT-IV	SUPPLIER DIVERSITY & SUSTAINABILITY					Periods: 9			
Diversity Programs - The Business Case for Diversity - Supplier Diversity Best Practices - Global Supplier Diversity - Diversity Advocacy Organizations. Issues in Sustainability – Guidelines - Criteria for Supplier Evaluation.									
									CO4
UNIT-V	RISK AND GLOBAL SOURCING					Periods: 9			
The Nature of Risk - Understanding Risk - Risk Management Principles. Developing a Global Sourcing Strategy - International Trade Requirements.									
									CO5
Lecture Periods: 45		Tutorial Periods:-		Practical Periods:-		Total Periods: 45			
Text Books									
1. Fred Sollish and John Semanik (2011) Strategic Global Sourcing Best Practices. John Wiley & Sons.									
2. Pol Antras (2015). Global Production: Firms, Contracts and Trade Structure. Wiley.									
3. Wolfgang Schneid (2010). Global Sourcing - The strategic reorientation of purchasing. Grin Publishing									
Reference Books									
1. Gerd Kerkhoff (2006). Global Sourcing: Opportunities for the Future China, India, Eastern Europe. Wiley									
2. Daniel Senft (2013). International Sourcing: A Method to Create Corporate Success. Springer Gabler.									
3. Christian Schuh, Robert Kromoser, Micheal F. Strohmer and Alenka Triplat (2009). The Purchasing Chessboard: 64 Methods to Reduce Cost and Increase Value with Suppliers. Springer.									
Web References									
1. <a href="https://www.dragonsourcing.com/global-sourcing/">https://www.dragonsourcing.com/global-sourcing/</a>									
2. <a href="https://www.purchasing-procurement-center.com/what-is-global-sourcing.html">https://www.purchasing-procurement-center.com/what-is-global-sourcing.html</a>									
3. <a href="https://www.cgnglobal.com/global-sourcing-and-procurement">https://www.cgnglobal.com/global-sourcing-and-procurement</a>									
4. <a href="https://www.mindtools.com/pages/article/10-cs.htm">https://www.mindtools.com/pages/article/10-cs.htm</a>									
5. <a href="https://www.prokuria.com/post/supplier-evaluation">https://www.prokuria.com/post/supplier-evaluation</a>									
6. <a href="https://www.smartsheet.com/content/vendor-assessment-evaluation">https://www.smartsheet.com/content/vendor-assessment-evaluation</a>									

\* TE – Theory Exam, LE – Lab Exam

  
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COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2.8.92 P. 8



Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective:			*End Semester Exam Type: TE			
Course Code	P23MSEN11		Periods/Week			Credit	Maximum Marks		
Course Name	Technological Innovations in Operations		L	T	P	C	CAM	ESE	TM
Prerequisite			4	0	0	4	50	50*	100
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Understand the concepts of critical success factors in managing technology.						K2	
	CO2	Understand the basic concepts of IT role in Operations Management.						K2	
	CO3	Illustrate the knowledge on Behavioural Operations Management						K3	
	CO4	Infer the use of Big Data in Operations Management.						K2	
	CO5	Associate the importance of AI in Operations Management.						K4	
UNIT-I	CRITICAL FACTORS IN MANAGING TECHNOLOGY					Periods: 9			
International Technology Management policy; Flexibility in Technology Management; Management of Change and Choice of Technology; Technology sourcing; Managing Uncertainty, Complexity and Chaos; R&D, Productivity and Business Appraisal of Technology potentials; Innovation and Design Management.									
UNIT-II	INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT					Periods: 9			
Key drivers for automation - Operations and IT working together - The project life cycle - Technology risk - Trends and developments.									
UNIT-III	BEHAVIOURAL OPERATIONS MANAGEMENT					Periods: 9			
Behavioural Economics and Behavioural Operations - Individual Decision-Making Biases: Immediacy, Salience, and Hyperbolic Discounting - Ambiguity and Complexity Effects - Heuristics and Biases. Social Preferences: Status - Reciprocity and Relationships – Group Identity. Behavioural OM Models of Culture.									
UNIT-IV	BIG DATA IN OPERATIONS MANAGEMENT					Periods: 9			
Big Data in Operations Management - Pros and Cons of Applying Opinion Mining on Operation Management - Predictive Analytics in Operations Management - Management of SME's Semi Structured Data Using Semantic Technique.									
UNIT-V	AI IN OPERATIONS MANAGEMENT					Periods: 9			
Application of Artificial Neural Networks in Predicting the Degradation of Tram Tracks Using Maintenance Data - Intelligent Manufacturing Systems - A Collaborative Decision-making Approach for Supply Chain Based on a Multi-agent System - Supply Chain Management Under Uncertainties: Lot-sizing and Scheduling Rules - Meta-heuristics for Real-time Routing Selection in Flexible Manufacturing Systems - Intelligent Techniques for Safety Stock Optimization in Networked Manufacturing Systems - Factory of the Future: A Service-oriented System of Modular, Dynamic Reconfigurable and Collaborative Systems.									
Lecture Periods:45			Tutorial Periods:0			Practical Periods:-0		Total Periods: 45	
Text Books									
1. Gerard H. Gaynor (2015). Handbook of Technology Management. McGraw Hill.									
2. David Loader and Graeme Biggs (2002). Managing Technology in the Operations Function. Butterworth-Heinemann An imprint of Elsevier Science									
3. Lyes Benyoucef and Bernard Grabot (2010). Artificial Intelligence Techniques for Networked Manufacturing Enterprises Management. Springer.									
Reference Books									
1. Christoph H. Loch and Yaozhong Wu (2005). Behavioral Operations Management. Foundations and Trends in Technology, Information and Operations Management. now Publishers.									
2. Manish Kumar (2017). Applied Big Data Analytics in Operations Management. ICI Global									
3. Robert Szakonyi (2015). Handbook of Technology Management, Viva Books Private Limited.									
Web References									
1. <a href="https://www.tandfonline.com/doi/full/10.1080/09537287.2021.1882690">https://www.tandfonline.com/doi/full/10.1080/09537287.2021.1882690</a>									
2. <a href="https://pubsonline.informs.org/doi/abs/10.1287/msom.2019.0828">https://pubsonline.informs.org/doi/abs/10.1287/msom.2019.0828</a>									
3. <a href="https://www.lead-innovation.com/english-blog/success-factors-for-the-introduction-of-innovation-management">https://www.lead-innovation.com/english-blog/success-factors-for-the-introduction-of-innovation-management</a>									
4. <a href="https://www.forbes.com/sites/louiscolombus/2021/01/29/10-ways-ai-can-elevate-your-service-and-operations-management/">https://www.forbes.com/sites/louiscolombus/2021/01/29/10-ways-ai-can-elevate-your-service-and-operations-management/</a>									
5. <a href="https://searchitoperations.techtarget.com/definition/IT-operations-management-ITOM">https://searchitoperations.techtarget.com/definition/IT-operations-management-ITOM</a>									
6. <a href="https://www.researchgate.net/publication/336158837_Behavioral_Operations_Management_A_Review_of_the_Field">https://www.researchgate.net/publication/336158837_Behavioral_Operations_Management_A_Review_of_the_Field</a>									

\* TE – Theory Exam, LE – Lab Exam

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2.B.93

COs/POs/PSOs Mapping

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

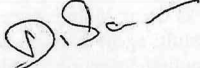
Correlation Level: 1 - Low, 2 - Medium, 3 - High

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

  
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2.B.994

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEN12	Periods/Week			Credit	Maximum Marks		
		L	T	P	C	CAM	ESE	TM
Course Name	Supply Chain Analytics	3	0	0	3	50	50*	100
Prerequisite								
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the concepts of Supply Chains Analytics.						K2
	CO2	Understand the basic concepts of Analytics for Supply chain Network Design.						K2
	CO3	Creating Advanced Supply Chain Modeling.						K6
	CO4	Analyze Supply Chain Risk Analytics.						K4
	CO5	Apply Prescriptive Analytics for Supply Chain.						K3
UNIT-I	CONTEXT OF SUPPLY CHAINS ANALYTICS				Periods: 8			
Understanding and defining the supply chain analytics; Importance of supply chain, Analytics; Relating Operations Management with Supply chain concepts with SC Analytics; The importance of supply chain analytics in the flows involving material, money, information and ownership; Key issues in supply chain analytics; Concept of Descriptive Analytics in a Supply Chain; Discussion on a Few Supply Chains Analytics applications in India; Decision Domains in in supply chain analytics.								CO1
UNIT-II	ANALYTICS FOR SUPPLY CHAIN NETWORK DESIGN				Periods: 10			
The value of Supply chain Network Design; Intuition Building with Center of Gravity Models; Locating Facilities Using a Distance-Based Approach; Alternative Service Levels and Sensitivity Analysis; Adding Costs to Two-Echelon Supply Chains: Adding Outbound Transportation to the Model, Introducing Facility Fixed and Variable Costs; Baselines and Optimal Baselines.								CO2
UNIT-III	ADVANCED MODELING AND EXPANDING TO MULTIPLE ECHELONS				Periods: 9			
Three-Echelon Supply Chain Modeling; Adding Multiple Products and Multisite Production Sourcing; The Art of Modeling; Data Aggregation in Network Design; Creating a Group and Running a Project; Case Study: JPMS Chemicals Case Study.								CO3
UNIT-IV	SUPPLY CHAIN RISK ANALYTICS				Periods: 10			
The Risk of Supply Chain Risk Analysis; Main Elements of Supply Chain Risk; The Value of Supply Chain Risk Analytics; Quantification Measures. Simulation for Supply Chain Analytics; Design, Meta modelling and Analysis of Simulation Experiments; Analysis: Regression Analysis, Method of Least Squares, ANOVA, Measures of Factor Effects, Full Factorial Experiments for the Analysis of Production Characteristics, Fractional Factorial Experiments for Analysis of Production Characteristics. Cautions with the Design of Experiments.								CO4
UNIT-V	PRESCRIPTIVE ANALYTICS FOR SUPPLY CHAIN				Periods: 8			
Prescriptive Analytics in Network Planning in a Supply Chain: Approaches for Optimization and Simulation; Supply Chain Decisions: mathematical or interpretative modelling; Analytics of a Transportation problem in a Supply Chain; Network Planning in a Supply Chain; Importance of Network Planning; Design of Logistics Network using Heuristics or optimization; Concept of 3PL/4PL in a Supply Chain; Case Study: GATI: Managerial implication of results of analytics.								CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
Text Books								
1. Michael Watson, Sara Lewis, Peter Cacioppi, and Jay Jayaraman (2013). Supply Chain Network Design:								
2. Applying Optimization and Analytics to the Global Supply Chain. Pearson Education.								
Reference Books								
1. Iris Heckmann (2016). Towards Supply Chain Risk Analytics: Fundamentals, Simulation, Optimization. Springer Gabler.								
2. Chopra, Meindl & Kalra (2007). Supply Chain Management: Strategy & Analysis. Pearson Education, Asia.								
Web References								
1. <a href="https://www.dragonsourcing.com/global-sourcing/">https://www.dragonsourcing.com/global-sourcing/</a>								
2. <a href="https://www.purchasing-procurement-center.com/what-is-global-sourcing.html">https://www.purchasing-procurement-center.com/what-is-global-sourcing.html</a>								
3. <a href="https://www.cgnglobal.com/global-sourcing-and-procurement">https://www.cgnglobal.com/global-sourcing-and-procurement</a>								
4. <a href="https://www.mindtools.com/pages/article/10-cs.htm">https://www.mindtools.com/pages/article/10-cs.htm</a>								
5. <a href="https://www.prokuria.com/post/supplier-evaluation">https://www.prokuria.com/post/supplier-evaluation</a>								
6. <a href="https://www.smartsheet.com/content/vendor-assessment-evaluation">https://www.smartsheet.com/content/vendor-assessment-evaluation</a>								

\* TE – Theory Exam, LE – Lab Exam

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2.B.95

## COs/POs/PSOs Mapping

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

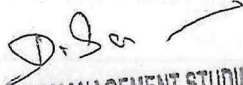
Correlation Level: 1 - Low, 2 - Medium, 3 - High

## Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


  
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2. B. 96

Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSES06		Periods/Week			Credit	Maximum Marks		
Course Name	Enterprise Resource Planning		L	T	P	C	CAM	ESE	TM
Prerequisite			3	0	0	3	50	50*	100
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Develop model for ERP for large projects.						K2	
	CO2	Develop model for E-business architecture for any application.						K3	
	CO3	Describe the advantages, strategic value, and organizational impact of utilizing an ERP system for the management of information across the functional areas of a business: sales and marketing, accounting and finance, human resource management, and supply chain.						K3	
	CO4	Demonstrate a working knowledge of how data and transactions are integrated in an ERP system to manage the sales order process, production process, and procurement process.						K3	
	CO5	Evaluate organizational opportunities and challenges in the design system within a business scenario.						K3	
UNIT-I	ERP INTRODUCTION					Periods: 8			
ERP Introduction, Origin, Evolution and Structure, Business Processes, Justifying ERP Investment, Risks of ERP, Benefits of ERP.								CO1	
UNIT-II	RE ENGINEERING					Periods: 10			
Business Intelligence and Business Analytics, Business Process Reengineering, Data ware Housing, Data Mining, Online Analytic Processing (OLAP), Product Life Cycle Management (PLM), Link Access Procedure (LAP), Supply chain Management.								CO2	
UNIT-III	FUNCTIONAL MODULES					Periods: 9			
Business Modules of an ERP Package, Financials, Manufacturing (Production), Human Resource Management, Marketing, Quality Management, Sales, Distribution and Service, Materials Management.								CO3	
UNIT-IV	IMPLEMENTATION					Periods: 10			
ERP Implementation challenges, ERP Implementation Strategies, ERP Implementation Life Cycle, Pre-implementation, ERP Implementation Methodologies, Contract with Consultants, Vendors and Employees, Data Migration, Post-implementation, success and failure factors of an ERP Implementation.								CO4	
UNIT-V	ERP MARKET AND TRENDS					Periods: 8			
ERP Marketplace and Marketplace Dynamics, ERP Vendors, Enterprise Application Integration (EAI), ERP and E-Business, ERP and Total Quality Management, ERP, Internet, and WWW—ERP II.								CO5	
Lecture Periods: 45		Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books									
1. Alexis Leon, ERP Demystified, Tata McGraw Hill, 4 <sup>th</sup> Edition, 2014.									
2. Joseph A Brady, Ellen F Monk, Bret Wagner, Concepts in Enterprise Resource Planning, Thompson Course Technology, 2012									
Reference Books									
1. Mary Sumner, Enterprise Resource Planning, Pearson, 1 <sup>st</sup> Edition, 2013.									
2. Vinod Kumar Garg and Venkitakrishnan N K, Enterprise Resource Planning Concepts and Practice, PHI, 2003.									
3. Rahul V. Altekar, Enterprise Resource Planning, Tata McGraw Hill, 2005.									
4. Vinod Kumar Garg and Venkitakrishnan N K, Enterprise Resource Planning - A Concepts and Practice, PHI, 2006.									
5. Marianne Bradford, Modern ERP: Select, Implement, and Use Today's Advanced Business Systems, LuLu.com, 2014.									
Web References									
1. <a href="https://techmonitor.ai/techonology/software/10-crp-software-tools-to-keep-your-business-running-smoothly-4730736">https://techmonitor.ai/techonology/software/10-crp-software-tools-to-keep-your-business-running-smoothly-4730736</a>									
2. <a href="https://technologyadvice.com/crp/">https://technologyadvice.com/crp/</a>									
3. <a href="https://www.trustradius.com/crp">https://www.trustradius.com/crp</a>									
4. <a href="https://www.tandfonline.com/doi/full/10.1080/13614576.2020.1742770">https://www.tandfonline.com/doi/full/10.1080/13614576.2020.1742770</a>									
5. <a href="https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/">https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/</a>									

\* TE – Theory Exam, LE – Lab Exam

  
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J. B. 97

COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	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

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

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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2.B.98

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSES07	Periods/Week			Credit	Maximum Marks		
Course Name	E-Commerce	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand and identify the scope of E-Businesses in an economy.						K1
	CO2	Understand the obstacles in the implementation of digital technology with its impact on business, society and individuals.						K3
	CO3	Identify and understand different technologies and strategies of E-Business.						K3
	CO4	Develop strategies to handle present and future challenges of E-Business.						K4
	CO5	Understand to map different models of E-Business for different formats of Businesses.						K5
UNIT-I	ELECTRONIC COMMERCE BUSINESS MODELS AND CONCEPTS				Periods: 8			
Overview of E-Commerce, Unique features of E Commerce, Types, origins and growth of E-Commerce, Electronic Commerce Business models Infrastructural requirements, E-commerce and internet, World Wide Web Wireless and handheld devices, Cloud based e-business.								CO1
UNIT-II	BUSINESS APPLICATIONS				Periods: 10			
Online Retailing, E-SCM, collaborative commerce, Online services (Financial services, travel & online career services),E-Governance Systematic approach to building an EC web site, Choosing Software tools, hardware for EC, Search engine marketing (SEM) and Search Engine Optimization (SEO)								CO2
UNIT-III	INTRODUCTION TO MOBILE TECHNOLOGIES AND M-COMMERCE				Periods: 10			
Introduction - Infrastructure of M-Commerce - Types of Mobile Commerce Services - Technologies of Wireless Business - Benefits and Limitations, Support, Mobile Marketing & Advertisement, Non-Internet applications in M-Commerce - Wireless / Wired Commerce comparisons.								CO3
UNIT-IV	SOCIAL MEDIA AND NETWORKS-BASED BUSINESS MODELS				Periods: 9			
Social media applications for E-Business, Social media analytics, Networks and Platform-based Business Models.								CO4
UNIT-V	ETHICAL AND LEGAL ISSUES				Periods: 8			
E-Commerce and ethics, Privacy regulations and information rights - Indian and global perspectives, Greening the E-Business Supply Chain.								CO5
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
<b>Text Books</b>								
1. P T Joseph S J, E-Commerce: An Indian Perspective, PHI Learning, Fourth Edition, 2015.								
2. Laudon, Kenneth. C., &Traver, Carol. Guercio. E-commerce- business. Technology Society, Pearson Education, 15th edition, 2019.								
<b>Reference Books</b>								
1. Bhasker Bharat, Electronic Commerce Framework. Technologies and Applications, Tata McGraw Hill Co. Ltd. Publications, Third Edition,								
2. Schneider Gary P., Electronic Commerce, USA: Thomson - Course Technology Publications. Fifth Edition, 2006								
3. Awad Elias M., "Electronic Commerce", From Vision to Fulfillment. PHI Publications.								
4. Rayport Jeffrey F and Jawoski Bernard J., Introduction to E-Commerce.								
5. Kalakota Ravi B and Whinston Andrew B., Latest, Frontiers of Electronic Commerce. USA: Addison Wesley Publications.								
<b>Web References</b>								
1. <a href="https://leverageedu.com/blog/pu/difference-between-e-commerce-and-e-business/">https://leverageedu.com/blog/pu/difference-between-e-commerce-and-e-business/</a>								
2. <a href="https://www.the-future-of-commerce.com/2020/01/19/what-is-e-commerce-definition-examples/">https://www.the-future-of-commerce.com/2020/01/19/what-is-e-commerce-definition-examples/</a>								
3. <a href="https://www.oberlo.in/blog/ecommerce-trends">https://www.oberlo.in/blog/ecommerce-trends</a>								
4. <a href="https://www.tandfonline.com/journals/mjcc20e">https://www.tandfonline.com/journals/mjcc20e</a>								
5. <a href="https://www.journals.elsevier.com/electronic-commerce-research-and-applications">https://www.journals.elsevier.com/electronic-commerce-research-and-applications</a>								

\* TE – Theory Exam, LE – Lab Exam

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2. B. 99

COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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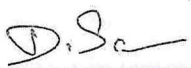
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2.B.100



Department	Management Studies		Programme : MBA							
Semester	Fourth		Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSES08		Periods/Week		Credit	Maximum Marks				
Course Name	Artificial Intelligence		L	T	P	C	CAM	ESE	TM	
Prerequisite			3	0	0	3	50	50*	100	
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Illustrate agent and environment							K2	
	CO2	Recognize appropriate search algorithms for any AI problem							K2	
	CO3	Represent and inferring knowledge in propositional and predicate logic							K2	
	CO4	Apply various reasoning techniques in uncertain domain							K3	
CO5	Use various Planning strategies to solve a problem							K3		
UNIT-I	OVERVIEW OF ARTIFICIAL INTELLIGENCE AND PROBLEM SOLVING					Periods: 8				
Problems of AI, AI technique, Tic-Tac-Toe problem, Intelligent Agents, Agents & environment, nature of environment, structure of agents, goal based agents, utility based agents, learning agents Defining the problem as state space search, production system, problem characteristics, issues in the design of search programs.								CO1		
UNIT-II	SEARCH TECHNIQUES					Periods: 10				
Problem solving agents, searching for solutions; uniform search strategies: breadth first search, depth first search, depth limited search, bidirectional search, comparing uniform search strategies. Heuristic search strategies Greedy best-first search, A* search, AO* search, memory bounded heuristic search: local search algorithms & optimization problems: Hill climbing search, simulated annealing search, local beam search								CO2		
UNIT-III	KNOWLEDGE & REASONING					Periods: 10				
Knowledge representation issues, representation & mapping, approaches to knowledge representation. Using predicate logic, representing simple fact in logic, representing instant & IS A relationship, computable functions & predicates, resolution, natural deduction. Representing knowledge using rules, Procedural versus declarative knowledge, logic programming, forward versus backward reasoning, matching, control knowledge.								CO3		
UNIT-IV	UNCERTAINTY					Periods: 9				
Reasoning Under Uncertainty: Inference - Probabilistic inference - Types of Reasoning- Expectation Maximization - Bayesian networks - Hidden Markov models - Reasoning Systems for Categories - Reasoning with Default Information.								CO4		
UNIT-V	PROBABILISTIC REASONING AND EXPERT SYSTEMS					Periods: 8				
Representing knowledge in an uncertain domain, the semantics of Bayesian networks, Dempster-Shafer theory, Planning Overview, components of a planning system, Goal stack planning, Hierarchical planning, other planning techniques Representing and using domain knowledge, expert system shells, and knowledge acquisition.								CO5		
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45				
<b>Text Books</b>										
1. S. Russell and P. Norvig, "Artificial Intelligence: A Modern Approach", Prentice Hall, Third Edition, 2009.										
2. Deepak Khemani "Artificial Intelligence", Tata McGraw Hill Education 2013.										
3. Joseph C. Giarratano, Gary D. Riley, "Expert Systems: Principles and Programming", Fourth Edition, Cengage, 2007.										
<b>Reference Books</b>										
1. Ritch & Knight, "Artificial Intelligence", Third Edition, Tata McGraw Hill, 2009.										
2. Patterson, "Introduction to Artificial Intelligence & Expert Systems", First Edition, Pearson, 2015.										
3. Saroj Kaushik, "Logic & Prolog Programming", First Edition, New Age International, 2008.										
<b>Web References</b>										
1. <a href="https://nptel.ac.in/courses/106/105/106105077/">https://nptel.ac.in/courses/106/105/106105077/</a>										
2. <a href="https://www.javatpoint.com/artificial-intelligence-tutorial">https://www.javatpoint.com/artificial-intelligence-tutorial</a>										
3. <a href="https://www.tutorialspoint.com/artificial_intelligence/index.htm">https://www.tutorialspoint.com/artificial_intelligence/index.htm</a>										
4. <a href="https://www.guru99.com/artificial-intelligence-tutorial.html">https://www.guru99.com/artificial-intelligence-tutorial.html</a>										
1. <a href="https://data-flair.training/blogs/ai-tutorials-home/">https://data-flair.training/blogs/ai-tutorials-home/</a>										

\* TE – Theory Exam, LE – Lab Exam

  
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2.B.101

**COs/POs/PSOs Mapping**

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

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

**Evaluation Method**

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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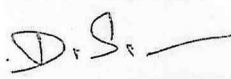
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2.B.102

Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective	*End Semester Exam Type: TE					
Course Code	P23MSES09	Periods/Week			Credit	Maximum Marks		
Course Name	Machine Learning	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)
	CO1	Distinguish between, supervised, unsupervised and semi-supervised learning.						K3
	CO2	Modify existing machine learning algorithms to improve classification efficiency.						K3
	CO3	Build a basic neural network for real-time data.						K3
	CO4	Use unsupervised models for clustering data.						K3
CO5	Design a system that uses the information mining models of machine learning.						K3	
UNIT-I	INTRODUCTION TOMACHINELEARNING				Periods: 9			
Introduction to Machine Learning (ML); Relationship between ML and human learning; A quick survey of major models of how machines learn ; Example applications of ML								CO1
UNIT-II	SUPERVISEDLEARNING ALGORITHMS				Periods: 9			
Supervised Learning; The problem of classification; Feature engineering; Training and testing classifier models; Cross-validation; Model evaluation (precision, recall, F1-measure, accuracy, area under curve); Statistical decision theory including discriminant functions and decision surfaces ; Naïve Bayes classification; Bayesian networks; Decision Tree and Random Forests; k-Nearest neighbor classification; Support Vector Machines								CO2
UNIT-III	CLASSIFICATION AND TEMPORAL MODELS				Periods: 9			
Artificial neural networks including back propagation; Applications of classifications; Ensembles of classifiers including bagging and boosting Hidden Markov Models (HMM) with forward-backward and Viterbi algorithms; Sequence classification using HMM; Conditional random fields; Applications of sequence classification such as part-of-speech tagging Regression: Multi-variable regression; Model evaluation; Least squares regression; Regularization; LASSO; Applications of regression.								CO3
UNIT-IV	UNSUPERVISEDLEARNINGALGORITHMS				Periods: 9			
Clustering: Average linkage; Ward's algorithm; Minimum spanning tree clustering; K-nearest neighbours clustering; BIRCH; CURE								CO4
UNIT-V	MININGALGORITHMS				Periods: 9			
Association rule mining algorithms including a priori-Expectation-Maximization (EM) Algorithm for unsupervised learning anomaly and outlier detection methods.								CO5
Lecture Periods: 45		Tutorial Periods:		Practical Periods:-		Total Periods: 45		
<b>Text Books</b>								
1. E. Alpaydm, "Introduction to Machine Learning", Third Edition, Prentice-Hall, 2014.								
2. A. Rostamizadeh, A. Talwalkar, M. Mohri, "Foundations of Machine Learning", MIT Press.								
3. Andriy Burkov, The Hundred-Page Machine Learning Book, first edition								
<b>Reference Books</b>								
1. R.O. Duda, P.E. Hart, D.G. Stork, "Pattern Classification", Second Edition, Wiley, 2001.								
2. C. Bishop, "Pattern Recognition and Machine Learning", Springer, 2007.								
3. A. Webb, "Statistical Pattern Recognition", Third Edition, Wiley, 2011.								
<b>Web References</b>								
1. <a href="https://nptel.ac.in/courses/106/106/106106139/">https://nptel.ac.in/courses/106/106/106106139/</a>								
2. <a href="https://www.javatpoint.com/machine-learning">https://www.javatpoint.com/machine-learning</a>								
3. <a href="https://www.geeksforgeeks.org/machine-learning/">https://www.geeksforgeeks.org/machine-learning/</a>								
4. <a href="https://www.kaggle.com/learn/intro-to-machine-learning">https://www.kaggle.com/learn/intro-to-machine-learning</a>								
5. <a href="https://machinelearningmastery.com/start-here/">https://machinelearningmastery.com/start-here/</a>								
6. <a href="https://intellipaat.com/blog/tutorial/machine-learning-tutorial/">https://intellipaat.com/blog/tutorial/machine-learning-tutorial/</a>								

\* TE – Theory Exam, LE – Lab Exam



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2. B. 102

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSES10		Periods/Week			Credit	Maximum Marks		
Course Name	BigData Analytics		L	T	P	C	CAM	ESE	TM
Prerequisite			3	0	0	3	50	50*	100
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Describe the fundamentals of Big data.						K2	
	CO2	Perform big data analytics for the given dataset.						K3	
	CO3	Use of technology and tools for various Big data related tasks.						K3	
	CO4	Create Big data environment with proper security policies.						K3	
UNIT-I	INTRODUCTION TO BIG DATA					Periods: 8			
BigData–TheEvolutionofBigdata-Basics-BigDataAnalyticsanditsImportance–challenges-Issues-FutureofBigData.								CO1	
UNIT-II	BIG DATA ANALYTIC METHODS AND MODELING					Periods: 10			
Introductionto“R”,analyzingandexploringdatawith“R”-Modeling:Architecture-HybridDataModeling –DataComputingModeling								CO2	
UNIT-III	TECHNOLOGY AND TOOLS					Periods: 9			
Map Reduce/ Hadoop –NoS QL:Cassandra, HBASE– Apache Mahout–Tools								CO3	
UNIT-IV	BIG DATA SECURITY					Periods: 10			
Big Data Security, Compliance, Auditing and Protection: Pragmatic Steps to Securing Big Data,Classifying Data, Protecting Big Data Analytics, Big Data and Compliance, The Intellectual PropertyChallenge–BigDatainCyber defense								CO4	
UNIT-V	CASE STUDIES					Periods: 8			
MapReduce: Simplified Data Processing on Large Clusters- RDBMS to NoSQL: Reviewing SomeNext-Generation Non-Relational Database's - Analytics: The real-world use of big data - New AnalysisPracticesforBig Data								CO5	
Lecture Periods: 45		Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books									
1. Frank.J.Oilhorst,“BigDataAnalytics:TurningBigDataintoBigMoney”,Wiley&SasBusinessSeries,2013.									
2. PaulC.Zikopoulos,ChrisEaton,DirkdeRoos,ThomasDeutsch,GeorgeLapis,“UnderstandingBigDataAnalyticsforEnterpriseClassHadoopandStreamgData”,TheMcGrawHill,2012.									
Reference Books									
1. BigDataNowCurrentPerspectives,O'ReillyMedia,2011.									
2. “PlanningforBigData”,O'ReillyRadarTeam,2012.									
Web References									
1. <a href="https://www.softwaretestinghelp.com/big-data-tutorial/">https://www.softwaretestinghelp.com/big-data-tutorial/</a>									
2. <a href="https://www.tutorialspoint.com/hadoop/hadoop_big_data_overview.htm">https://www.tutorialspoint.com/hadoop/hadoop_big_data_overview.htm</a>									
3. <a href="https://www.guru99.com/what-is-big-data.html">https://www.guru99.com/what-is-big-data.html</a>									
4. <a href="https://towardsdatascience.com/tutorial-building-your-own-big-data-infrastructure-for-data-science-579ae46880d8?gi=a952fa69e354">https://towardsdatascience.com/tutorial-building-your-own-big-data-infrastructure-for-data-science-579ae46880d8?gi=a952fa69e354</a>									
5. <a href="https://www.tutorialride.com/big-databases/big-database-tutorial.htm">https://www.tutorialride.com/big-databases/big-database-tutorial.htm</a>									

\* TE – Theory Exam, LE – Lab Exam

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2.B.104

COs/POs/PSOs Mapping

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

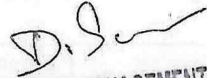
Correlation Level: 1 - Low, 2 - Medium, 3 - High

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

  
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2.B.105

Department	Management Studies		Programme : MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSES11		Periods/Week			Credit	Maximum Marks		
Course Name	Predictive Analytics		L	T	P	C	CAM	ESE	TM
Prerequisite			4	0	0	4	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)	
	CO1	Understand how to use predictive analytics tools to analyze real-life business problems.						K2	
	CO2	Demonstrate case-based practical problems using predictive analytics techniques.						K2	
	CO3	Construct regression models and interpret model outputs.						K3	
	CO4	Understand concepts of decision tree.						K2	
	CO5	Apply forecasting and time series analysis.						K3	
UNIT-I	INTRODUCTION TO PREDICTIVE ANALYTICS					Periods: 9			
Introduction to Analytics, Analytics in Decision Making, Game changers & Innovators, Predictive Analytics, Experts view on Analytics.								CO1	
UNIT-II	SIMPLE AND MULTI LINEAR REGRESSION					Periods: 9			
Introduction to Regression, Model Development, Model Validation. Multiple Linear Regression, Estimation of Regression Parameters, Model Diagnostics, Dummy, Derived & Interaction Variables, Multi-collinearity, Model Deployment.								CO2	
UNIT-III	LOGISTIC REGRESSION					Periods: 9			
Logistic Regression, MLE Estimation of Parameters, Logistic Model Interpretation, Logistic Model Diagnostics, Logistic Model Deployment.								CO3	
UNIT-IV	DECISION TREES AND UNSTRUCTURED DATA ANALYSIS					Periods: 9			
Introduction to Decision Trees, CHI-Square Automatic Interaction Detectors (CHAID), Classification and Regression Tree (CART), Analysis of Unstructured data, Naive Bayes algorithm.								CO4	
UNIT-V	FORECASTING AND TIME SERIES ANALYSIS					Periods: 9			
Forecasting, Time Series Analysis, Additive & Multiplicative models, Exponential smoothing techniques, Forecasting Accuracy, Auto-regressive and Moving average models.								CO5	
Lecture Periods:45		Tutorial Periods:-		Practical Periods:-		Total Periods: 45			
Text Books									
1. Barry Keating, J. Holton Wilson, Shovan Chowdhury and John Galt Solutions (2020). Forecasting and Predictive Analytics with Forecast. McGraw Hill									
2. Kumar, U. D. (2017). Business analytics: The science of data-driven decision making. Wiley.									
3. Ramanathan, R., Mathirajan, M., & Ravindran, A. R. (Eds.). (2017). Big data analytics using multiple criteria decision-making models. CRC Press.									
Reference Books									
1. Bari (2017). Predictive Analytics for Dummies. Wiley.									
2. Dean Abbott (2014). Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst. Wiley									
3. Daniel T. Larose (2015). Data Mining and Predictive Analytics. 2 <sup>nd</sup> Edition. Wiley									
Web References									
1. <a href="https://technologyadvice.com/blog/information-technology/top-predictive-analytics-tools/">https://technologyadvice.com/blog/information-technology/top-predictive-analytics-tools/</a>									
2. <a href="https://www.predictiveanalyticstoday.com/top-predictive-analytics-software/">https://www.predictiveanalyticstoday.com/top-predictive-analytics-software/</a>									
3. <a href="https://www.logianalytics.com/predictive-analytics/what-is-predictive-analytics/">https://www.logianalytics.com/predictive-analytics/what-is-predictive-analytics/</a>									
4. <a href="https://www.jigsawacademy.com/blogs/business-analytics/examples-of-predictive-analytics/">https://www.jigsawacademy.com/blogs/business-analytics/examples-of-predictive-analytics/</a>									
5. <a href="https://www.omnisci.com/technical-glossary/predictive-analytics">https://www.omnisci.com/technical-glossary/predictive-analytics</a>									
6. <a href="https://www.getapp.com/resources/how-to-use-predictive-analytics/">https://www.getapp.com/resources/how-to-use-predictive-analytics/</a>									

\* TE – Theory Exam, LE – Lab Exam

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2. B. 106

COs/POs/PSOs Mapping

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

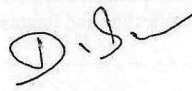
Correlation Level: 1 - Low, 2 - Medium, 3 - High

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

  
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2.B.107



Department	Management Studies	Programme : MBA						
Semester	Fourth	Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSES12	Periods/Week			Credit	Maximum Marks		
Course Name	Social Media Analytics	L	T	P	C	CAM	ESE	TM
Prerequisite		3	0	0	3	50	50*	100
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)
	CO1	Understand the basic of Social Media Analytics.						K2
	CO2	Demonstrate case-based practical problems using network model						K3
	CO3	Apply web analytics tools to get deep insights into social data.						K3
	CO4	Understand concepts of facebook analytics.						K3
UNIT-I	INTRODUCTION TO SOCIAL MEDIA ANALYTICS (SMA)				Periods: 8			
Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas							CO1	
UNIT-II	NETWORK FUNDAMENTALS AND MODELS				Periods: 9			
The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization							CO2	
UNIT-III	MAKING CONNECTIONS AND WEB ANALYTICS TOOLS				Periods: 10			
Making Connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis							CO3	
UNIT-IV	FACEBOOK ANALYTICS				Periods: 10			
Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post- performance on FB. Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis.							CO4	
UNIT-V	VISUALISATION				Periods: 8			
Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Applications in Advertising and Game Analytics							CO5	
Lecture Periods: 45		Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
Text Books								
1. Marshall Sponder (2014). Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. McGraw-Hill Education								
2. Jim Sterne (2020). Social Media Metrics: How to Measure and Optimize Your Marketing Investment. Wiley								
3. Oliver Blanchard (2019). Social Media ROI: Managing and Measuring Social. Que Publishing								
Reference Books								
1. Marshall Sponder (2019). Social Media Analytics. McGraw Hill								
2. Tracy L. Tutten, Michael R. Solomon (2020). Social Media Marketing. Sage								
Web References								
1. <a href="https://www.ibm.com/in-en/topics/social-media-analytics">https://www.ibm.com/in-en/topics/social-media-analytics</a>								
2. <a href="https://www.springer.com/journal/13278">https://www.springer.com/journal/13278</a>								
3. <a href="https://www.sciencedirect.com/science/article/pii/S0268401217308526">https://www.sciencedirect.com/science/article/pii/S0268401217308526</a>								
4. <a href="https://www.thejsms.org/index.php/JSMS">https://www.thejsms.org/index.php/JSMS</a>								
5. <a href="https://www.henrystewartpublications.com/jdsm">https://www.henrystewartpublications.com/jdsm</a>								

\* TE – Theory Exam, LE – Lab Exam

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2.B.108

COs/POs/PSOs Mapping

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

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

Evaluation Method

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

\* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

\* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

*D. Sc*

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