



DEPARTMENT OF MANAGEMENT STUDIES

CURRICULUM

REGULATION 2020

CHOICE BASED CREDIT SYSTEM

M.B.A. – MASTER OF BUSINESS ADMINISTRATION

BHARATH INSTITUTE OF SCIENCE AND TECHNOLOGY

173, AGHARAM ROAD, SELAIYUR

CHENNAI

CURRICULUM – REGULATION 2020

CHOICE BASED FLEXIBLE CREDIT SYSTEM

FOUNDATION CORE (FC)							
S.No	CODE	CATEGORY	COURSE NAME	L	T	P	C
1	P20MBMCO1	FC	Quantitative Techniques	3	1	0	4
2	P20MBMCO2	FC	Economic Foundation of Business Environment	3	0	0	3
3	P20MBMCO3	FC	Principles of Management	3	0	0	3
4	P20MBMCO4	FC	Accounting for Management	3	1	0	4
5	P20MBMCO5	FC	Organizational Behavior	3	0	0	3
6	P20MBMCO6	FC	Business Communication	3	0	0	3
Total Credits for FC				20			
PROFESSIONAL CORE (PC)							
S.No	CODE	CATEGORY	COURSE NAME	L	T	P	C
1	P20MBMCO7	PC	Entrepreneurship and Small Business Management	3	0	0	3
2	P20MBMCO8	PC	Financial Management	3	0	0	3
3	P20MBMCO9	PC	Human Resource Management	3	0	0	3
4	P20MBMC10	PC	Research Methodology	3	1	0	4
5	P20MBMC11	PC	Marketing Management	3	0	0	3
6	P20MBMC12	PC	Strategic Management	3	0	0	3
7	P20MBMC13	PC	Business Analytics	3	0	0	3
8	P20MBMC14	PC	Production and Operations Management	3	0	0	3
9	P20MBMC15	PC	Operations Research	3	1	0	4
10	P20MBMC16	PC	International Business Management	3	0	0	3
11	P20MBMC17	PC	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3

Total Credits for PC		35					
ABILITY ENHANCEMENT CORE (AEC)							
S.No	CODE	CATEGORY	COURSE NAME	L	T	P	C
1	P20MBMJ18	AEC	Business Application Software	3	1	0	4
2	P20MBMJ19	AEC	Web Design	3	1	0	4
3	P20MBMPR20	AEC	Project Work	0	0	10	5
Total Credits for AEC		13					
SOFT SKILLS							
S.No	CODE	CATEGORY	COURSE NAME	L	T	P	C
1	P20MBMJ21	SS	Soft Skill – I	2	0	4	4
2	P20MBMJ22	SS	Soft Skill - II	2	0	4	4
Total Credits for SS		8					
INTERNSHIP							
S.No	CODE	CATEGORY	COURSE NAME	L	T	P	C
1	P20MBMPR23	SI	Summer Project Work	0	0	4	2
Total Credits for SI		2					
OPEN ELECTIVE (OE)							
S.No	CATEGORY	COURSE NAME	L	T	P	C	
1	OE	Open Elective-I	3	0	0	3	
2	OE	Open Elective-II	3	0	0	3	
Total Credits for OE		6					
PROFESSIONAL ELECTIVE (PE)							
S.No	CATEGORY	COURSE NAME	L	T	P	C	
1	PE	Professional Elective – I	3	0	0	3	
2	PE	Professional Elective – II	3	0	0	3	
3	PE	Professional Elective – III	3	0	0	3	
4	PE	Professional Elective – IV	3	0	0	3	
5	PE	Professional Elective – V	3	0	0	3	
6	PE	Professional Elective – VI	3	0	0	3	
Total Credits for PE		18					

Total Credits for MBA Program - 102
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TYPE	NUMBER	CREDITS
Foundation Core (FC)	6	20
Professional Core (PC)	11	35
Professional Elective (PE)	6	18
Ability Enhancement Core (AEC)	3	13
Soft Skills	2	8
Summer Internship	1	2
Open Elective	2	6
Total	31	102

OPEN ELECTIVES (OFFERED BY MBA)

S.No	CODE	CATEGORY	COURSE NAME	L	T	P	C
1	P20MBMOE24	OE	Fundamentals of Psychology	3	0	0	3
2	P20MBMOE25	OE	Personal Effectiveness and Efficiency	3	0	0	3

SPECIALISATIONS OFFERRED

1. FINANCE (**FIN**)
2. HUMAN RESOURCE (**HR**)
3. MARKETING (**MKG**)
4. BANKING AND INSURANCE (**B&I**)
5. LOGISTICS (**LOG**)
6. INTERNATIONAL BUSINESS (**IB**)
7. HOSPITAL AND HEALTHCARE (**H&HC**)
8. BUSINESS ANALYTICS (**BA**)
9. TOURISM AND HOSPITALITY MANAGEMENT (**THM**)

FOUNDATION CORE (FC)

P20MBMCO1	QUANTITATIVE TECHNIQUES		L	T	P	C
	Total Contact Hours: 60		4	1	0	4
	Course Designed by :Mr Gowtham Aashirwad Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the fundamental concepts of statistics and Importance of statistics in business				
CO2	Understanding	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving using statistical tools				
CO3	Applying	Construct and make use of various statistical hypothesis tests				
CO4	Analyzing	Analyse the results by carrying out a sample survey, extrapolate from data the important trends in order to forecast as accurately as possible				
CO5	Evaluating	Evaluatedifferent Measures of dispersion-Range, Mean deviation, standard deviation				
CO6	Creating	Create Diagrammatic and graphical representation of data to express maximization of profit or contribution, minimization of cost/time.				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1				M				S		
	CO2		M		M				S		
	CO3	M			M				S		

QUANTITATIVE TECHNIQUES

UNIT I:	CO4	M	M				M	M	S		M
	CO5	M							S		M
	CO6	M	M		M	M			S		
3	Cate gory		Fundamental Core (FC)								
4	Appr oval										

INTRODUCTION OF STATISTICS

12

Introduction – Importance of statistics in business- Classification and tabulation of statistical data
- Diagrammatic and graphical representation of data.

UNIT II: MEASURES OF CENTRAL TENDENCY & MEASURES OF DISPERSION

12

Measures of central tendency- Mean, Median, Mode – Measures of dispersion-Range, Mean deviation, standard deviation. Estimation- Types of estimation

UNIT III: TESTING OF HYPOTHESIS-I

12

Sample size determination – Type I and II error – Procedure for testing of hypothesis- Sampling methods- hypothesis testing for large sample and small sample (using Z-test, 'T' test) -F-test.

UNIT IV: TESTING OF HYPOTHESIS-II

12

Non- parametric Tests - types – Chi- Square test- Spearman's Rank correlation test, Kruskal Wallis H Test, Sign test, Mann Whitney test.

UNIT V: CORRELATION AND REGRESSION

12

Concepts of Correlation- Types of Correlation- Karl Pearson's coefficient of Correlation, Simple Regression- Regression Coefficients-Method of Least squares.

TOTAL: 60 PERIODS

References:

1. HamdeyA.Taha, Introduction to operations research, Prentice Hall India, Tenth edition, 2017
2. Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.

3. Pannerselvam . R, Operations research, Prentice Hall of india
4. J.K.Sharma, Operations research Theory and applications, 2012
5. Pradeep prabakar pai, Operations research – Principles and practice, oxford higher education, 2012
6. Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co.
7. Prof.V.Sundaresan, Prof. Ganapthisubramanian, Prof.Ganesan, Resource Management Techniques, A.R. Publications, 2016

P20MBMCO2	ECONOMIC FOUNDATION OF BUSINESS ENVIRONMENT OBJECTIVES		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Shree Balaji K					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the Micro & Macro Economic terms, concepts and theories.				
CO2	Understanding	Classify and be able to explain the role and importance of economic policies, trade policies and trade multiplier				
CO3	Applying	Apply economic theories and concepts to contemporary issues to know the growth of our Indian Economy				
CO4	Analyzing	Compare and measure the performance of Indian economy in its external and internal environment by analysis of demand and supply of Money.				
CO5	Evaluating	Evaluate the role of monetary, fiscal policies and performance of Indian economy				
CO6	Creating	Create the strategy and produce desired outcomes to curb unemployment and predict the impact of macroeconomic instruments on the performance of Indian Economy				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	S							S		
	CO2		M		S					S	
	CO3	S							S	S	
	CO4				S	M				S	
	CO5	S				M			S		
	CO6	S			S	M			S		
3	Cate gory		Fundamental Core (FC)								
4	Appr oval										

ECONOMIC FOUNDATION OF BUSINESS ENVIRONMENT OBJECTIVES

UNIT I NATURE AND SCOPE OF MACRO ECONOMIC ISSUES

9

Objectives and Instruments of Macro Economics – Growth, employment, inflation, balance of payment exchange rate – Circular flow of income – National income concepts – Measurement of national income – The role of economic planning – Indian economic planning.

UNIT II ANALYSIS OF NATIONAL INCOME, EMPLOYMENT AND INFLATION

9

Keynesian Perspective multiplier – Accelerator – Business Cycle – The role of fiscal policy – Indian fiscal policy – Indian fiscal policy and Experience.

UNIT III ANALYSIS OF MONETARY SECTOR

9

Demand and supply of money – Equilibrium of money market – The role of monetary policy – Indian Perspectives.

UNIT IV INTEGRATION OF COMMODITY AND MONEY MARKET

9

Analysis of Inflation and unemployment – The role of economic policies – Indian experience.

UNIT V ANALYSIS OF EXTERNAL SECTOR

9

International trade – Trade multiplier – The role of trade policy – Analysis of performance of Indian economy in external sector.

TOTAL: 45 PERIODS

References:

1. Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, 9th Ed., 2017.
2. W. Bruce Allen, Neil A. Doherty, Keith Weigelt and Edwin Masfield. Managerial Economics: Theory, Applications, and Cases. W.W. Norton & Company, Ltd., London, 7th edition, 2012.
3. 2. Michael R. Baye. Managerial Economics and Business Strategy. McGraw–Hill/Irwin, New York, USA, International edition, 5th edition, 2006.
4. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.
5. Brigham and Pappas-Managerial Economics.
6. Mark Hirschey and Bentzen, Managerial Economics. Cengage Learning, 2017.

P20MBMCO3	PRINCIPLES OF MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Mr R Ramamoorthy				

COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Recall the management concept, principles, and Hendry Fayol FM Taylor and Hendry Fayol Contribution to the management, management functions and Thirukural concept in management
CO2	Understanding	Interpreting the management science or art, difference between administration and management, management by objectives, centralization and decentralization, training and development and techniques for controlling, nature and purpose of group and business ethics in Thirukural
CO3	Applying	Identifying the natures of management, purpose of planning, organizing and controlling, selection and recruitment, strategies to coordination and goal setting in Thirukural
CO4	Analyzing	Examine the roles of managers,, strategic planning, delegation of authority, orientation, fundamentals of directing, coordination needs and adapting changing environment in Thirukural
CO5	Evaluate	Interpreting the evaluation of management thought, planning process, organizational structure, span of control ,organizational control techniques and leadership in Thirukural
CO6	Creating	Developing the organization and environment factors, decision making process, formation of groups and managing groups and communication principles from Thirukural

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1			L			M	M			

2	CO2		M			S			L		
3	CO3		M		S		M				S
4	CO4				S	S				M	
5	CO5	M				S		M			S
6	CO6	M			S				L		
3	Cate gory		Professional Core (PC)								
4	App rova l										

UNIT INATURE OF MANAGEMENT

9

The Nature of Management –Management: Science or Art – Difference between administration and management - Evolution of management thought - Roles of managers– F.W.Taylor and Henri Fayol contribution to the management- Organization and the environmental factors.

UNIT II PLANNING

9

Nature and purpose of planning - Planning process – Objectives - Management by objective (MBO)- Strategic Planning - Decision Making - Decision Making Process.

UNIT III ORGANIZING

9

Nature and purpose of organizing - Organization structure - Span of control - Centralization and Decentralization – Delegation of authority - Staffing - Selection and Recruitment - Orientation - Training and development.

UNIT IV DIRECTING & CONTROLLING

9

Fundamentals of Directing – Importance & Techniques-Controlling - nature of control – Organizational control techniques Process of controlling - Types of control- Coordination needs, importance, types & strategies to co-ordination - nature and the purpose of groups- formation of groups-Managing groups.

UNIT V MANAGEMENT CONCEPTS IN THIRUKKURAL

9

Management Concepts in Thirukkural: Goal setting in verse 596-Business Ethics in verse 113- Thirukkural: Adapting to changing Environment in verse 474,426 and verse 140- - Thirukkural:

Communication Principles in Decision making process – verse 948, 472, 467,663- Thirukkural: Leadership in verse 436,770 and 994.

TOTAL: 45 PERIODS

References:

1. Essentials of Management - An International, Innovation and Leadership Perspective, Harold Koontz, Heinz Weihrich and Mark V Cannice, 2020
2. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 2016
3. Principles of Management, Tripathi, 2018.
4. Principles and Practices of Management, L.S Prasad, 2019
5. Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition.
6. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective,2012
7. Griffin, Management: Principle & Applications, Cengage Learning
8. P.Subba Rao, Principles of Management, Himalaya Publishing,2014
9. Hellriegel, Slocum & Jackson, ' Management -A Competency Based Approach', Thomson South Western, 10th edition, 2007.

P20MBMCO4	ACCOUNTING FOR MANAGEMENT	L	T	P	C
	Total Contact Hours: 60	3	1	0	4
	Course Designed by : Dr J Pavithra				
COURSE OUTCOMES (COs)					

CO1	Remember	Define the basics accounting through the entries of journal, ledger and trial balance for the understanding of the financial accounting through trading profit and loss and balance sheet and cost sheet, inventory valuation and financial statements
CO2	Understand	Interpret the various accounting tools for interpreting the branches of accounting through preparation of inventory valuation techniques such as FIFO and LIFO and understand the ideologies of cost volume profit analysis
CO3	Apply	apply the financial statement analysis and ratio analysis for the current trend on the management accounting
CO4	Analyze	analyze on the fund flow statement for providing better understanding of the current financial position of the organization
CO5	Analyze	Inspect the various books of accounts through break even point to highlight on the profit or loss position of the firm
CO6	Evaluate	Evaluate the cash position of the organization through cash flow statement the current status of the firm

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	M				L					S
2	CO2		L						S		
3	CO3	M				L			S		
4	CO4				S						S
5	CO5						M		S		
6	CO6	M			S			L			S

3	Cate gory		Professional Core (PC)
4	App rova l		

Accounting – Meaning – Definition – Objectives – Advantages & Disadvantages – Functions - Accounting concepts & Conventions – Golden rules of Accounting – Journal, Ledger, Trial Balance – Preparation of Trading and Profit & Loss – Balance sheet – Problem in Final Accounts.

UNIT II - COST ACCOUNTING

9

Cost Accounting – Meaning – definition - Cost Concepts – Classification – Advantages & disadvantages of cost account – Basic cost concepts - Preparation of Cost Sheet – Inventory Valuation – Meaning & Objectives – Inventory System – Methods of Valuation of Inventory

UNIT III - MANAGEMENT ACCOUNTING

9

Management Accounting – meaning – Definition Advantage & disadvantages – Financial Statement Analysis – Comparative statement – Common size balance Sheet – Trend Analysis.

UNIT IV MANAGAEMENT ACCOUNTING

9

Accounting Ratios – Classification of ratios – Advantages and disadvantages – Computations of ratios.- Cost Volume Profit Analysis – Contribution – PV Ratio – Margin of Safety – Break Even Point – Break Even Chart

UNIT V FUND FLOW AND CASH FLOW STATEMENT

9

Fund flow statement – Need, uses – Fund flow statement format – Problem cash Flow Statement – Meaning – Preparing of cash flow statement – cash flow and fund flow statement – cash flow format – Problem in cash flow statement

TOTAL: 45 PERIODS

References:

1. Financial accounting for managers by Dr. Narayana Swamy, Indian institute of Management, Bangalore, Tata–McGrawHill, 2018 edition
2. Financial Accounting Essentials You Always Wanted To Know: 4th Edition, Kalpesh Ashar, 2019
3. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, 2018
4. Gupta R.S.: Advanced Accountancy, vol. 1 & 2, 2015

5. The Essentials of Finance and Accounting for Nonfinancial Managers (3rd Edition), Dr. Edward R. Field, 2019

Dr. D.C. Sharma & K.G. Gupta: Management accounting., 2019

P20MBMCO5	ORGANIZATIONAL BEHAVIOUR			L	T	P	C
	Total Contact Hours: 45			3	0	0	3
	Course Designed by : Mr.Vigneshwar.K						
COURSE OUTCOMES (COs)							
Cos	COGNITIVE	COURSE OUTCOMES					

	ABILITIES	
CO1	Remembering	Recall the concepts of Organizational Behavior to facilitate comprehension of complex Human Behavior
CO2	Understanding	Illustrate the importance of Individual contribution to the Organization and factors affecting Behavior and Performance
CO3	Applying	Apply the key theoretical aspects and practical application of Leadership Style
CO4	Analyzing	Analyze the complexities associated with management of Group Behavior in the Organization to aid in the fulfillment of Individual and Organizational Objectives
CO5	Evaluating	Evaluate the Organizational factors that contribute to success within the Business sectors
CO6	Creating	Discuss the implications of Organizational Process as an HR imperative

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1			S			S		S		
	CO2			S			S	S	S		S
	CO3	S	S	S		S	S	S	S	S	S
	CO4			S	M	S	S	S	S		
	CO5	S	S		M	S			S	S	

	CO6			S			S	S	S		
3	Category	Fundamental Core (FC)									
4	Approval										

UNIT – I: MANAGING ORGANIZATIONAL BEHAVIOUR

9

Definition need and Importance of Organizational Behaviour – Nature and Scope of Organizational Behaviour - Role of managers – Contributing disciplines to Organizational Behaviour - Frame work of Organizational Behaviour.

UNIT – II: INDIVIDUAL PROCESS

9

Personality – types – Factors influencing personality –Theories of Personality – Perception-Importance - Types of Perception — Factors influencing Perception - Interpersonal perception- Impression Management – Learning – Types of learners –The learning process – Learning theories – attitudes and values – Motivation – Theories of motivation - Effects on work behavior - Important types of work stress.

UNIT – III: GROUP DYNAMICS AND GROUP BEHAVIOUR

9

Group Dynamics - How Groups Work - Groups in Organizations - Stages of Group, Foundations of Group Performance — Group Behaviour – Group Communication – Team building - Interpersonal relations – Communication – Control , Group decision making – Merits and Demerits of Group decision making.

UNIT – IV: LEADERSHIP AND POWER

9

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics

UNIT – V: ORGANIZATIONAL PROCESS

9

Organizational structure and design – Organizational culture and climate – Factors affecting organizational climate, Organizational change – Importance – Resistance to change – Managing change. Organizational development – Characteristics – objectives, Organizational Conflict – Causes – Types of Conflicts.

TOTAL: 45 PERIODS

References:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 18, 2018 (Global edition)
2. Organisational Behavior, Aswathappa, Himalaya Publishing House, 2018
3. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013
4. Organisational Behaviour in the Workplace, Laurie Mullins, 2019
5. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
6. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
7. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
8. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
9. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

P20MBMCO6		BUSINESS COMMUNICATION	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Ms.Magdalene Peter				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	List the various elements of communication, channels of communication and barriers to effective communication.				
CO2	Understanding	Demonstrate themselves effectively in routine and special real world business interactions				

CO3	Applying	Make appropriate use of body language. Communicating the process and findings in a range of business documents
CO4	Analyzing	Take part in professional meetings, group discussions, telephonic calls, interviews and speaking activities
CO5	Analyzing	Analyze the effectiveness of business reports
CO6	Creating	Create and Deliver effective business presentations, using appropriate technology tools, for common business situations

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1			M				S	M		
	CO2		M	S		M		S	M		
	CO3			M		L		S	L		
	CO4			M				S	M		
	CO5	S	M		M	M		S	L		
	CO6			S	S			S	M		
3	Cate gory		Professional Core (PC)								
4	Appr oval										

Communication: Definition, classification, purpose and process. Barriers and principles to effective communication, conditions for successful communication, importance of communication in management, communication structure in organization.

UNIT II

Listening: listening process, types of listening, essentials of good listening- Nonverbal communication: classification of non- verbal communication- body language, gestures, handshakes, gazes, smiles, hand movements, styles of walking, voice modulations, guidelines for developing nonverbal communication skills. Presentation skills- elements of a presentation, designing your presentation.

UNIT III

9

Negotiation skills: need to negotiate, factors affecting negotiation, stages of the negotiation process, negotiation strategies- Communication skills for Interviews and Group Discussions, Business etiquettes: telephone etiquette.-

UNIT IV

9

Principles of effective writing, Layout of a letter - Letter Formats - Application for appointment - Reference letters - Appointment letters - Orders - Enquiry letters - Offers and Quotations - bank correspondence - correspondence with Government Department and public bodies.

UNIT V

9

Business letter format, style of letter arrangement, types of letters, developing resume. Report writing, circulars, notices, memos, agenda and minutes, Modern Forms of Communication: Fax - e-mail – Video Conferencing - Internet – Weblinks and their use in Business- Current trends and technologies in business communication.

TOTAL: 45 PERIODS

Reference Books

1. Business Communication, C.R. Reddy, Wiley, 2019
2. Fundamentals of Business Communication, Kumkum Bhardwaj, Wiley, 2020
3. Ludlow, R. & Pantan, F. The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Bisen & Priya – Business Communication (New Age International Publication) 2009
5. Raman, Meenakshi and Singh, Prakash, Business Communication, Oxford University Press., 2012

Leadership Is Language: The Hidden Power of What You Say and What You Don't

PROFESSIONAL CORE (PC)

P20MBMCO7	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT			L	T	P	C
	Total Contact Hours: 45			3	0	0	3
	Course Designed by : Ms.A.Jhoney						
COURSE OUTCOMES (COs)							
COs	COGNITIVE ABILITIES	COURSE OUTCOMES					
CO1	Remembering	Recall basic concepts in the area of entrepreneurship, Role of Women in Entrepreneurship, Small Scale Organizations					
CO2	Understanding	Classify the role and importance of entrepreneurship for economic development and the need for Entrepreneurship Development Programs					

CO3	Applying	Identify business opportunities, and understand business situations in which entrepreneurs act and to master the competencies and knowledge necessary to plan entrepreneurial activities.
CO4	Analyzing	Analyze the various stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures
CO5	Evaluating	Evaluate the effectiveness of different entrepreneurial strategies to demonstrate successful entrepreneurial behaviors.
CO6	Creating	Develop their own business plan to contribute to their entrepreneurial and managerial potentials.

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S	M		S	S	
	CO2		S						S	S	
	CO3	S	S		S	S		S	S	S	S
	CO4		S			S			S	S	S
	CO5		S		S	S			S	S	S
	CO6	S	S	L	S	S	M	S	S	S	S

3	Cate gory		Professional Core (PC)
4	Appr oval		

UNIT I ENTREPRENEUR. 9

Concept of Entrepreneur-characteristics of an Entrepreneur- Distinction between and Entrepreneur and manager-functions of an Entrepreneur - types of entrepreneur

UNIT II WOMEN ENTREPRENEURSHIP 9

Concept of women entrepreneurs-functions of women entrepreneurs-growth of women entrepreneurship, problems of women entrepreneurs

UNIT III ENTREPRENEURIAL COMPETENCIES AND FACTORS 9

Entrepreneurial Competencies and Factors - Meaning of Entrepreneurial competencies or trait-major entrepreneurial competencies-Developing Competencies- Economic factors-Non economic factors-government actions

UNIT IV ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES 9

Need for EDP-objectives of EDP course contents and curriculum of EDP, Phases of EDP-Evaluation of EDP

UNIT V ENTREPRENEURSHIP AND SMALL SCALE ENTERPRISES 9

Opportunities for an Entrepreneurial career, role of small enterprises in economic development, problems of small scale enterprises . Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business- Effective Management of small Business.

TOTAL: 45 PERIODS

References:

1. Entrepreneurship, (Dr.) Abha Mathur, 2019
2. Entrepreneurship | 11th Edition, Robert D. Hisrich, Michael P. Peters, et al., 2020
3. Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
4. Jayshree Suresh, Entrepreneurial Development, Margam Publications, 2015

5. The Execution Factor: The One Skill That Drives Success by Kim Perell, 2018
6. Bring Yourself: How to Harness the Power of Connection to Negotiate Fearlessly, Mori Taheripour, 2020

Startup Accelerators: A Field Guide, Richard Busulwa, Naomi Birdthistle, Steve Dunn, 2020

P20MBMCO8	FINANCIAL MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Dr.J.Kannan					
COURSE OUTCOMES (COs)						
CO1	Remember	List the basic concepts of financial management by providing the objectives of financial management through profit maximization and wealth maximization and thereby helping for decision making				
CO2	understand	Interpret the time value of money for purpose of investment and the theories of capital structure and practical approach of capital sturcuture and allocation of cost of debt, cost of equity and cost of preference				
CO3	Apply	Apply on the capital budgeting techniques through pay back period, accounting rate of return and evaluate the discounted cash flows and formulate the dividend policies for the same				
CO4	Apply	Apply the key financial management decisions for choosing appropriate investment channels and financing patterns and dividend policies for the growth of the business				
CO5	Analyze	Analyze the effective tools of financial management so as to provide effective solutions based on Net income approach, net operating income approach and MM Approach				

CO6	Evaluate	Appraise on the cost of debt and cost of equity for selecting the appropriate capital structure and formulate the dividend policy through Walter Model, Gordon Model and MM Model
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	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1						S		S		
2	CO2					S	S				
3	CO3						S		S		
4	CO4	S				S				S	L
5	CO5	S		L			S		S		
6	CO6					S				S	
3	Category		Professional Core (PC)								
4	Approval										

UNIT – I: NATURE OF FINANCIAL MANAGEMENT

9

Finance Management – Nature Scope of Finance – Profit Maximization versus Wealth Maximization – Financial goals and Firms mission and objectives – Financial decisions-

UNIT – II: CAPITAL STRUCTURE

9

Time Value of Money - Capital structure –Theories and Approaches-Meaning – Net income – Net operating income- MM Approach. - Problems

UNIT – III: FINANCING DECISIONS

9

Capital Budgeting- Significance-Traditional Techniques- Pay Back-ARR- Discounted Cash Flow Techniques- NPV-PI-IRR-Discounted Pay Back Techniques

UNIT – IV: INVESTMENT DECISIONS

9

Cost of capital various methods- Cost of Debt – Cost of Equity – Cost of Debt – Cost of Retained Earnings- Calculation of WACC

UNIT – V: DIVIDEND DECISIONS

9

Types of Dividend – Regulations regarding Dividend-Relevance and Irrelevance Models-Walter's model – Gordon's model – MM Hypothesis – Dividend policy – Practical considerations

TOTAL: 45 PERIODS

References:

1. Fundamentals of Financial Management (New edition), Prasanna Chandra, 2020
2. Financial Management by R.P Rustagi, 2020
3. Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi., 2018
4. Financial Management by I.M Pandey, 2016
5. Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi., 2009
6. Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, Ane. 2011
7. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition
8. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning

Srivatsava, Mishra, Financial Management, Oxford University Press

P20MBMCO9	HUMAN RESOURCE MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Dr.S.Praveen Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the role of Human Resource Function in an Organization				
CO2	Understanding	Infer the Purposes, types, Process and Evaluation Technique related to HR and to illustrate the emerging trends and practices in HRM				
CO3	Applying	Apply the knowledge of practical application of Performance Appraisal and employee development as it impacts organizational strategy and competitive advantage.				
CO4	Analyzing	Show evidence of the ability to analyze, manage and solve problem to deal with the challenges and complexities of the Entry to Exit of an employee and to outline the compensation strategies of an organization				

CO5	Evaluating		Evaluate human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change. (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low									
	Mapping of Course Outcomes with Program Outcomes											
CO6	Creating		Develop ability to identify and apply the knowledge of HRM precepts practically in real corporate situations and to interpret the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.									
	1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
	2	CO1	S				S	L		S		
		CO2	S	S		S	S		S	S	M	
		CO3							S	S		M
		CO4	S	S		S			S	S		
		CO5	S	S		S	S		S	S		
		CO6		S		S	S		S	S		
	3	Category	Fundamental Core (FC)									
4	Approval											

UNIT – I: INTRODUCTION OF HUMAN RESOURCE MANAGEMENT 9

Definition – Importance of Human Resources – Objectives of Human Resources Management – Qualities of Personnel Managers- Evolution and growth of Personnel Management in India. Human Resources Policies: Need, type and Scope – Human Resource Planning: Long and short term Planning, Job analysis – Skills Inventory – Job Description and Job Specification.

UNIT – II: RECRUITMENT AND SELECTION 9

Purposes, types, Process and Evaluation Technique - methods of recruitment and selection – Attracting and Acquiring Talent – Retention and Retraining - Reduction of recruitment costs – Functions of Human Resources Management from Procurement to Separation – Placement, Induction, Transfers, Promotions Disciplinary actions, Termination of services – Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

UNIT – III: PERFORMANCE EVALUATION 9

Ranking, rating scales, critical incident method – MBO as a method of appraisal, job evaluation, criteria for promotions and job enrichment- Wages and salary Administration – Meaning, Calculation of Wages, Salary, and Perquisites – Compensation packages – Rewards and Incentives – Financial and non financial Incentives.

UNIT – IV: EMPLOYEE’S SAFETY AND HEALTH

9

Employee’s Safety and Health – Preventive approaches including health education, Audit of safety programs and safety training –Work - stress – Causes and Consequences – Stress – Management Programs –Personnel Office Management – Functions of the Office, correspondence, O & M in Personnel department, Maintenance of Personnel records- Importance of Safety – Role of Safety Department.

UNIT – V: TIME MANAGEMENT

9

Introduction to Time Management – Setting Goals and Priorities - Importance of Time Factor- Time waste – Prioritizing work Scheduling – Functions of the Time office – Flexible work arrangement

TOTAL: 45 PERIODS

References:

1. Future of Human Resource Management: Case Studies with Strategic Approach, Raman Preet, 2019
2. Human Resource Management, Text & Cases, K. Aswathappa, 2017
3. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
4. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
5. Luis R.Gomez–Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
6. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
7. Ivancevich, Human Resource Management, McGraw Hill 2012.
8. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.

P20MBMC10	RESEARCH METHODOLOGY		L	T	P	C
	Total Contact Hours: 60		3	1	0	4
	Course Designed by : Dr.D.Venkatramaraju					
COURSE OUTCOMES (Cos)						
CO#	COGNITIVE ABILITY	COURSE OUTCOMES				
CO1	Remembering	Recall the fundamental concepts of research process.				
CO2	Understanding	demonstrate the relevant scaling & measurement techniques and the use of appropriate Sampling methods				
CO3	Applying	Construct the Design and variety of data collection, instruments for contemporary business research				
CO4	Analyzing	Examine and analyze the different techniques, editing, sampling methods and sample size.				
CO5	Evaluating	Evaluate the different types of testable hypotheses and interpret the statistical test outcomes of the research.				
CO6	Creating	Formulate alternative research designs for a real-life business research problem and discuss the pros and cons of each design.				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S			S					
	CO2		S		S	S		M	L		
	CO3	S			S	S					
	CO4	S			S				L	L	
	CO5	S						M	L		L
	CO6		S								L
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT – I: INTRODUCTION

12

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT –II RESEARCH DESIGN AND MEASUREMENT

12

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT – III DATA COLLECTION

12

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

UNIT – IV: DATA PREPARATION AND ANALYSIS

12

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses-Hypothesis testing - statistical testing procedure. Tests of significance: Types and selection

of tests. Measures of Parametric and Non-parametric tests. – Application of statistical software for data analysis.

UNIT – V: RESEARCH REPORT

12

Structure and Components of Research Report, Types of Report, Good Research Report, Pictures and Graphs.

TOTAL:60 PERIODS

REFERENCES:

1. Research Design: Qualitative, Quantitative, and Mixed Methods, John W. Creswell and J. David Creswell, 2018
2. The Craft of Research Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams, 2016
3. Malhotra, Dash —Marketing Research: An applied orientation|| 7th Ed. Pearson Ltd, 2015.
4. 2. Brown Suter Churchill, Marketing Research , 8th edition, Cengage Learning India Pvt ltd,2015

Research Methodology: A Step-by-Step Guide for Beginners,Dr. Ranjit Kumar, 2011

P20MBMC11	MARKETING MANAGEMENT		L	T	P	C
			3	0	0	3
	Total Contact Hours: 45					
	Course Designed by : Mr.K.Vigneshwar					
COURSE OUTCOMES (COs)						
CO #	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall and comprehend the key marketing concepts and skills.				
CO2	Understanding	Explain the dynamic nature of the environment in which marketing decisions are taken, Compare and contrast various approaches to pricing strategy.				
CO3	Applying	Identify the various channel options for a real world market offering				
CO4	Analyzing	Analyzing Industrial / Consumer Markets by understanding about the scope, types and process of Marketing, Marketing Research and examine the product line of a market offering.				
CO5	Evaluating	Evaluate Market Positioning, Segmentation and Targeting and explain the role of various marketing communication mix elements				
CO6	Creating	Create strong marketing plans and persuasively communicate your recommendations and rationale.				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S		S	S		S	S	S	
	CO2	S	M		S			S	M	S	
	CO3	S	S		S				S	S	
	CO4		S		M	S			S	S	
	CO5	S	S			S			S	S	
	CO6	S	S			M		S	S	S	
3	Cate gory		Professional Core (PC)								
4	Appr oval										

OVERVIEW OF MARKETING

9

Define Marketing – Scope of Marketing – Role of Marketing Management – Marketing Process – Functions of Product life cycle Marketing – Concepts of Marketing - Benefits –Marketing Mix-Core Marketing concept- selling vs. Marketing..

UNIT II: MARKETING MIX AND SEGMENTATION

9

Buyer Behavior, Market Segmentation and Targeting, Positioning and differentiation strategies, new product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods.

UNIT III: MARKETING COMMUNICATION MIX

9

Integrated marketing communication process and Mix: Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Sales force objectives, structure, size and compensation.

UNIT IV:MARKETING CHANNEL

9

Marketing channel system - Functions and flows; Channel design, Channel management- Tapping into global Market -Global Target market selection.

UNIT V: MARKETING RESEARCH

9

Importance-scope-types-merits and demerits of marketing research- Marketing Research process- Marketing research in India- Role of forecasting- Sales forecasting- Measures of Market demand through questionnaire.

TOTAL: 45 PERIODS

REFERENCES

1. Rajan Saxena, Marketing Management —, 5th Edition, Tata McGraw Hill Publishing Co Ltd., 2019
2. Philip Kotler - Principles of Marketing | basic concepts of marketing | By Pearson, 2018
3. Philip Kotler , Kevin Lane Keller — Marketing Management|| 15th Edition, Person Publications Limited, 2017.
4. Noel Capon and Siddharth Shekar Singh,|| managing Marketing—An Applied Approach||, Wiley India Pvt Limited 2017.
5. Kenneth E.Clow. Donald Baack, —cases in marketing management,|| 5th edition, Person India Ltd, 2014.
6. Arunkumar and Meenakshi, —Marketing Management,|| Vikas Publishing House, 2015.

Ramasamy and Namakumari, Marketing management—Global perspective —Indian context, 5th edition, Macmillan Publishers India Ltd, 2014.

P20MBMC12		STRATEGIC MANAGEMENT	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by: Dr.S.Praveen Kumar				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall Conceptual framework for strategic management, the Concept of Strategy.				
CO2	Understanding	Associate the Stakeholders into business and to infer about Globalization and Industry Structure, Distinctive Competencies Resources and Capabilities durability of competitive Advantage and Corporate Governance and Social responsibility.				
CO3	Applying	Demonstrate skills to address, Low cost and differentiation Generic Building Blocks of Competitive Advantage, avoiding failures and sustaining competitive advantage, Corporate Strategy Vertical Integration, Diversification and Strategic Alliances, Distinctive Competitiveness, Selection of Matrix, Balance Score Card and implementing strategic change, Matching structure and control to strategy and the implementation process.				
CO4	Analyzing	Mind Mapping and structuring the Strategy Formation Process, Business definition, Objectives and Goals, External Environment - Porter’s Five Forces Model, National Context and Competitive advantage Resources, Capabilities and competencies–core competencies, The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies, Strategic analysis				

		and choice, Environmental Threat and opportunity Profile (ETOP), Organizational Capability Profile - Strategic Advantage Profile, Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis and Mc Kinsey's 7s Framework – GE 9 Cell Model.
CO5	Evaluating	Assess and measure the Strategic Groups Competitive Changes during Industry Evolution, Resource allocation, Business level strategy- Strategy in the Global Environment, Politics: Power and Conflict-Techniques of strategic evaluation & control.
CO6	Creating	Compose Vision, Mission and Purpose and Building and Restructuring the corporation, Designing Strategic Control Systems and Organizational Structure, Managing Technology and Innovation, New Business Models and strategies for Internet Economy-current trends and issues. Design and Modify Models from Business Models of Start-ups in India – Swiggy, Paytm, Ola, Oyo, Byju's, Flipkart and Rebus.com.

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	S	S			S			S		
	CO2	S	S		S	S	M	S	S	S	
	CO3	S	S		S	S			S	S	S
	CO4	S	S	S	S	S			S		S
	CO5	S	S	S	S	S		S	S	S	S
	CO6	S	S	S	S	S	M	S	S	S	S

3	Cate gory		Professional Core (PC)
4	Appr oval		

UNIT I STRATEGY AND PROCESS

9

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

UNIT II COMPETITIVE ADVANTAGE

9

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

UNIT III STRATEGIES

9

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

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

9

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

UNIT V STRATEGIC ISSUES & BUSINESS MODELS

9

Managing Technology and Innovation- Strategic issues for nonprofit organizations. New Business Models and strategies for Internet Economy-current trends and issues- case study. Business Models of Start-ups in India – Swiggy, Paytm, Ola, Oyo, Byju's, Flipkart and Rebus.com.

TOTAL: 45 PERIODS

Reference Books

1. Thomas L.Wheelen and J.David Hunger Concepts in strategic management and business policy, Pearson Education Limited, 2018.
2. Charles W.L.Hill, Gareth R. Jones, Strategic Management–An integrated approach, Cengage Learning, 9th edition, 2016.
3. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.
4. Angelo Dringoli, New perspectives on the Modern Corporation: Corporate strategy and Firm growth, Edward Elgar Publishing Limited, 2011
5. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender
6. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, 2014
7. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Clayton M. Christensen, W. Chan Kim
8. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
9. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
10. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

P20MBMC13		Business Analytics	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Mr Shree Balaji K				
COURSE OUTCOMES (COs)						
CO1	Remembering	recall the basic foundations of analytics into business and formulating strategies for various aspects of management for better work in the organization				
CO2	Understand	illustrate the basic concepts and framework of analytic domains, cloud computing and technologies to build the organization by structure and foster in various aspects through better solutions				
CO3	Apply	Apply the strategy and analytic techniques to nurturing the business to inculcate values, effective communication and integrity within the business				
CO4	Analyze	Analyze data using statistical methods to foster strategies for enriching critical thinking, problem solving skills and enhancing responsibility in the changing business scenario				
CO5	Evaluate	Evaluating the analytic models for Business to align with challenges for resolving conflict, enhancing problem solving to adapt to the changing business environment				
CO6	Create	Create strategic plan on decision making to predict and forecasting the effective application in business				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	L			M			S	S	L	

	CO2		S			S		S	S		
	CO3	L			M				S		S
	CO4					S			S		S
	CO5				M	S		S	S	L	
	CO6		S			S		S			S
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I INTRODUCTION

9

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT II SYSTEMS ANALYSIS AND DESIGN

9

SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT III INFORMATION SYSTEM

9

Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT IV SECURITY AND CONTROL

9

Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.

UNIT V NEW IT INITIATIVES

9

e- business, e-governance, ERP, SCM, e-CRM, Data warehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

TOTAL:45 PERIODS

TEXT BOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.

2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002

REFERENCES

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2000.

2. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005.

3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 2007.

4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.

5. James O'Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2002.

P20MBMC14	PRODUCTIONS AND OPERATIONS MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Ms.R.Velanganni					
COURSE OUTCOMES (COs)						
CO1	Remembering	Recall the concept of operations management and quality management tools				
CO2	Understand	Illustrate the features of the production and operations management function at the operational and strategic levels, specifically quality control, types of production and control systems				
CO3	Apply	Build the strategic plan on qualitative and quantitative forecasting models , control techniques and master production scheduling of Production and operations				
CO4	Analyze	Analyze the selection of forecasting methods problems and categorize the Plant location, layout and factors influencing in strategic operations				
CO5	Evaluate	Evaluate the production planning and decision making on problem acceptance Plans through the concept of six sigma and lean concepts				
CO6	Create	Create strategic plan on demand and forecasting in operations and production				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S			S		S			

	CO2	S	S			S		S	S		
	CO3	S			S	S			S		M
	CO4	S				S	L	S		L	
	CO5		S		S			S	S		
	CO6	S			S				S		
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT – I: MANAGING OPERATIONS IN A GLOBAL ENVIRONMENT 9

Introduction to operations management – Historical Milestones – Factors affecting POM today – Operations Strategies In a global economy – Global business conditions – Linking marketing and production strategies.

UNIT – II: PLANNING THE STRATEGIC USE OF RESOURCES 9

Demand Forecasting – Qualitative forecasting methods – Quantitative forecasting models for long range & short range forecasts – Selection of forecasting methods problems – Plant location and layout, definition and factors influencing--Computer software for forecasting – Inventory Management, EOQ.

UNIT – III: OPERATION QUALITY MANAGEMENT 9

Nature of quality – Traditional quality Management – Modern quality Management tools – 5’S - Recognition for quality management, ISO – TQM Programmes – Quality Management in services – Quality control- concepts, control charts & sampling –Problems – Acceptance plans

UNIT – IV: PROJECT MANAGEMENT AND SUPPLY CHAIN MANAGEMENT 9

Project planning and control techniques – Gantt chart – CPM & PERT –Activity cost – Time Trade off – Computer software for project Management Purchasing.

UNIT –V: PRODUCTION PLANNING AND DECISION MAKING. 9

Aggregate planning, Master Production scheduling – Types of Production Planning & Control Systems –Problems – Concepts of Six Sigma – Lean - Concepts of Green Belt.

TOTAL: 45 PERIODS

References:

1. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017
2. Operations Management, William J. Stevenson, 2018
3. Chary, S.N., Production and Operation Management, 5e, 5th Edition, Tata McGraw Hill education private limited, 2016
4. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
5. Paneer Selvam - Production and Operation Management – Prentice Hall of India, New Delhi - 2nd edition, 2012
6. The Production Manager's Toolkit: Successful Production Management, Carry Gillet, 2016
7. K. Aswathappa and K. Sridhara Bhat - Production and Operation Management – Himalaya Publishing House, New Delhi

P20MBMC15	OPERATIONS RESEARCH		L	T	P	C
	Total Contact Hours: 60		3	1	0	4
	Course Designed by : Mr.K.Vigneshwar					
COURSE OUTCOMES (COs)						
CO1	Remember	Recall Operational Research Concepts and Techniques				
CO2	Understand	Demonstrate how a linear programming model is used to determine an optimal solution				
CO3	Apply	Select the best strategy using decision making methods under uncertainty and Game Theory				
CO4	Analyze	Examine the formulation of Transportation and Assignment models and infer optimal transportation cost.				
CO5	Evaluate	Evaluate linear programming (LP) models for shortest path, critical path, minimum cost flow, and transshipment problems by using CPM and PERT techniques, to plan, schedule, and control project activities.				
CO6	Create	Formulate Networking Techniques using Sequencing and Queuing Models				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1				S				S		
	CO2	S			S				S		S
	CO3	S	S	M	S			L	S	S	
	CO4	S	S		S				S		S

UNIT I		CO5	S		M	S				S	S	
		CO6	S	S		S				S	S	
	3	Cate gory		Professional Core (PC)								
	4	Appr oval										

OPERATIONAL RESEARCH CONCEPTS AND TECHNIQUES 12

Introduction to OR – Applications of OR – Operational Definitions - evaluation of the field, scope, phase merits and limitations – concept of optimization

UNIT II LINEAR PROGRAMMING 12

Linear Programming - Formulation and Graphical solution to two variables – Simplex Method

UNIT III GAME THEORY 12

2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy

UNIT IV ASSIGNMENT AND TRANSPORTATION 12

Transportation problem by Vogel's approximation method with MODI optimality test; assignment problem including traveling salesman model

UNIT V NETWORKING TECHNIQUES AND MODELS 12

Networking – PERT – CPM – Sequencing of jobs – Queuing Models

TOTAL: 60 PERIODS

REFERENCES:

1. Taha, H.; Operations research, New York, Macmillan. , 2016
2. Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley., 2019
3. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall.
4. Operations Research, Hira, 2018
5. Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Machmillan., 2015
6. Kanti Swaroop: Operations Research. , 2014

7. Vohra, N.D.: Quantitative Techniques in Management.
8. Nita H Shah, Ravi M Gor& Hardik Soni, Operations Research, Prentice Hall of India, New Delhi,2013
9. Kalavathy S, Operations Research, Vikas Publishing House, Noida, 2013

PanneerSelvam R, Operations Research, Prentice Hall of India, New Delhi,2013

P20MBMC16		INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Dr.D.Arun Kumar				
COURSE OUTCOMES (COs)						
CO1	Remember	Recallthe concepts and theories of international trade and theories of international investment in international business and its functional fields				
CO2	Understand	classify the international trade and investment and socio- economic environment of International business, performance and the structure of global business				
CO3	Apply	Apply the current business phenomenon on global production and identify the challenges in production and global development, the factors causing globalization of business				
CO4	Analyze	Analyze the international trade and investment and need for global competitions on quality consideration, inspect the conflicts in International business				
CO5	Evaluate	evaluate the international strategy and performance of global business through evaluation system				
CO6	Evaluate	Evaluate the conflict and ethical issues in international business and incorporate the ethical decision making				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S	M		S		S	S	S	

	CO2	S				S		S	S		S
	CO3		S	M		S			S		S
	CO4	S			M	S			S	S	S
	CO5	S	S		M			S	S	S	S
	CO6		S	M				S		S	
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I: INTRODUCTION

9

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

UNIT II INTERNATIONAL TRADE AND INVESTMENT

9

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

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

9

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

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

9

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

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

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 9

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

TOTAL: 45 PERIODS

REFERENCES

1. International Business | 7th Edition, K. Aswathappa, 2020
2. International Business, 15/e, Prashant Salwan John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, 2016
3. AlbaumDuerr - International Marketing and Export management (Pearson), 2016
4. Cherunilam F – International Business (PHI), 2010

Hill C.W. - International Business (McGraw Hill), 2019

P20MBMC17		Business Ethics, Corporate Social Responsibility & Governance	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Mr.R.Ramamoorthy				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the definition & Nature of business ethics, political- legal environment and the salient features of Indian culture and its value, economic environment; philosophy of economic grow and its implication for business				
CO2	Understand	Understand the management of ethics, characteristics, ethical theories and the provisions of the Indian constitution pertaining of business with major characteristics and their implications of business. Identifying the main features of economic planning respect to				
CO3	Apply	Apply the role and functions of ethical managers and the industrial policy & framework of government contract over business, political setup, work ethics and code of conduct				
CO4	Analyze	Analyze the ethics practices, ethical dilemma and ethics for managers on ethics analysis (hosmer model) and to measure with comparative ethical behaviour for managers and the competitiveness, code of ethics and organization size with profitability and ethics,				
CO5	Evaluate	Evaluate the competitiveness, organizational size, profitability and ethics , cost of ethics in corporate ethics evaluation, challenges and implementation, governance ratings				
CO6	Evaluate	Create the Strategies for CSR, Structure and development of boards, innovative practices based on future governance and main features of economic planning with respect to business				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	L	L	M					S		
2	CO2				M			M			S
3	CO3		L			M					
4	CO4			M		M	S		S	S	
5	CO5							M	S	S	S
6	CO6	L			M		S				S
3	Cate gory		Professional Core (PC)								
4	App rova l										

UNIT I INTRODUCTION

9

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II ETHICS THEORY AND BEYOND

9

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in

Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

UNIT III LEGAL ASPECTS OF ETHICS

9

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV ENVIRONMENTAL ETHICS

9

Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government control over Business; Role of chamber of commerce and confederation of Indian Industries.

UNIT V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE

9

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

TOTAL: 45 PERIODS

REFERENCES

1. Wayne Visser and Nick Tolhurst, The World Guide to CSR –, Green leaf publishing, 2017.
2. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach, Broad view press, 2011.
3. The A to Z of corporate social responsibility, Wayne Visser, Dirk Mattern, Manfred Pohl, Nick Tolhurst, An ICCA Publication, 2010
4. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill, 2010
5. BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE, Khanka, 2014
6. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2011
7. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2017

ABILITY ENHANCEMENT CORE (AEC)

P20MBMJ18		BUSINESS APPLICATION SOFTWARE	L	T	P	C
		Total Contact Hours: 60	2	0	4	4
		Course Designed by :Mr Gowtham Aashirwad Kumar				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the fundamental concepts of SPSS and accounting procedures in Tally.				
CO2	Understanding	Interpret the various Statistical Tools and Accounting Tools and its applying procedures				
CO3	Applying	Apply the various Statistical Tools and Accounting Tools, Operational Research and Marketing packages for the business to find the end results .through the entries of Journal, Ledger, and Trail Balance, ERP, POM, TORA, Linear Programming, Transportation, etc, and Editing, Sorting, Layout, Set-up row, rehearse timing				
CO4	Analyzing	Analyze the results carried out in SPSS and Tally and other marketing and or packages in order to forecast as accurately as possible and Information System.				
CO5	Evaluating	Evaluate different Measures of dispersion-Range, Mean deviation, standard deviation				
CO6	Evaluating	Evaluate the performance of business through finance packages, marketing package and or package to find the current status of the firm.				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1				S	S			S		
	CO2	S			S	S			S		
	CO3	S				S					M

UNIT I		CO4	S	S		S	S			S	S	
		CO5	S			S				S		
		CO6	S	S		S	S			S	S	
	3	Cate gory		Lab Core (LC)								
	4	Appr oval										

FUNCTIONAL AREA PACKAGES

12

FINANCE PACKAGES:

Tally – Preparation of Purchase and Sales – Orders – Preparation of Invoices – Various Accounting Reports – EX – SAMP Metastock - Evolution of ERP – ERP and the Internet – Maximizing ERP Value.

UNIT II MARKETING PACKAGE:

12

SPSS – Set of Market Research Data – Summarize, Describe, Present Data and Graphics Methods – Calculate standard Deviation – Maximum, Minimum Mean Median Mode.

UNIT III OPERATION RESEARCH PACKAGE:

12

POM – TORA – Linear Programming – Transportation – Assignment & Network.

UNIT IV PRESENTATION

12

Creating a presentation, Editing, Sorting, Layout, Set-up row, rehearse timing.

UNIT V INFORMATION SYSTEMS

12

The Cloud, Organization and Information Systems, Social Media Information Systems, Business Intelligence Systems, Information System Security

Total No. of Periods: 60

References:

1. Management Information Systems–Managing the Digital Firm, Kenneth C Laudon & Jane P Laudon, 14th Edition, 2017 ,Pearson India Education Services Pvt. Ltd.,
2. Succeeding in Business with Microsoft Excel 2013 – A Problem Solving Approach, Debra Gross, Frank Akaiwa, Karleen Nordquist, Cengage Learning, 1stEdition, 2014.

3. Computer Networks, Andrew S.Tanenbaum, 4th Edition, 2007,Pearson Education

Business Application Software by Ait Johri, Himalaya Publication House, 1st Edition, 2012.

P20MBMJ19	WEB DESIGN LAB			L	T	P	C
	Total Contact Hours: 60			2	0	4	4
	Course Designed by : Mr Gowtham Aashirwad Kumar						
COURSE OUTCOMES (COs)							
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES					
CO1	Remembering	Recall the concepts of HTML and Javascript that are vital in webpage development.					
CO2	Understanding	Demonstrate knowledge of languages, mark up tags, and good coding practices commonly used to create web pages.					
CO3	Understanding	Understand how to use HTML and Javascript for basic web development.					
CO4	Applying	Apply a user-defined tags and Javascript to the development and design of web sites.					
CO5	Analyzing	Analyze given assignment to select sustainable web development and design methodology and inspect user experience and usability issues related to web sites.					
CO6	Creating	Design a simple, functioning website using HTML, Javascript and Spreadsheet.					

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		M						S		

UNIT I

	CO2								S		M
	CO3	M			S				S		
	CO4				S				S		M
	CO5	M	M		S		L	L	S		
	CO6				S				S		
3	Cate gory		Lab Core (LC)								
4	Appr oval										

Introduction to Java and Web Design 12

Introduction, World Wide Web, Web Browsers, Web Page, Introduction to Java and its Web Applications, Search Engines

UNIT II Basic Web Page Development 12

HTML Basics- creating HTML document, Building a Web Page-Text and Image formatting-Adding links, Web Development Tools

UNIT III Web Page Development with HTML 12

Introduction, HTML Table Structure-Basic HTML table tags-Formatting the table, Multimedia Files on a Web Page, Using a Form-Creating formatted lists, Using Frames in a Web Page

UNIT IV Using JavaScript 12

Overview of JavaScript, Using JavaScript in a Web Page, Event Handlers, Benefits and Drawbacks of JavaScript.

UNIT V Fundamentals of Excel 12

Creating Basic Work Books, Using Ranges. Creating Formulas, Columns & Rows, Formatting Worksheets, Pivot Tables.

TOTAL: 60 PERIODS

References:

1. HTML and CSS: Design and Build Websites, by Jon Duckett
2. Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics, by Jennifer Niederst Robbins

SOFT SKILLS

P20MBMJ21		SOFT SKILLS - I	L	T	P	C
		Total Contact Hours: 60	2	0	4	4
		Course Designed by : Ms.Magdalene Peter				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITY	COURSE OUTCOMES				
CO1	Remembering	Show how to relate with self, better to set personal and professional goals				
CO2	Understanding	Demonstrate the right attitude for personal and professional life				
CO3	Applying	Develop a professional presence though right grooming and etiquette , Discover Ancient Indian wisdom for Self-Development and Motivation				
CO4	Applying	Build self-confidence, develop critical thinking skills and communicate effectively, Demonstrate Design thinking				
CO5	Evaluating	Assess ideas, thoughts and concepts effectively in individual and group settings				
CO6	Creating	Develop effective employability skills				

	<p align="center">Mapping of Course Outcomes</p> <p align="center">(S/M/L indicates strength of correlation)</p> <p align="center">S-Strong, M-Medium, L-Low</p>
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1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	
2	CO1	S	S	S			S	S	S			
	CO2			S			S	S				
	CO3			S			S					
	CO4	S			L			S	S			
	CO5			S					S			
	CO6			S				S	S		L	
3	Cate gory		Professional Core (PC)									
4	Appr oval											

UNIT I - **SELF**

ANALYSIS **12**

SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem. Ancient Indian wisdom for Self-Development.

UNIT II - CREATIVITY & DESIGN THINKING **12**

Out of box thinking, Lateral Thinking. Design Thinking Process: Introduction to design thinking, history of design thinking, case studies in design thinking, design thinking process, implementing the process in driving innovation, design thinking in social innovations. Tools of design thinking. Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions

UNIT III - ATTITUDE **12**

Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette.

UNIT IV - MOTIVATION **12**

Factors of motivation, Self talk, Intrinsic & Extrinsic Motivators. Ancient Indian wisdom for Motivation.

UNIT V - GOAL SETTING **12**

Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals.

Time Management. Value of time, Diagnosing Time Management, Weekly Planner To do list, Prioritizing work. Extempore

Total No. of Periods: 60

TEXT BOOK:

SOFT SKILLS, 2015, Career Development Centre, Green Pearl Publications .

REFERENCES

1. 10 Skills for Effective Business Communication: Practical Strategies, Jessica Higgins, 2018
2. Presence: Bringing Your Boldest Self to Your Biggest Challenges, Amy Cuddy, 2018
3. The Leader Habit: Master the Skills You Need to Lead, Martin Lanik, 2018
4. Ahmedabad Management Association (AMA), “Ancient Indian Wisdom for Self-Development”, Ahmedabad, 1995.
5. Ahmedabad Management Association (AMA), “Ancient Indian Wisdom for Motivation”, Ahmedabad, 1997

P20MBMJ22	SOFT SKILLS – II		L	T	P	C
	Total Contact Hours: 60		2	0	4	4
	Course Designed by : Dr.A.Ravi Kumar					
COURSE OUTCOMES (COs)						
Cos	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the concepts of relationship between Human Diversity and Effective Team Building				
CO2	Understanding	Compare the relationship between Transformational leadership and Personal, Community, National and World Change and identify the impact of external factors on ones’ Leadership Style				
CO3	Applying	Plan to manage conflict: understand and appropriately apply the skills of problem solving, conflict management and resolution while allowing for healthy disagreement				

CO4	Analyzing	Analyze the concepts of Managing Stress and Emotions to balance confidence with humility and strengthen personal character with an enhanced ethical sense
CO5	Evaluating	Evaluate and improve upon personal Managerial strengths and weaknesses
CO6	Creating	Develop skills to effectively lead others on a project or in an organization

Mapping of Course Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	M	M	M		M	S	S	S	L	
	CO2				S		S	S	S		
	CO3	M	M		S				S		
	CO4					M	S	S	S		
	CO5				S		S		S		L
	CO6			M	S		S	S	S		
3	Cate gory		Professional Core (PC)								
4	Appr oval										

Gratitude

Understanding the relationship between Leadership Networking & Team work. Assessing Interpersonal Skills Situation description of Interpersonal Skill.

Team Work: Necessity of Team Work Personally, Socially and Educationally

UNIT II - LEADERSHIP 12

Skills for a good Leader, Assessment of Leadership Skills

UNIT III - STRESS MANAGEMENT 12

Causes of Stress and its impact, how to manage & distress, Circle of control, Stress Busters.

Emotional Intelligence

What is Emotional Intelligence, emotional quotient why Emotional Intelligence matters, Emotion Scales. Managing Emotions.

UNIT IV - CONFLICT RESOLUTION 12

Conflicts in Human Relations – Reasons Case Studies, Approaches to conflict resolution.

UNIT V - DECISION MAKING 12

Importance and necessity of Decision Making, Process and practical way of Decision Making, Weighing Positives & Negatives.

Total No. of Periods: 60

TEXT BOOK:

SOFT SKILLS, 2015, Career Development Centre, Green Pearl Publications.

REFERENCES

1. 10 Skills for Effective Business Communication: Practical Strategies, Jessica Higgins, 2018
2. Presence: Bringing Your Boldest Self to Your Biggest Challenges, Amy Cuddy, 2018

The Leader Habit: Master the Skills You Need to Lead, Martin Lanik, 2018

ELECTIVE PAPERS

I - FINANCE

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC26	PE	Securities and Investment Management
2.	P20MBEC27	PE	Credit Appraisal Management
3.	P20MBEC28	PE	Financial Framework and Systems
4.	P20MBEC29	PE	Working Capital Management
5.	P20MBEC30	PE	Micro-Finance: Perspectives and Operations
6.	P20MBEC31	PE	Corporate Finance
7.	P20MBEC32	PE	Management of Financial Services
8.	P20MBEC33	PE	Investment Management
9.	P20MBEC34	PE	Management of Banks and Financial Institution

P20MBEC26	SECURITIES AND INVESTMENT MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Dr.D.Venkatramaraju					
COURSE OUTCOMES (COs)						
CO1	REMEMBER	Define capital market and its development of capital market in india through stock exchanges and list the various procedures towards primary market and secondary market				
CO2	UNDERSTAND	Interpret the organizing and functioning of stock exchanges and listing of securities, SEBI objectives and functions and demonstrate the trading system of BSE and NSE and outline the fundamental and technical analysis for portfolio management				
CO3	APPLY	Apply the various procedures of primary market and parties involved in new issue through placement and pricing of new issues and identify the stock exchanges across the world				
CO4	ANALYZE	Identify the fundamental analysis through economic analysis, industry analysis and company analysis through methods of econometric forecasting and plan the industry life cycle with respect to factors of industry and the key variables to forecast earnings				

UNIT – I INTRODUCTION TO CAPITAL MARKETS 9

Capital Market – Meaning – Primary and Secondary Market – Capital Market development in India – Stock Exchanges – organization and functioning – BSE & NSE – Listing of Securities – SEBI – Objectives and Functions – SEBI Guidelines on Capital Market

UNIT – II PRIMARY AND SECONDARY MARKET 9

New Issue market – parties involved in the new issue – Government & Statutory agencies – Collection Centers – Placement of the Issue – Pricing of New Issues – Allotment of shares. – Stock Exchanges – BSE – Trading System – NSE – Trading System – Stock Exchanges across the world – Stock Market Case Analysis

UNIT – III FUNDAMENTAL ANALYSIS 9

Economic Analysis – Macro Economic Variables – Methods of economic analysis – Industry analysis – Industry life cycle – Industry factors – Company analysis – Key internal variables – Measuring and forecasting earnings – Case Analysis

UNIT –IV TECHNICAL ANALYSIS 9

Dow Theory – Efficient market hypothesis – charting methods and patterns – Technical Indicators – SMA, EMA, ROC, RSI, MACD, Oscillators – Case Analysis

UNIT –V PORTFOLIO MANAGEMENT 9

Introduction to portfolio management – Measurement of portfolio risk and return – Portfolio construction – Traditional and Modern Portfolio Construction – Markowitz Theory – Sharpe Model – Portfolio Evaluation – Sharpe's, Treynor's and Jensen's Measure for portfolio performance – Portfolio revision

TOTAL: 45 PERIODS

References:

1. Investment Management Security Analysis & Portfolio Management by Vk Bhalla (Author), S Chand & Company Pvt Ltd (Publisher), 2018
2. Security Analysis & Portfolio Management Investment Management by Shashi K Gupta, Rosy Joshi (Author), Kalyani Publishers / Lyall Bk Depot (Publisher), 2018
3. Security Analysis and Portfolio Management, 6e, Fischer DE & Jordan R J (Prentice Hall).
4. Investments, 6e, Bodie, Zvi; Kane, Alex; Marcus, Alan J; Mohanty, Pitabas (Tata McGraw Hill Publishing Co. Ltd.), 2014
5. Prasanna Chandra: "Investment Analysis and Portfolio Management", Tata McGraw Hill Education Private Limited, New Delhi, 2018
6. K Sasidharan Alex K Mathews - Security Analysis and Portfolio Management - Tata McGraw Hill - 1st Edition - 2011.

7. Investment Management & Security Analysis : Text And Cases by Dhanesh Kumar Khatri (Author), Macmillan Publishers India (Publisher),2006
8. K. Nagarajan and G. Jayabal - Security Analysis and Portfolio Management - New Age Publication - 1st Edition - 2011.
9. PunithavathyPandian - Security Analysis and Portfolio Management - Vikas Publications - 2nd Edition.

P20MBEC27	Credit Appraisal Management		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Shree Balaji K					
COURSE OUTCOMES (COs)						
CO1	Remembering	Recall the basic Concepts and Principles of Credit policy, credit Management, credit allocation and evaluation				
CO2	Understand	Demonstrate the Regulations on NPAs in Banking and Financial Institutions and Norms of credit policy and Types of Credit agreement				
CO3	Understand	Classify the Components of Credit Policy, Government Regulations of Credit Policy Banks and Financial Institutions				
CO4	Apply	Apply NABARD Initiatives and Loan Default, Segments of loans and advances, Agricultural finance, Crop Loans, Loans for cultivation, Retail Banking Advances				
CO5	Analyze	Analyze by Credit Monitoring & Supervision of the Asset Classification through NPA management and Monitoring of NPAs, Debt Recovery and Restructure Mechanism				
CO6	Evaluate	Evaluate Credit Documentation, Credit Application, Credit Payment Terms, Credit Statements and Security and Renewal of Documents.				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S	S			S			S		
3	CO2		S		S		M		S		
4	CO3	S	S			S		M	S	L	
5	CO4				S	S		M			M
6	CO5	S	S		S	S		M			

	CO6		S		S	S			S		M
3	Category		Professional Elective (PE)								
4	Approval										

UNIT I – INTRODUCTION

9

Concept of Credit Management – Definition of credit – Credit Department – Objectives of credit management – Process and Principles of Credit Management – Principle of Good Lending – Credit Allocation – Credit Evaluation – Post Sanction Review – Monitoring and Supervision – Credit Institutions.

UNIT II – OVERVIEW OF CREDIT POLICY AND ESTIMATION

9

Nature of Credit Policy – Need for credit policy – Components of Credit Policy- Types of Credit agreement – Government Regulations of Credit Policy – Credit policy by Banks and Financial institutions – Banking and Financial Institutions in bringing credit facilities to various sectors – Credit Estimation

UNIT III - CREDIT ANALYSIS AND DOCUMENTATION

9

Credit Analysis – Projections – Feasibility Study – Borrowers Study – Bankers Opinion – Balance Sheet Analysis for Lending – Classification of borrowers – Risk and Return Analysis of loans Analysis – Credit Documentation – Credit Application – Credit Payment Terms – Credit Statements - Security and Renewal of Documents.

UNIT IV – CREDIT MONITORING AND SEGMENTS OF LOANS AND ADVANCES

9

Credit Monitoring – Supervision – Follow up – Follow up Reports – Physical Follow up – Credit Collection – Loan Default – Segments of loans and advances – Agricultural finance – Crop Loans – Loans for cultivation – Kissan Credit Cards – NABARD Initiatives – Retail Banking Advances – Consumer Credit.

UNIT V – NON PERFORMING ASSET MANAGEMENT

9

NPA Management – identification of NPAs – Asset Classification – Prudential Norms – Regulations on NPAs in Banking and Financial Institutions – NPA Status on Banks and Financial Institutions – Capital Adequacy – Provisioning Norms – Monitoring of NPAs – Debt Recovery and Restructure Mechanisms.

TOTAL: 45 PERIODS

REFERENCES

1. Credit Appraisal & Analysis Of Financial Statements - A Hand Book For Bankers And Finance Managers (R.K.Gupta, Himanshu Gupta), 2019
2. Credit Appraisal & Lending Aspects in Banking Kindle Edition by Archana Avasthi, 2018
3. G.S. Popli and S.K. Puri, Strategic Credit Management in Banks, Prentice Hall of India, 2014.
4. K.R. Subbakrishna and S. Murali Bank Credit Management Himalaya Publishing House 2nd Edition, 2014.
5. Hrishikes Bhattacharya, Credit Appraisal and Lending Decisions, Oxford University Press, 2011.
6. G. Vijayaragavan, Bank Credit Management,, Himalaya Publishing House, 2013
7. S.K. Bagchi, Credit Risk Management Jaico Publishers

P20MBEC28	FINANCIAL FRAMEWORK AND SYSTEMS	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

		Course Designed by: Dr.A.Geetha
COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Recall concepts related to various types of financial services, the framework, role and structure of segments of finance.
CO2	Understanding	Explain the functioning of Financial System and describe the roles and functions of RBI, NBFCs, NABARD, NHB.
CO3	Applying	Demonstrate skills to address relevant issues relating to financial services industry, role of World Bank, IMF, ADR & GDR, Microfinance etc.
CO4	Analyzing	Examine the financial markets and its functioning and the role of Board for Payment and Settlement System, the Board for Financial Supervision, Competition Commission and Foreign Trade policy and Financial regulators.
CO5	Evaluating	Evaluate the investment options like Mutual Funds, ETF, Assessment of Nav, Foreign Investment and SEBI Guidelines.
CO6	Creating	Investigate various options and routes for FDI, FII & FPI.

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S					
	CO2	S	S			S		S	S	S	S
	CO3	S	S	M	M		L	S	S	S	S
	CO4		S			S		S	S	S	S

UNIT I –		CO5	S	S	M	M	S		S	S	S	S
		CO6		S			S		S	S	S	S
	3	Cate gory		Professional Core (PC)								
	4	Appr oval										

INTRODUCTION

9

Financial Framework – Need of framework – Importance of regulator for financial institutions – Structure of Regulatory Framework in India – Role of Financial Regulators – Nature of Financial Services – Financial System and Markets – Financial Sector Reforms – Formal and Informal Financial System.

UNIT II – BANKING AND FINANCIAL FRAMEWORK

9

RBI Act 1934 – Regulations of RBI – Regulatory Measures on monetary policy & Fiscal Policy - Regulatory Measures on NBFCs – Regulatory Measures on Financial Inclusion – Regulatory Measures on Capital Adequacy.

UNIT III – QUASI REGULATORY INSITUTIONS

9

NABARD – Objectives – Functions – Schemes – SIDBI – Objectives – Functions – Schemes – NHB – Regulations –Role and Functions – Board for Payment and Settlement System – Board of Financial Supervision – Competition Commission of India – Roles and Functions – Microfinance Regulations

UNIT IV – MUTUAL FUND MANAGEMENT AND SEGMENTS OF FINANCE

9

Mutual Fund – Meaning – Definition – Importance – Advantages and Disadvantages – Benefits – Types of Mutual Funds – Exchange Traded Funds (ETF) – Features of ETF – Working of ETFs – Assessment of Net Asset Value (NAV) – SEBI Guidelines on Mutual Funds – Case Analysis

UNIT V – REGULATION ON FOREIGN INVESTMENTS

9

Foreign Investment – IMF – World Bank – Guidelines - Foreign Trade Policy- ADR &GDR – FCCB – FDI & FII Regulation – FEMA Act – FDI in various sector – Case Analysis

TOTAL: 45 PERIODS

REFERENCES

1. Mahajan, Sanjeev Kumar, Mahajan AnupamaPuri – Financial Administration of India – Prentice Hall of India, 2019
2. Indian Financial Systems and Markets, Siddhartha Saha, McGraw Hill Education, 2017
3. IM Pandey – Venture Capital: The Indian Experience – Prentice Hall of India.
4. D.V. Ingle – Mutual Funds in India – New Century Publication – 1st Edition – 2013
5. ThummuluriSiddaiah – Financial Services – Pearson Education – 4th Edition – 2014
6. S. Gurusamy – Financial Markets and Institutions – McGraw Hill Education.
7. The Indian Financial System: Markets, Institutions and Services, 3rd Edition, Bharathi, Pearson, 2010
8. P. Pandian – Financial Services and Markets – Vikas Publishing House

P20MBEC29	WORKING CAPITAL MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Dr.J.Kannan				

COURSE OUTCOMES (COs)		
CO1	REMEMBER	Recall the concepts of working capital and Credit policy and list the Nature of Inventories Facts of cash Management Introduction – trade credit
CO2	UNDERSTAND	Interpret the Need – determinants of working capital Nature and goals Need to hold inventories Motives of holding cash Accrued expense & deferred income
CO3	APPLY	Apply Issues in working capital Optimum credit policy objective of inventory management Cash planning Bank finance for working capital
CO4	APPLY	Apply the credit evaluation of individual accounts Analysis of investment in inventory Inventory management process. Investing surplus cash in marketable securities commercial paper
CO5	ANALYZE	analyze on Monitoring receivable. Analysis of investment in inventory Investing surplus cash in marketable securities Money market
CO6	ANALYZE	Analyze on Monitoring receivable Inventory management process. cash Management techniques.
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	M			S				M		
2	CO2		L					S			M
3	CO3				S		M			L	
4	CO4	M				M		S			
5	CO5				S		M		M		

6	CO6				S	M		S			M
3	Category		Professional Core (PC)								
4	Approval										

UNIT – I: INTRODUCTION.

9

Introduction – concepts of working capital – Need – determinants of working capital – Issues in working capital – Estimating – working capital needs.

UNIT – II: ACCOUNTS RECEIVABLE MANAGEMENT

9

Introduction – Credit policy – Nature and goals – Optimum credit policy – credit policy variables – credit evaluation of individual accounts – Monitoring receivable.

UNIT – III: INVENTORY MANAGEMENT.

9

Introduction – Nature of Inventories – Need to hold inventories – objective of inventory management – Inventory management techniques – Analysis of investment in inventory – Inventory management process.

UNIT – IV: CASH MANAGEMENT.

9

Introduction – Facts of cash Management – Motives of holding cash – Cash planning – Managing cash collection and disbursement – Investing surplus cash in marketable securities – cash Management techniques.

UNIT – V: WORKING CAPITAL FINANCE.

9

Introduction – trade credit – Accrued expense & deferred income – Bank finance for working capital – commercial paper – Money market.

TOTAL: 45 PERIODS

References:

1. Working Capital Management & Finance, HIMANSHU GUPTA R.K.GUPTA, Notion Press, 2019
2. WORKING CAPITAL MANAGEMENT: Concepts, Current assets management, Operating cycle, Estimating WC needs, Determinants, Advantages, CHANDRA SEKHAR, 2018
3. MY Khan and PK Jain - Basic Financial Management - Tata McGraw Hill Publication - 3rd Edition - 2017.
4. CASH AND WORKING CAPITAL MANAGEMENT, JAMES ONYANGO, 2017
5. MathurSathish B. - Working Capital Management and Control - New Age International - 2nd Edition – 2013.

P20MBEC30	MICROFINANCE:PERSPECTIVES & OPERATIONS		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Prerequisite: Basic Management Subjects in UG Level					
	Course Designed by : Dr.J.Pavithra					
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the Micro Finance: Introduction An Overview; State Interventions in Rural Credit in India; Micro-Finance in India: Present and Future Financial Product and Services : IntroductionRevenue Models of Micro-Finance				
CO2	Understand	Discuss the definitions, Scope and Assumptions; Micro Finance: Lessons from International Experience; NABARD and SHG Micro-Finance Models Financial services –Credit delivery methodologies Profitability, Efficiency and Productivity				
CO3	Understand	Restate the Scope, Achievements and Challenges Bank Linkage Programs; Impact of Micro-Finance; Emerging Issues;Non Financial ServicesCredit ManagementMicro Finance and the poor:				
CO4	Apply	Classify the Constraints in Mainstreaming of MFI Impact Assessment and Social Assessment of MFIs Fundamentals of Designing products Loan Repayment Status				
CO5	Analyze	Categorize the Micro Finance and the poor Governance and the Constitution of the Board of various Forms of MFI’s; Malegam Committee Sustainable Interest Rate;				
CO6	Evaluate	Justify thea critique- Economic growth and Transformation-Governance and the Constitution of the Board of various Forms of				

UNIT I—INTRODUCTION**9**

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	S				S		S	S		
2	CO2		M				M	S			
3	CO3	S				S			S		
4	CO4		M		L			S			
5	CO5			L			S			L	
6	CO6				L				S		L
3	Cate gory		Professional Core (PC)								
4	App rova l										

Micro Finance: Introduction –Definitions, Scope and Assumptions; Micro Finance: Lessons from International Experience; Micro Finance Services – Scope, Achievements and Challenges – Micro Finance and the poor: A critique- Economic growth and Transformation

UNIT II –SHG & MICROFINANCE**9**

An Overview; State Interventions in Rural Credit in India; NABARD and SHG – Bank Linkage Programmes; Constraints in Mainstreaming of MFIs; Governance and the Constitution of the Board of various Forms of MFI's; Micro Finance versus Informal Sources of Lending

UNIT III- MICRO-FINANCE & SHG IN INDIA**9**

Micro-Finance in India: Present and Future; Some innovative and Creative Micro-Finance Models; Impact of Micro-Finance; Emerging Issues; Impact Assessment and Social Assessment of MFIs – Malegam Committee – Microfinance Development Act – RBI regulations on Microfinance – MFI Institutions – SHG Linkage Programme

UNIT IV- FINANCIAL / NON FINANCIAL PRODUCT AND SERVICES 9

Financial Product and Services : Introduction – Financial services –Credit delivery methodologies
 – Non Financial Services – Fundamentals of Designing products –Sustainable Interest Rate; - MFI
 Institutions and its products

UNIT V – CREDIT MANAGEMENT**9**

Revenue Models of Micro-Finance : Profitability, Efficiency and Productivity – Credit
 Management – Loan Repayment Status – Repayment of MFIs

TOTAL: 45 PERIODS**REFERENCES :**

1. Indian Institute of Banking & Finance “Micro-Finance Perspectives and Operations” – Mcmillan India.
2. DebaduttaK.Panda“ Understanding Microfinance” – Willey India – 2009

P20MBEC31		CORPORATE FINANCE	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by: Dr.J.Kannan				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall concepts related to Issue of Shares – Features –Various Kinds, Meaning of Venture Capital, Types of Venture Capital, Auditing – Meaning and objectives – Types of Audit.				
CO2	Understanding	Describe about the Forfeiture of Share – Reissue of shares – Redemption of Preference shares, Issue of Preference Shares, Redemption of Debentures and Salient Features of the GST Model				
CO3	Applying	Demonstrate knowledge about Accounting for amalgamation of companies, Absorption – Accounting procedures for absorption				
CO4	Analyzing	Examine the process for Reconstruction – Internal – External, Reconstruction Schemes, Inter Company Holdings, Liquidation of Companies, Venture capital in India and Goods and Services Tax (GST) – Objectives of GST				

CO5	Evaluating	Appraise the Methods of Venture Capital, Necessity for GST – Levy & Collection Underwriting of Shares and Debentures, Audit Process – Audit Programme – Internal Audit
CO6	Creating	Formulate Audit Procedure – Audit of Limited Companies -Recent trends in Auditing

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1							M	S		
	CO2	S	S			S	S				
	CO3	S	S		S	S	S		S	S	
	CO4	S	S	L	S	S	S	M	S	S	L
	CO5	S	S		S	S	S		S		
	CO6	S	S			S			S	S	
3	Cate gory		Professional Core (PC)								
4	Appr oval										

DEBENTURES

9

Issue of Shares – Features –Various Kinds - Forfeiture of Share – Reissue of shares - Underwriting of Shares and Debentures – Redemption of Preference shares – Issue of Preference Shares – Redemption of Debentures.

UNIT II – AMALGAMATION AND ABSORPTION

9

Accounting for amalgamation of companies – Absorption – Accounting procedures for absorption

UNIT III – RECONSTRUCTION AND LIQUIDATION**9**

Reconstruction – Internal – External – Reconstruction Schemes – Inter Company Holdings – Liquidation of Companies

UNIT IV – VENTURE CAPITAL**9**

Meaning of Venture Capital – Types of Venture Capital – Methods of Venture Capital – Venture capital in India.

UNIT V – AUDITING & GST CONCEPTS**9**

Auditing – Meaning and objectives – Types of Audit – Audit Process – Audit Programme – Internal Audit – Audit Procedure – Audit of Limited Companies – Recent trends in Auditing. Goods and Services Tax (GST) – Objectives of GST – Salient Features of the GST Model -Necessity for GST – Levy & Collection.

TOTAL: 45 PERIODS**REFERENCES**

1. Fundamentals of Corporate Finance | Third Edition | By Pearson, Jonathan Berk, Peter DeMarzo, 2019
2. Fundamentals of Corporate Finance, Stephen A. Ross, Randolph W. Westerfield, McGraw Hill Education, 2018
3. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, McGraw Hill Education, 2018
4. Corporate Finance, Stephen A. Ross, Randolph W. Westerfield, McGraw Hill Education, 2017

Corporate Finance: Text and Cases, S. R. Vishwanath, SAGE Publications India Pvt Ltd, 2019

P20MBEC32		MANAGEMENT OF FINANCIAL SERVICES	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Mr.C.Gowtham Chakravarthy				
COURSE OUTCOMES (COs)						
CO1	Remember	Recallthe functions of Financial institutions, and Financial instruments and Services in Indian Financial System, Insurance and Merchant bankers,SEBI guidelines				
CO2	Understand	Recognize the fund based & fee based financial services,Financial markets Money market, capital market,Structure of Indian capital market, stock exchange and regulatory bodies for stock exchange and Players in life and non-life insurance - insurance				

CO3	Apply	Choose the different types of financial services in current business phenomenon on Indian Context and SEBI: Meaning, objectives and functions, BSE, NSE, OTCEI, Sensex, Nifty and public sector banks, regional banks, financial evaluation of a lease and private sector banks and Commercial banking and its structure
CO4	Analyze	Classify the Processes of Book Building, - Issue of Bonus Shares - Stock Options,, Functions, primary and secondary functions
CO5	Evaluate	evaluate the role of RBI and GOI as regulator of banking system and Banking technology ATM, ECS-EFT, NEFT-RTGS, Factoring and forfeiting - Securitization
CO6	Evaluate	Evaluate the Merchant bankers and new issue market, lead managers, underwriters , bankers to an issue, registrars and share transfer agents in Merchant Banking

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S			S	S		S	S	
	CO2		S	S			S			S	
	CO3		S	S		S					
	CO4	S			M		S	M	S		
	CO5	S		S			S		S	S	M
	CO6									S	M
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT – I: INDIAN FINANCIAL SYSTEM

9

Financial system: Need, functions, structure and constituents of Indian financial system - Financial institutions - Financial markets: Money market, capital market - Financial instruments and Services - Regulatory institutions: RBI, SEBI, IRDA - Financial System and Economic development (Only Theory).

UNIT II: PRIMARY AND SECONDARY MARKETS

9

Capital markets: Structure of Indian capital market - New issue Market: Issue Mechanism - IPO - Rights issue - Private placement - Processes of Book Building, - Issue of Bonus Shares - Stock Options, Functions of new issue market - Stock Exchange: Meaning, definition, features, functions, organization and structure, membership, speculators, listing of shares, trading procedures in stock exchange - Demat Account and depository services – SEBI: Meaning, objectives and functions, BSE, NSE, OTCEI, Sensex, Nifty.(Only Theory).

UNIT III: TYPES OF FINANCIAL SERVICES

9

Meaning, types, fund based & fee based financial services -Leasing and hire purchasing: types of lease, financial evaluation of a lease, cross border leasing, contents of a lease agreement - Bills discounting - Factoring and forfeiting - Securitization.

UNIT IV: BANKING & INSURANCE

9

Evolution of Indian banks - Types of banks: public sector, regional banks, and private sector banks - Commercial banking: Structure, Functions, primary and secondary functions - Role of RBI and GOI as regulator of banking system - Banking technology: home banking, ATMs, internet banking, mobile banking, core banking solutions, MICR, Cheque truncation, ECS-EFT, NEFT-RTGS.

Insurance - Meaning and nature, principles of insurance - Insurable interest - human life value concept – indemnity - utmost good faith – subrogation - insurable interest - proximate clause - players in life and non-life insurance - insurance documents - nominations, lapse and revivals, foreclosure (Only Theory).

UNIT V: MERCHANT BANKING

9

Roles and functions - Merchant bankers and new issue market - lead managers – underwriters - bankers to an issue - registrars and share transfer agents - brokers to the issue - Debenture trustees: their role and functions in new issue market - SEBI guidelines (Only Theory).

TOTAL: 45 PERIODS

References:

1. Banking Theory Law and Practice, K P M Sundharam, P N Varshney, Sultan Chand and Sons, 20/e, 2014.

2. Modern Banking Theory and Practice, Muraleedharan D, Prentice Hall of India, 10/e, 2013.
3. Management of Banking and Financial Services, Latha Suresh, Justin Paul, Pearson, 3/e, 2014.
4. Principles of Risk Management and Insurance, George E. Rejda, Pearson Prentice Hall, 2013
5. Credit Ratings: Methodologies, Rationale and Default Risk Michael K. Ong, Risk Books, 2002
6. Merchant Banking and Financial Services, MadhuVij, Swati Ohawen, Tata McGraw Hill, 2012.
7. Merchant Banking & Financial Services, S Gurusamy, TMH, 4/e, 2014

P20MBEC33		INVESTMENT BANKING	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Mr.C.Gowtham Chakravarthy				
COURSE OUTCOMES (COs)						
CO1	Remember	List the Objectives and types of financial investments - Financial & non-financial forms of investment, bondsfeatures, types of bonds, determinants of interest rate, bond management strategies				
CO2	Understand	restate the Investment methods - Security & non-security forms of investment - Sources of investment information - Investment instruments, Risk and returns concepts - Concept of risk - Types of risk: systematic risk, unsystematic risk, portfolio selection: opportunity set, efficient frontier, beta measurement				
CO3	Apply	Explain the economic analysis & forecasting - theory of technical analysis, points & figures chart - bar chart, confidence index, RSA, RSICalculation of risk and returns				
CO4	Analyze	Compare the Moving average analysis - Japanese candlesticks - Behavior of stock market prices - the market mechanism				
CO5	Evaluate	Judge Testable hypothesis about market efficiency - implications of efficiency market hypothesis in portfolio management				
CO6	Create	Construct the Portfolio construction - Portfolio performance evaluation: Sharpe, Treynor & Jensen's measure - Portfolio revision : active & passive strategies & formula plans in portfolio revision				

<p align="center">Mapping of Course Outcomes with Program Outcomes</p>

(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S		M				L		
	CO2	M				S	S				S
	CO3		S	L	M		S			M	
	CO4	M	S				S				S
	CO5		S		M		S			M	
	CO6				M	S		L			
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT – I: INVESTMENT MANAGEMENT 9

Introduction, Meaning, Objectives and types of financial investments - Financial & non-financial forms of investment -Investment methods - Security & non-security forms of investment - Sources of investment information - Investment instruments (Theory).

UNIT II: RISK & RETURN ANALYSIS 9

Risk and returns concepts - Concept of risk - Types of risk: systematic risk, unsystematic risk - Calculation of risk and returns -Portfolio risk and return - Expected returns of a portfolio - Calculation of portfolio risk and return - Portfolio with two assets, Portfolio with more than two assets (Theory and Problems).

UNIT III: FUNDAMENTAL & TECHNICAL ANALYSIS 9

Economy-Industry-Company framework, economic analysis & forecasting - theory of technical analysis, points & figures chart - bar chart, confidence index, RSA, RSI - Moving average analysis - Japanese candlesticks - Behavior of stock market prices - the market mechanism - testable hypothesis about market efficiency - implications of efficiency market hypothesis in portfolio management (Theory and Problems).

UNIT IV: VALUATION OF SECURITIES 9

Valuation of bond: features, types of bonds, determinants of interest rate, bond management strategies, bond valuation, bond duration - Preference shares concepts,

features, yields - Equity shares - Valuation, Dividend valuation models (Theory and Problems).

UNIT V: PORTFOLIO MANAGEMENT

9

Markowitz model-portfolio selection: opportunity set, efficient frontier, beta measurement - Sharpe single index model - Capital asset pricing model: basic assumptions, CAPM equation, security market line, extension of Capital asset pricing model -Capital market line: SML VS CML - Arbitrage pricing theory, arbitrage, equation, assumption, equilibrium, APT and CAPM - Portfolio construction - Portfolio performance evaluation: Sharpe, Treynor & Jensen's measure -Portfolio revision : active & passive strategies & formula plans in portfolio revision - Mutual funds: types, performance evaluation of mutual funds - Functions of asset management companies(Theory and Problems).

TOTAL: 45 PERIODS

References:

- 1) V.K Balla, Investment Management, S. Chand & Co, 19/e, 2013.
- 2) Donald E.Fischer& Ronald J.Jordan, Security Analysis and Portfolio Management, Pearson, 6/e, ISBN : 9788177588118
- 3) Punithavathy Pandian , Security Analysis and Portfolio Management, Vikas Publishing House, 3/e, 2009, ISBN : 9789325963085
- 4) Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, 4/e, 2012, ISBN: 9781259005992
- 5) Dr. Mahipal Singh, Security Analysis with Investment and Portfolio Management, 2011, ISBN: 9788182055193
- 6) Alexander, Sharpe, Bailey, Fundamentals of Investment, PHI, 3/e, 2008

P20MBEC34	MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic Management in UG level				
	Course Designed by : Dr. J Pavithra				
COURSE OUTCOMES (COs)					

CO1	Remember	Define the Electronic Banking, Functions of Reserve Bank of India, Role of RBI of interest rate, Investment Banking, Concept of Wealth Management and Risk Management										
			Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation)									
CO2	Understand	Illustrate the Indian Banking Structure, Monetary policy of RBI – features of monetary control along with its Recent policy development, Lending Products– Loans and Advances–Priority Sector Lending, Information Technology and its Usage in Banking Industry, Electronic Data Interchange (EDI)										
	1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO3	Apply	Prepare the Banking Sector Reforms and NPA's, Methods of Granting Advances, Investment Vehicles for Wealth Management										
	2	CO1	M			M		S			S	
CO4	Analyze	CO2		S			S			M		M
		CO3			L			S			S	
CO5	Evaluate	CO4	Appraise the Loan Appraisal Process–Corporate Loan Cycle, Managing Risks in International Transactions									
		CO5	M			M		S		M		M
CO6	Evaluate	Managing Risks in International Transactions - Point of sale Terminal Point of sale										
		CO6	Terminal	M				S	M			
	3	Category	Fundamental Core (FC)									
	4	Approval										

UNIT – I: INDIAN BANKING STRUCTURE

9

Structure of Financial system –Indian Banking Structure– Electronic Banking— Functions of Reserve Bank of India – Role of RBI – Monetary policy of RBI – features of monetary control along with its Recent policy development.

UNIT II: OVERVIEW OF LENDING PRODUCTS

9

Lending Products– Loans and Advances–Priority Sector Lending–Banking Sector Reforms and NPA's–Principles of Sound Lending–Methods of Granting Advances– Loan Appraisal Process–Corporate Loan Cycle..

UNIT III: INVESTMENT BANKING & WEALTH MANAGEMENT

9

Introduction to Investment Banking–Concept of Wealth Management–Measuring Investment returns in Wealth Management–Investment Vehicles for Wealth Management–Managing Investment risk in Wealth Management.

UNIT IV: RISK MANAGEMENT

9

Introduction to Risk Management–Meaning of Risk–How risk is Managed–Limitations of Risk Management–Corporate Risk Management–Risk Management in Banks–Managing Risks in International Transactions.

UNIT V: INNOVATIONS AND RECENT TRENDS IN BANKING 9

Information Technology and its Usage in Banking Industry –Electronic Payment Services–eCheques–RTGS–EFT–ECS–Point of sale Terminal–Electronic Data Interchange(EDI).

TOTAL: 45 PERIODS

References:

1. L.M.Bhole —Financial Institution and Markets|| Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition–2008.
2. Meir Kohn —Financial Institutions and Markets—, Oxford, 2nd Edition–2007
3. Guruswamy , Merchant Banking and Financial Services –TMH Edition 3 –2009
4. Jeff Madura, Financial Institutions and markets –Eighth Edition–Cenage Learning

II - HR

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC35	PE	Managerial Behaviour and Effectiveness
2.	P20MBEC36	PE	Industrial Relations and Labour Welfare
3.	P20MBEC37	PE	Training and Development
4.	P20MBEC38	PE	Strategic Human Resource Development
5.	P20MBEC39	PE	Psychology for Managers
6.	P20MBEC40	PE	Organizational Development
7.	P20MBEC41	PE	People and Performance Management
8.	P20MBEC42	PE	Compensation Management
9.	P20MBEC43	PE	Knowledge Management

P20MBEC35	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by: Ms.Magdalene Peter					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				

CO1	Remembering	State the various dimensions of jobs performed by the employees in an organization and to define the various roles of a manager for effective performance by comparing the different methods and models in various levels of management.
CO2	Understanding	Describe the steps in recruitment and selection process followed by the Organization and the criteria followed by HR managers to appraise the performance employees in the organization. and how to be an optimizer.
CO3	Applying	Relate to the organizational climate and the steps involved in organization Processes for Selection, Skills Development, Pay and Rewards, the leadership qualities and different kinds of leadership styles followed by the leaders.
CO4	Analyzing	Examine the factors influencing effectiveness of managers in an Organization, Motivation, Career Management and the industrial and government practices followed by various industries.
CO5	Evaluating	Evaluate the environmental issues in Managerial Effectiveness which includes the method followed by employees for self-development, Performance appraisal methods, Negotiation skills adopted and Knowledge Management system developed and maintained by the Organization.
CO6	Creating	Develop the winning edge by fostering Creativity and Innovation to sustain competition.

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	S			S			S	S		S
	CO2	S	S	S	S	S		S	S		S
	CO3	S	S	S		S	L	S	S	S	S
	CO4		S	S	S	S		S	S	S	S
	CO5	S	S	S	S	S		S	S	S	S

	CO6		S					S	S	S	
UNIT I:	3	Cate gory		Professional Core (PC)							
	4	Appr oval									
THE				DEFINING							
MANAGERIAL JOB				9							

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

UNIT II: DESIGNING THE MANAGERIAL JOB 9

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

UNIT III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS 9

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 9

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

UNIT V: DEVELOPING THE WINNING EDGE 9

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

TOTAL: 45 PERIODS

References:

1. Managerial Behaviour and Effectiveness by K Minraj, 2020
2. Effective Management: Developing yourself, others and organizations, Dietmar Sternad, 2019
3. The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness by Senyo Adjibolosoo, 2018
4. Managerial Behaviour and Effectiveness by Amanda E. Raja, K. P. Rao, et al., 2010

P20MBEC36	Industrial Relations and Labour Welfare		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Mr. Vigneshwar.K					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Define the key theoretical perspectives in industrial relations and how the perspectives shape the practice of industrial relations.				
CO2	Understanding	Summarize the key perspectives of industrial relations regarding the interpretation of conflict and power imbalance between employers and employees and to handle industrial disputes with detailed knowledge of actual organization scenarios and long-term impact of resolutions of both employees and employer.				
CO3	Applying	Develop effective policies and practices with appropriate sensitivity and responsiveness to context, regarding industrial relations at the personal, organisational and national levels and develop an understanding of industrial relations institutions such as Settlement machinery, industrial tribunals and Labour welfare				
CO4	Analyzing	Examine about the legal frame work stipulated under The Minimum Wages Act, 1948, Provident Fund Act 1952 and discover the underlying logic of trade unionism, the structure of the labour movement and the practice of unionism in India.				
CO5	Evaluating	Evaluate the key processes of industrial relations at the workplace level and their relationships to the institutions and evaluate the current and emerging industrial relations trends and debate their impact on the parties, processes and rules of Indian industrial relations				
CO6	Creating	Create new strategies to assemble, interpret and persuasively communicate information to justify decision-making in the performance of key tasks associated with the industrial relations function in organizations (i.e., collective bargaining, ethical code and dispute resolution)				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1			M		S	S				
	CO2			M		S	S	S	S		
	CO3	S	S		S	S	S		S		
	CO4		S			S	S		S	L	L
	CO5		S				S				
	CO6	S	S		S	S	S	S	S		
3	Cate gory		Professional Core (PC)								
4	Appr oval										

UNIT I

9

Industrial Relations – Definition, scope, objectives, factors affecting IR - Approaches to Industrial relations - System of IR in India - Industrial Relations problems in the Public Sector – Codes of conduct - Workers Participation in Management – Concept, objectives, Forms and Levels of Participation.

UNIT II

9

Industrial conflict – Causes for Industrial Conflict, Industrial Disputes Act, 1947:- Definitions of Industry - Authorities under the Act – Procedure, Powers and Duties of Authorities, Impact of Industrial Disputes, Strikes – Typology of strikes, Lockout.

UNIT III

9

Settlement machinery - Conciliation - Conciliation Officer - Board of Conciliation - Court of Enquiry - Labour Court - Industrial Tribunal and National Tribunal and Arbitration, Adjudication Labour Welfare work – importance, concept, scope of labour welfare work facilities under Welfare Funds - Duties of Labour Welfare Officers,

UNIT IV

9

The Minimum Wages Act, 1948 , Provident Fund Act 1952 and Payment of Gratuity Act 1972- Scope , applicability, minimum gratuity, nomination, rights of Employer and duties of Employee

Trade Unions: Meaning - trade union movement in India - The role of the Trade Unions in Modern Industrial Society of India, functions of trade unions - objectives of important trade unions, The Trade Union Act, 1926, procedure for registration of Trade Union, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities, Penalties for offences of trade unions, Difference between a registered and a recognized Trade Union, problems of trade unions, future trends of trade union movement in India.

UNIT V

9

Ethical Codes and Industrial Relations – The code of Discipline, Principle of the Code, Objectives of Code of Discipline, Code of Discipline in Industry. Collective Bargaining – Concept – Importance – Principles, Forms of Collective Bargaining, Process of Negotiations during bargaining.

TOTAL: 45 PERIODS

REFERENCE BOOKS

1. Industrial Relations and Labour Laws, 7e by S C Srivastava, 2020
2. Industrial Relations and Labour Laws for Managers by Parul Gupta, 2019
3. Industrial Relations and Labour Laws by Piyali Ghosh and Shefali Nandan, 2017

Industrial Relations, Trade Unions and Labour Legislation by P.R.N. Sinha, Sinha InduBala, et al., 2017

	TRAINING AND DEVELOPMENT	L	T	P	C
P20MBEC37	Total Contact Hours: 45	3	0	0	3

		Course Designed by : Mr Gowtham Aashirwad Kumar
COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	To remember the key Training concepts and principles for Training, Learning, and Training Process, Career Development: Concepts – Stages.
CO2	Understanding	Understand the importance of training and process of Training, Significance role of training, Historical development of Training and Development, Components of learning – Principles of Learning – Learning Theory - reinforcement Principle – Steps in Learning – E – Learning and technology, Career Development Programme – Executive development Programme – Executive development – Objective, Career Management –
CO3	Applying	Apply the various methods of Training in designing Training Programme, Applying training to organizational effectiveness, Discussion Methods, Case Methods, Role play, Business, Games, In – Basket Exercises, Field Training – Techniques for Training. Computers in Training and Development.
CO4	Analyzing	Assessing Training needs, Emerging trends and Future Prospects in Training and Development.
CO5	Evaluating	Evaluate the Training Process, Evaluating Training and Development – Follow up Training.
CO6	Creating	Design the Training Programme, Preparation of Trainees, Implementation of Training, Employee Development.

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	S				S					
	CO2		M			S	M			M	

UNIT I		CO3	S			S	S					S
		CO4	S			S						S
		CO5			L	S						S
		CO6			L	S	S					S
	3	Cate gory		Professional Elective (PE)								
	4	Appr oval										

9

Definition of Training – concept features – Significance role of training – Historical development of Training and Development - applying training to organizational effectiveness.

UNIT II

9

Learning: Basic concepts - components of learning – Principles of Learning – Learning Theory - reinforcement Principle – Steps in Learning – E – Learning and technology.

UNIT III

9

Training methods – Lecture Methods, Audio – Visual Aids, using films in Training – Programmed learning – Discussion Methods, Case Methods, Role play, Business, Games, In – Basket Exercises, Field Training – Techniques for Training.

UNIT IV

9

Training Process – Assessing Training needs – Designing Training Programme – Preparation of Trainees – Implementation of Training – Evaluating Training and Development – Follow up Training

UNIT V

9

Career Development: Concepts – Stages - Career Development Programme – Executive development Programme – Executive development – Objective, Process - Employee development – Career Management – Computers in Training and Development – Emerging trends and Future Prospects in Training and Development.

TOTAL: 45 PERIODS

References:

1. Design Thinking for Training and Development by Sharon Boller and Laura Fletcher, Association for Talent Development; 1st Edition, 2020
2. Employee Training & Development by Raymond Noe, McGraw-Hill Education; 8th Edition, 2019

Train the Trainer: The Art of Training Delivery (Second Edition), CreateSpace Independent Publishing Platform; 2nd Edition, Skills Converged, 2016

P20MBEC38	STRATEGIC HUMAN RESOURCE DEVELOPMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Mr.R.Ramamoorthy				
COURSE OUTCOMES (COs)					

CO1	REMEMBER	Recall the Meaning – Strategic, e- Employee profile, Domestic Vs International HRM, Career Concepts Roles, Need for Coaching, Coaching and Performance.
CO2	UNDERSTAND	Explain the Vision, Mission and Values, Cultural Dynamics - Culture Assessment, Career stages, Self-Management and Emotional Intelligence..
CO3	APPLY	Apply the HRD Needs Assessment, e- selection and recruitment, e - training and development, Cross Cultural Education and Training Programs, Career planning and Process, Skills for Effective Coaching, Coaching Effectiveness.
CO4	ANALYZE	Analyze the Importance – Challenges to Organizations, Recent trends, Bench Marking and HRD Audit, e- Performance management and– Issues in employee privacy, HR Issues in International Assignments, Competencies and Career Management, Need for Counseling, Role of HR in Counseling
CO5	EVALUATE	Evaluate the HRD practices – Measures, HRD Program Implementation and Evaluation, Employee surveys online, Leadership and Strategic HR Issues in International Assignments, Competency Mapping Models, Work Stress , Sources – Consequences
CO6	CREATE	Create the Virtual learning and Orientation, Building Multicultural Organization, Career development Models, Stress Management Techniques
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10

1	CO1		M			M	M				
2	CO2				S				M	L	
3	CO3	M			S	M					
4	CO4			M					M		
5	CO5	M			S			L			
6	CO6			M			M				L
3	Cate gory		Professional Elective (PE)								
4	App rova l										

UNIT I

9

Meaning – Strategic – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures– HRD Program Implementation and Evaluation – Recent trends, Bench Marking and HRD Audit.

UNIT II

9

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e -training and development – e- Performance management and– Issues in employee privacy – Employee surveys online.

UNIT III

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Building Multicultural Organization

UNIT IV

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V**9**

Need for Coaching – Career planning and Process – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling– Work Stress – Sources - Consequences – Stress Management Techniques.- - Self Management and Emotional Intelligence.

TOTAL: 45 PERIODS**References:**

1. Strategic Human Resource Management, Karen Beaven, Kogan Page; 1st Edition, 2019
2. Strategic Human Resource Management: An international perspective 2nd Edition, Gary Rees , Paul E Smith, SAGE Publications Ltd; 2nd Edition, 2017
3. Robert L. Mathis and John H. Jackson - Human Resource Management - Cengage Learning - 2016.
4. Bernadin - Human Resource Management - Tata McGraw Hill - 2012.
5. Rosemary Harrison - Employee Development – University Press, India Ltd, New Delhi - 2007.
Tony Edwards and Chris Rees - International Human Resource Management – Pearson - 2007.

P20MBEC39	PSYCHOLOGY FOR MANAGERS		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by: Ms.Magdalene Peter					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall concepts of Scientific Management, Human Relations Schools, and scope & dimensions of Psychology.				

CO2	Understanding	Translate ideas drawn from Hawthorne Experiments, Influences on Industrial Psychology and gender biases in Indian Organization.
CO3	Applying	Articulate models of how psychology is applied to advertising, Marketing and Consumer Behaviour and ways to combat stress, Monotony, Boredom and Fatigue.
CO4	Analyzing	Examine the Individual differences and behaviour, Human needs and their implications for a work organization and the method of Performance Appraisal, Personnel Selection & Training and Organizations role in stress.
CO5	Evaluating	Appraise the importance of testing techniques, Psychological and Projective tests, Techniques and Problems of Performance Appraisal, Job Satisfaction and its measurement,
CO6	Creating	Formulate practices for element of creativity in leadership and decision making and methods to improve quality of work life.

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1								S	S	
	CO2	S	S	S				S	S	S	
	CO3	S	S	S			S	S	S		S
	CO4	S	S	S	S	S	S	S	S	S	S
	CO5		S	S	S	S		S	S	S	S
	CO6	S	S	S					S	S	
UNIT I	3	Cate gory	Professional Core (PC)								
	4	Appr oval									

Introduction to Industrial Psychology – Definitions & Scope. Major influences on industrial Psychology- Scientific management and human relations schools . Hawthorne Experiments.

UNIT II 9

Individual differences and behaviour, Human needs and their implications for a work organization, Psychology applied to advertising, Marketing and Consumer Behaviour.

UNIT III 9

Personnel Selection and importance of testing techniques, Psychological and Projective tests, Training Development.

UNIT IV 9

Performance Appraisal- Techniques and Problems, Job Satisfaction and its measurement, Creativity a work-element of creativity in leadership and decision making.

UNIT V 9

Organisational Role Stress- Managing stress, Burnout-causes, effect and coping, Gender biasness in Indian organizations, Monotony, Boredom and Fatigue at work places, The Physical surroundings of work place-quality of work life.

TOTAL: 45 PERIODS

References

1. The Rational Manager, Henry Priest, 2019
2. Organizational Psychology for Managers, Stephen R. Balzac, Springer, 2016
3. Psychology For Managers, Shashi K. Gupta & Rosy Joshi, Kalyani Publishers, 2015

Thinking, Fast and Slow by Daniel Kahneman, Farrar, Straus and Giroux, 2011

P20MBEC40	ORGANISATIONAL DEVELOPMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Mr Gowtham Aashirwad Kumar				
COURSE OUTCOMES (COs)					

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Remember the concepts of OD, Characteristics, Interpersonal and Group Process Approach, Organizational Approach, HRM Interventions and Organizational Culture, Approaches to OD, Characteristics of OD Interventions, Effectiveness of OD Interventions
CO2	Understanding	Understand the foundation process of OD, Approaches to OD, Performance Management, Career Planning, Strategic and Techno Interventions, work design and redesign, Strategic and Techno Structural Interventions, Role of an OD Consultant- Dealing with Consultant – Client Relationships, Ethical Issues in OD, Learning Organization and Organizational Effectiveness -Significance of Learning Organization to Organizational effectiveness
CO4	Analyzing	Analyse the growth and relevance of OD, Diagnoses for OD, Foundations Process of OD, Overview of types of Interventions
CO3	Applying	Designing OD Interventions, Organizational Restructuring, Organizational transformation, Socio-technical systems, Quality circles, Employee Involvement, Total Quality Management
CO5	Evaluating	Evaluation and Institutionalization of OD Interventions – Importance, Process and Difficulties Involved
CO6	Creating	Establishing Learning Dynamics in Organizations- Building a Learning Organization

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	M	S		S						
	CO2		S	S	S	S			S		
	CO3					S			S		

	CO4	M			S	S			S	L	L
	CO5				S						L
	CO6				S						L
3	Category		Professional Elective (PE)								
4	Approval										

UNIT I

9

Introduction to Organization Development - Growth and relevance of OD- Diagnoses for OD, Foundations Process of OD- Approaches to OD

UNIT II

9

Designing OD Interventions - Characteristics of OD Interventions, Overview of types of Interventions, - Interpersonal and Group Process Approaches- Organization Process Approaches- HRM Interventions- Performance Management- Career Planning & Development Interventions

UNIT III

9

Strategic and Techno Structural Interventions -Organizational Restructuring, Organizational transformation, work design and redesign, Socio-technical systems, Quality circles, Employee Involvement, Total Quality Management

UNIT IV

9

Organization Culture- A Sociological Perspective, Socialization Processes -Effectiveness of OD Interventions: Evaluation and Institutionalization of OD Interventions – Importance, Process and Difficulties Involved- Role of an OD Consultant- Dealing with Consultant – Client Relationships, Ethical Issues in OD

UNIT V**9**

Learning Organization and Organizational Effectiveness -Significance of Learning Organization to Organizational effectiveness- Establishing Learning Dynamics in Organizations- Building a Learning Organization

TOTAL: 45 PERIODS

References:

1. Change Management and Organizational Development, Ratan Raina, SAGE Publications Pvt. Ltd, 2018
2. Assessment and Diagnosis for Organization Development: Powerful Tools and Perspectives for the OD Practitioner, William J Rothwell, Productivity Press, 2017
3. Organization Development: Behavioral Science Interventions For Organizational Improvement | Sixth Edition | By Pearson, French Wendell L, Bell Jr Cecil H, 2017

Organizational Change and Development, Mukherjee, Pearson Education India, 2015

P20MBEC41	PEOPLE AND PERFORMANCE MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in HRM from UG.				
	Course Designed by : Dr.D.Arun Kumar				

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Recall the meaning and nature of personal growth and Define the benefits of performance appraisal.
CO₂	Understand	Explain the concept of ego states, self-awareness & Johari window; and summarize the interpersonal need for inclusion, control and affection.
CO₃	Apply	Identify interpersonal orientation through FIRO-B and experiment the TA questionnaire.

CO₄	Analyze	Categorize different roles of an individual (life roles, social roles, organizational roles), discover life position and examine the problems in career planning.
CO₅	Evaluate	Assess the methods of conflict resolution, Determine the methods of performance appraisal and Recommend the ways of career & succession Planning.
CO₆	Create	Develop self-improvement plans and seek feedback, Formulate strategy maps for performance measures and Compile a career development plan for employers and employees.
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO₁	PO₂	PO₃	PO₄	PO₅	PO₆	PO₇	PO₈	PO₉	PO₁₀
CO₁	S		M				S	S		
CO₂	S	S	M					S		S
CO₃	S			M			S			
CO₄				M			S			S
CO₅	S						S	S		
CO₆	S	S						S		S
	3- Strong, 2- Medium, 1- Low									

UNIT – I: PERSONAL GROWTH

9

Meaning, nature and scope of personal growth - Self-awareness and self-esteem - Role clarity and role boundaries: Life roles, social roles and organizational roles - Ego states- Id, ego and super ego and defense mechanisms - Developing a self-improvement plan - Personal change: meaning, nature and requisites.

UNIT II: INTERPERSONAL TRUST

9

Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality) - Self disclosure, seeking feedback, self-reflection and practicing new behaviors - Transactional

Analysis: Ego states, types of transactions and time structuring - Life position, scripts and games; strokes - Activity: Johari Window Questionnaire, TA Questionnaire, Strokes and Games.

UNIT III: INTERPERSONAL RELATIONS 9

Interpersonal needs for inclusion, control and affection - Discovering the interpersonal orientation through FIRO-B - Conflict resolution and negotiation - Time management and honoring the commitments.

UNIT IV: PERFORMANCE APPRAISAL SYSTEM 9

Concept and definition of Performance appraisal - Benefits of performance appraisal - Evolution of performance appraisal - Process of Performance Appraisal method - Methods of Performance Appraisal- Traditional & Modern methods, Balance Score Card Method.

UNIT V: CAREER AND SUCCESSION PLANNING 9

Meaning, significance and process of career planning Career stages- Career Development Plan - Employees and Employers Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping – Career Counseling - Succession Planning: Meaning, Significance and process of succession planning - continuity of leadership and its impact on business.

TOTAL: 45 PERIODS

References:

1. Essentials of Human Resource Management and Industrial Relations-P Subba Rao, HPH
2. Performance Appraisal and Compensation Management: A Modern Approach, Goel Dewkar, PHI, 2nd Edition, 2008,
3. Organization Behaviour: Human Behaviour at work – John W. Newstrom and Keith Davis, 11/e , TMH, 2003
4. Competency Mapping Assessment & Growth- Naik G.P, IIHRM, 2010
5. Seven Habits of Highly Effective People- Stephen R Covey, Pocket Books
6. Performance appraisal, Arminio, J., & Creamer, D.G. (2011).
7. Training in Interpersonal Skills- Stephen Robbins, Pearson Education
8. Human Relations in organizations- Robert N Lussier, 6/e, Mc Graw Hill Publication

P20MBEC4 2	COMPENSATION MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in HRM from UG.				
	Course Designed by : Ms.Beena				

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Recall the terminologies & theories of wages, Relate the issues in compensation system design, Label the benchmarking benefit schemes & employee benefit programmes, and Define the different kinds of wages.
CO₂	Understand	Explain the compensation responsibilities and process of compensation management, Outline the types of fringe benefits & incentives, and Interpret the procedure for fixing minimum wages.
CO₃	Apply	Plan retention strategies based on compensation, Organize the set on and set off of allocable surplus, and Identify special provisions with respect to certain establishments.
CO₄	Analyze	Examine the challenges in compensation management, List down the pay grades and wage curve, Select the appropriate compensation planning strategies, Discover computation of Gross Profits and Distinguish the eligibility for Bonus payments.
CO₅	Evaluate	Assess the methods of rewarding sales personnel, Decide on the pay commission and wage boards, Determine the employee's benefit need analysis, and Measure the accuracy of balance sheets& profit and loss accounts.
CO₆	Create	Build skills and competence of employees, Develop a proper wage pay mix, Construct performance based pay systems, and Design a work life setting and a benefit package.
Category		Professional Elective (PE)

Approval	
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Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO ₁	PO ₂	PO ₃	PO ₄	PO ₅	PO ₆	PO ₇	PO ₈	PO ₉	PO ₁₀
CO ₁	S	M		S		L			L	
CO ₂				S	S			S		S
CO ₃	S			S		L		S		
CO ₄		M		S	S					S
CO ₅	S			S	S					
CO ₆	S							S		S
	3- Strong, 2- Medium, 1- Low									

UNIT – I: INTRODUCTION

9

Definition - Compensation Responsibilities – Compensation System Design and Issues – Compensation Approaches - Challenges in compensation Management -Compensation management process - Skills and competence - Concept and rationale of employee welfare.

UNIT II: COMPENSATION CLASSIFICATION

9

Types - Incentives - Fringe Benefits - Strategic Compensation Planning –Determining Compensation – The wage Mix – Development of Base Pay Systems– The Wage Curve – Pay Grades – Salary Matrix – Compensation as a RetentionStrategy.

UNIT III: UNDERSTANDING WAGES

9

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment – SalaryAdministration - Executive Compensation – Incentive Plans – Team Compensation– Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan-ESOPs – Compensation Management in Multi-National organizations. Rewards:Methods of Rewarding of Sales Personnel - Pay - Commission - Pay andCommission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – LegalConstraints on Pay Systems.

UNIT IV: WAGES ACT AND WAGE BOARDS

9

The Minimum Wages Act, 1948: Fixing of Minimum Rates of Wages –MinimumRates of Wages – Procedure for Fixing and Revising Minimum Wages – AdvisoryBoards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimumtime rate wages for piece rate work. Wage Boards - Pay Commissions – EmployeeBenefits – Benefits Need Analysis – Funding Benefits – Benchmarking BenefitSchemes - Employee Benefit Programmes – Security Benefits Creating a WorkLife Setting – Designing Benefit Packages. Tools: Excel for wage calculation andTDS System (basic).

UNIT V: PAYMENT OF BONUS ACT**9**

The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records.

TOTAL: 45 PERIODS**References:**

- 1) Employee Benefits Design and Compensation, Bashker D. Biswas FT Press; 1 edition (29 May 2014).
- 2) Strategic compensation, Martocchio J. J. Pearson Education, 2014.
- 3) Compensation, Gerhart B & Rynes S L, Sage Publishers, 2013.
- 4) Compensation Decision Making, Bergmann Thomas J, Cengage Learning, Inc., 2012
- 5) Employee Reward, Michael Armstrong, Universities Press, 2009
- 6) Compensation Management, Deb Tapomoy, Excel Books, 2009.
- 7) Compensation- Milkovich G. T, Newman J .M, & Venkataratnam C. S, McGraw hill Irwin, 2009

P20MBEC43	KNOWLEDGE MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in HRM from UG.				
	Course Designed by : Mr K.Vigneshwar				

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Recall the drivers of knowledge management, List the two major types of knowledge, Identify the KM cycles, Label the content management tools, and Define ways to balance innovation and organizational structure.
CO₂	Understand	Explain knowledge codification, Outline the knowledge sharing communities, Demonstrate the characteristics of individual knowledge workers, and Infer the ethical, legal and managerial issues of KM profession.

CO₃	Apply	Build techniques to capture knowledge and make use of knowledge Architecture, Identify networking technologies and obstacles of knowledge sharing, Experiment the practical implications of knowledge application, Identify different type of cultures, and Plan the different KM roles and responsibilities within organizations. .
CO₄	Analyze	Examine the future challenges for KM, Classify major approaches to the KM cycle, Discover the knowledge sharing and dissemination tools, Simplify the process of cultural transformation to a knowledge-sharing culture, and Compare different KM metrics.
CO₅	Evaluate	Measure the reuse of knowledge, Prioritize knowledge repositories, Determine modelling techniques and task analysis for knowledge application at different levels of the organization.
CO₆	Create	Build cognitive maps & decision trees for knowledge acquisition and application, Construct measures to provide incentives for knowledge sharing, Invent knowledge management strategies and roadmaps, and Propose to implement knowledge audits.
Category		Professional Elective (PE)
Approval		

UNIT – I: INTRODUCTION

9

Definition Nature & Drivers of KM - The Two Major Types of Knowledge - History of KM - Organizational Perspectives on Knowledge Management - Why Is KM Important Today? - KM for Individuals, Communities and Organizations - Future Challenges for KM - Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Takeuchi Knowledge Spiral Model – Knowledge Conversion - Knowledge Architecture - Knowledge capture techniques.

UNIT II: KNOWLEDGE MANAGEMENT CYCLE

9

Knowledge Management System Life Cycle - Major Approaches to the KM Cycle: The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle, An Integrated KM Cycle - Knowledge Codification: Explicit Knowledge Codification, Cognitive Maps, Decision Trees, Knowledge Acquisition and Application Tools.

UNIT III: KNOWLEDGE SHARING COMMUNITIES OF PRACTICE

9

The Social Nature of Knowledge - Sharing Communities - Types of Communities - Roles and Responsibilities in CoPs - Knowledge Sharing in Virtual CoPs – Data Mining and Knowledge Discovery – Blogs - Content Management Tools - Knowledge Sharing and Dissemination Tools - Networking Technologies -

Obstacles to Knowledge Sharing - Organizational Learning and Social Capital -How to Provide Incentives for Knowledge Sharing.

UNIT IV: KNOWLEDGE APPLICATION

9

Knowledge Application at the Individual, Group & Organizational Levels - Characteristics of Individual Knowledge Workers - Task Analysis and Modeling – EPSS - Knowledge Reuse - Knowledge Repositories - Strategic & Practical Implications of Knowledge Application - The role of organizational culture: Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals – Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models.

UNIT V: KM STRATEGY AND METRICS

9

Knowledge Management Strategy - Knowledge Audit, Gap Analysis - The KM Strategy Road Map - The Management of Organizational Memory – Balancing Innovation and Organizational Structure - Historical Overview of Metrics in KM -KM Metrics: The Benchmarking Method, The Balanced Scorecard Method. The M

team & learning organizations: Learning organization: The mystique of learning organization, learning and change, RICE Model - Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations -The KM Profession: Ethical, Legal and Managerial Issues.

TOTAL: 45 PERIODS

References:

- 1 Managing Change in Organizations, Nilanjan Sengupta, Mousumi S Bhattacharya, R.N.Sengupta, Prentice Hall India Learning.
2. Change and Knowledge Management, R.L. Nandeshwar, Balakrishna Jayasimha, 2nd Edition, Excel Books.
3. Knowledge Management Text & Cases, Waman S Jawadekar, Tata McGraw-Hill Education Pvt. Ltd.
4. Knowledge Management by Elias M Avad, Hassan M Ghaziri, PHI, 2nd Edition
5. Knowledge Management in Theory and Practice by Kimiz Dalkir, PHI, 2nd Edition.
6. Knowledge Management: Tool for Business Development by Dr. B. Rathan Reddy, Himalaya Publishing House.

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO ₁	PO ₂	PO ₃	PO ₄	PO ₅	PO ₆	PO ₇	PO ₈	PO ₉	PO ₁₀
CO ₁	S			S				S		
CO ₂					S		S		L	L
CO ₃		M			S		S		L	
CO ₄		M	L		S			S		
CO ₅	S			S				S		L
CO ₆	S			S			S	S		
	3- Strong, 2- Medium, 1- Low									

III – MARKETING

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC44	PE	Retail Management
2.	P20MBEC45	PE	Consumer Behaviour
3.	P20MBEC46	PE	Service Marketing
4.	P20MBEC47	PE	Social Media Marketing
5.	P20MBEC48	PE	Advertising and Sales Promotion
6.	P20MBEC49	PE	Brand Management
7.	P20MBEC50	PE	Integrated marketing Communication
8.	P20MBEC51	PE	Product and Brand Management
9.	P20MBEC52	PE	Sales and Channel Management

P20MBEC44		Retail Management	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by: Shree Balaji K				
COURSE OUTCOMES (COs)						
CO1	Remembering	Recall the concepts and methods in Global retail business				
CO2	Understand	Outline the organized and unorganized formats to process of conceiving, producing and selling products for in-store and on-line retailing.				

C03	Apply	Develop an understanding of the roles of retail format and retail mix in adding value of the focus on customer
C04	Analyze	Examine the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.
C05	Evaluate	Appraise the nature and development of a retail market strategy in buying and forecasting systems
C06	Create	Create and Deliver an effective strategy plan in a customer-focused retail

UNIT – I OVERVIEW

9

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	C01		M		L	S		S			
	C02							S	S		S
	C03	L	M			S			S	M	
	C04							S	S		S
	C05					S		S		M	
	C06				L	S		S		M	
3	Category		Fundamental Core (FC)								
4	Approval										

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socioeconomic and technological Influences on retail management – Government policy implications on retailing.

UNIT– II RETAIL FORMAT

9

Organized and unorganized formats – Types of retail format –Store Based Formats—Non Store Formats--Characteristics of each format –Emerging trends in retail format – MNC's role in organized retail format.

UNIT – III RETAIL MIX

9

Choice of retail location - Internal and external atmospherics – Positioning of retail shops –Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

UNIT – IV FOCUS ON CUSTOMER

9

Retailing and consumption- Consumer Requirements- The changing consumer demographics--lifestyle changes--shopping behavior- Retail outlet selection- legal and ethical issues in retailing.

UNIT – V RETAIL MARKET STRATEGY

9

Retail Market strategy- Store Positioning- Retail Marketing mix- Definition of retail strategy-SWOT-focus on the customer-nature of strategic planning-Budget implementation and control.

TOTAL: 45 PERIODS

REFERENCES

1. Retailing Management : Text and Cases | 6th Edition by Swapna Pradhan, 2020
2. Retail Management, 13e by Barry Berman, Joel R Evans , et al., 2017
3. Retail Management by J. K. Nayak and Prakash C. Dash, 2016
4. The A to Z of Retail Management by Swapnil Saurav and Ravi Potti, 2013
5. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata McgrawHill,Sixth Edition, 2007
6. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
7. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
8. SwapnaPuadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition,2008.

Dunne, Retailing, Cengage Learning, 2nd Edition, 2008

P20MBEC45	CONSUMER BEHAVIOUR				L	T	P	C
	Total Contact Hours: 45				3	0	0	3
	Course Designed by : Mr Gowtham Aashirwad Kumar							
COURSE OUTCOMES (COs)								
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES						
CO1	Remembering	Remember the fundamental concepts of Consumer Behaviour.						
CO2	Understanding	Understand the concept of consumer perception, its elements and study about learning theories, attitudes and motivation, reference groups, family, opinion leaders, Diffusion of Innovation, and Managing Dissonance.						
CO3	Applying	Apply the concept of post purchasing behavior and profiling market segments.						
CO4	Analyzing	Analyze behavior decision processes and communication units, needs, wants, motives, demographic and psychographic factors and Difficulties and Challenges in predicting Consumer Behaviour and Emerging Issues.						
CO5	Evaluating	Interpret the influence of culture, subculture and cross culture on consumer behavior.						
CO6	Creating	Demonstrate the use of consumer behavior theories and information in developing marketing and communication strategies by marketers.						

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	S				S					
	CO2	S	M			S			S	M	

	CO3	S			S						S
	CO4				S	S			S		S
	CO5				S	S					S
	CO6				S						S
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

Introduction – Concepts - Approaches to the study of consumer behavior – Significance – Comprehensive models of consumer decision process – Implications of the models on Marketing Decisions - Different buy situations – Programmed and non – programmed buying decisions.

UNIT – II: INTERNAL INFLUENCES

9

Internal influences on consumer behavior – Needs and motives – Personality – Demographic and Psychographics factors – Buyer as perceiver – As learner – Attitude formations – Change of attitude – Influencing factors – Measurement of attitude – Life style influence – Life cycle influence.

UNIT – III: EXTERNAL INFLUENCES

9

External Influences on consumer behavior – Family – Reference group – Social and cultural aspects – Opinion leaders – Role of relationship – Post purchase behavior of consumers.

UNIT – IV: COMMUNICATION STRATEGY

9

Developing communication strategy to influence the adoption process – Strategic marketing decisions in response to consumer behavior – Consumer Decision making process.

UNIT – V: ON – LINE BEHAVIOUR

9

Determinants and framework of On-line buyer behavior – Difficulties and challenges in predicting consumer behavior – Diffusion of Innovation – Managing Dissonance – Emerging Issues.

TOTAL: 45 PERIODS

REFERENCES:

1. Consumer Behaviour by SarmisthaSarma, 2019
 2. Leon G. Schiffmanand Leslie LasarKanuk, Consumer Behaviour, 12 Edition, Pearson Education, India,2018
 3. Consumer Behaviour 11/e by Schiffman/ Kumar., 2015
 4. Consumer Behaviour: The Indian Context (Concepts and Cases) by S. Ramesh Kumar, 2017
 5. David L. Laudon& Albert J. Della Bitta - Consumer Behaviour - Tata McGraw Hill Publishing - 2001.
 6. J. Paul Peter &Jery C. Olson - Consumer Behaviour& Marketing Strategy - McGraw Hill - 2004.
 7. S.L. Gupta &Smitra Pal - Consumer Behaviour: An Indian Perspective - Sultan Chand - 2001.
 8. Assael - Consumer Behaviour - Thomson Learning – 2001
- Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, 2002

	SERVICE MARKETING	L	T	P	C
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P20MBEC46		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Mr. Vigneshwar.K				
COURSE OUTCOMES (COs)						
CO #	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO 1	Understanding	Explain the nature of services, and distinguish between products and services				
CO 2	Applying	Identify the major elements needed to improve the marketing of services				
CO 3	Applying	Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service				
CO 4	Analyzing	Examine how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems.				
CO 5	Evaluating	Appraise the nature and development of a services marketing strategy				
CO 6	Creating	Create and Deliver effective a customer-focused service design				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S					
	CO2	M	S			S			S		
	CO3					S	M	M		M	
	CO4	M			L	S			S		L
	CO5		S						S	M	
	CO6		S	L		S	M	M	S		
3	Cate gory		Professional Elective(PE)								
4	Appr oval										

UNIT – I: INTRODUCTION TO SERVICES MANAGEMENT

Evaluation and Growth of Service Sector Nature and Scope of services – Characteristics – Classification – Expanded Marketing Mix

UNIT – II: FOCUS ON CUSTOMERS

Assessing Service Marketing opportunities--Service triangle—GAP model—Customers expectations and Perceptions of services – Service market segmenting, targeting and selection.

UNIT – III: SERVICE DESIGN

9

Service life cycle – New service Development – Service Blue Printing – Competitive differentiation of Services- SERVQUAL.

UNIT – IV: SERVICE DELIVERY

Service Process – Distributing service, direct distribution – Channel Functions – Channel Selection – Designing communications mix for promoting services.

UNIT – V: MARKETING STRATEGIES FOR DIFFERENT SERVICES 9

Formulating service marketing – Strategies for Health, Hospitality, Tourism, Logistics, Financial Marketing: Meaning – Concept – Functions – Marketing Planning & Implementing Marketing Programmes.

TOTAL: 45 PERIODS

References:

1. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, "Services Marketing", Pearson, New Delhi, 2017
2. Services Marketing: People, Technology, Strategy (Eighth Edition), Jochen Wirtz & Christopher Lovelock, World Scientific Publishing Company, 2016
3. Valaries A. Zeithl & Mary Jo Bitner, "Services Marketing", Tata McGraw Hill, New Delhi, 2014
4. Christopher Lovelock, "Services Marketing", Pearson, New Delhi, 2014
5. Christian Gronroos, "Services Management and Marketing", McMillan, New Delhi, 2014

	SOCIAL MEDIA MARKETING	L	T	P	C
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P20MBEC47	Total Contact Hours: 45			3	0	0	3
	Course Designed by : Mr. Vigneshwar.K						
COURSE OUTCOMES (COs)							
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES					
CO1	Understanding	Explain the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses. Understand how social media fits into the buyer journey and how to integrate it with your other marketing channels					
CO2	Understanding	Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs					
CO3	Applying	Identify the major social media marketing portals that can be used to promote a company, brand, product, service or person. Making the most of paid social for both driving sales and brand awareness.					
CO4	Analyzing	List the key elements of a digital marketing strategy and analyze how Influencer marketing can help you dramatically amplify your message and grow your audience					
CO5	Evaluating	Evaluate a company’s current situation, isolate social media issues and provide solutions by identifying appropriate social media marketing portals to influence consumer and improve the company’s reputation.					
CO6	Creating	Create a social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.					

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S					
	CO2							S	S		M
	CO3	S	S		S	S	S	S	S		
	CO4		S		S	S		S	S	S	
	CO5	S		L	S		S	S	S	S	
	CO6		S			S		S	S	S	M
3	Cate gory		Professional Core (PC)								
4	Appr oval										

UNIT I

9

History and Evolution of Social Media - Social Media Audience and Goals for Social Media Marketing - Implications for Marketers - Social Commerce - Integrated Social Media Campaign - Social Media for Customer Support - How Social Media Supports Search Engine Optimization (SEO) - The Viral Impact of Social Media

UNIT II

9

Social Media Measurement – Competitive Due Diligence - Defining Social Media Goals - The Social Media Conversation - Transparency and Authenticity in Social Media - Engagement is the Name of the Game - Start by Being a Quiet – Enterprise / Small Business - Traditional PR vs Online PR - Online PR for Social Media -Online PR for Search Engine Optimization (SEO)- Social Media for SEO - Paid, Owned, and Earned Social Media.

UNIT III

9

Blogs: Why They Matter - Is Blogging Right for Your Company? - What is Microblogging? - How to Create a Blog - Blogging Platforms - Blogosphere Outreach - Mass Media Driving to Social Media - Advertising in Social Media - Sweepstakes in Social Media - Defining Your Social Media Strategy.

UNIT IV

9

Social Commerce Implementation - Social Gaming - Social Media for B2B - International Social Media Channels - Listening Tools - Management Tools -How to Acquire Followers in Social Media Channels - How to Encourage Positive Chatter in Social Media - Social PR: How Brands Become Publishers- Social Media Threats - Staffing for Social Media – Enterprises.

UNIT V

9

Social Media Metrics - Establishing Goals and Tracking metrics: The Basics of Tracking Social Media - Free Social Media Tools - Paid Enterprise Level Measurement Tools for Social Media - Advanced Metrics and Tracking in Social Media - Technical Issues with Tracking and Measuring Social Media - Using Social Media for Brand Awareness - Using Social Media for Direct Response

TOTAL: 45 PERIODS

References:

1. Ultimate Guide to Social Media Marketing, Eric Butow,Jenn Herman, Stephanie Liu, Amanda Robinson, Entrepreneur Press; Illustrated Edition, 2020
2. Social Media Marketing Mastery 2020, Robert Miller, 2020
3. 500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business: Facebook, Twitter, Instagram, Pinterest, LinkedIn, YouTube, Snapchat, and More!, Andrew Macarthy, 2018
4. Social Media Marketing: A Strategic Approach 2nd Edition, Melissa Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay,Cengage Learning, 2016

Influencer: Building Your Personal Brand in the Age of Social Media, Brittany Hennessy, Citadel, 2018

	ADVERTISING AND SALES PROMOTION	L	T	P	C
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P20MBEC48		Total Contact Hours: 45	3	0	0	3
		Course Designed by: Dr. S.Praveen Kumar				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the concepts related to Process of Communication – Wilbur Schramm’s Model, Two step, Flow of Communication and Theory of Cognitive Dissonance				
CO2	Understanding	Describe about the Advertising’s Role in the Marketing Process and give Clues for Advertising Strategists				
CO3	Applying	Implement Simulation of Primary and Selective Demand, Objective Setting and Market Positioning; Dagmar Approach, Determination of Target Audience, Building of Advertising Programme- Message, Headlines, Copy, Logo, Illustration, Appeal, Layout. Advertising campaign				
CO4	Analyzing	Examine the Legal Ethical and Social Aspects of Advertising, Campaign Planning; Media Planning, Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs and Electronic Media Buying				
CO5	Evaluating	Appraise Budgeting, Selection Compensation and Appraisal of an Agency and Evaluating effectiveness of different promotional strategies.				
CO6	Creating	Formulate plans and procedure for Advertising Organization, Advertising V/s Consumer Behaviour, Sales promotion – Role of Creative Strategies, Different methods of sales promotion.				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1				L				S	S	
	CO2		S			S		S	S	S	
	CO3	L	S	S		S	M	S	S	S	
	CO4		S			S	M	S	S	S	
	CO5		S			S		S	S	S	

UNIT I

9

	CO6		S	S		S		S	S	S	
3	Cate gory		Professional Core (PC)								
4	Appr oval										

Advertising's Role in the Marketing Process : Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists.

UNIT II

9

Simulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

UNIT III

9

Campaign Planning; Media Planning; Budgeting; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation.

UNIT IV

9

Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign Advertising V/s Consumer Behaviour.

UNIT V

9

Sales promotion – Role of Creative Strategies – Different methods of sales promotion – Evaluating effectiveness of different promotional strategies.

TOTAL: 45 PERIODS

REFERENCE:

1. Advertising, Selling & Promotion | First Edition | By Pearson, Ritu Narang, 2020
2. Advertising and Promotion, Chris Hackley, SAGE Publications Ltd, 2017

3. Advertising & Sales Promotion, Pankhuri Bhagat, SBPD Publishing House, 2015
4. Advertising & Sales Promotion, S.A. Chunawalla, Himalaya Publishing House, 2015
5. Advertising and Promotion By George E. Belch and others. Tata Mcgraw Hill Co., 2011
6. Advertising Management with solution manual by JaishriJethwaney and Shruti Jauji Oxford University Press, Chennai.. 2012

P20MBEC49	BRAND MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

		Course Designed by : Dr.A.Geetha
COURSE OUTCOMES (COs)		
CO1	REMEMBER	Recall the branding concept, its challenges and opportunities and the Choosing brand elements to build brand equity Developing a brand equity measurement and management system Designing and implementing branding strategies Measuring Brand Performance
CO2	UNDERSTAND	Explain on brand equity concept; strategic brand management process; designing marketing programs to build brand equity establishing brand equity management system; brand-product matrix, brand hierarchy, Brand Equity Management - Global Branding strategie
CO3	APPLY	Apply customer based brand equity; building a strong brand and its implications; integrating marketing communication to build brand equity measuring sources of brand equity introducing and meaning new products and brand extensions Brand Audit
CO4	ANALYZE	Analyze customer based brand equity; information processing model communication, marketing communication options, capturing custom mindset: measuring outcomes of brand equity; capturing mark performance. Brand Adoption Practices – Different type of brand exten Brand Equity Measurement
CO5	EVALUATE	Evaluate building a strong brand and its implications; identifying and establishing brand positioning leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin Factors influencing Decision for extension –managing brands over time: Brand Leverage -Role of Brand Managers–
CO6	CREATE	Create identifying and establishing brand positioning; defining a establishing brand values; internal branding. co-branding, licensir celebrity endorsement, sporting, cultural and other events. co-brandir licensing, celebrity endorsement, sporting, cultural and other even Branding challenges & opportunities – current trends and issues in bra management- Case Studies
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1		M				S		S		
2	CO2			M		M		M		M	
3	CO3				M		S				
4	CO4		M			M		M	S		
5	CO5	L		M						M	
6	CO6				M		S		S		
3	Cate gory		Professional Core (PC)								
4	App rova l										

UNIT-I

9

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding.

UNIT-II

9

Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of

communication, marketing communication options, leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events.

UNIT-III

9

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity – capturing customer mindset: measuring outcomes of brand equity; capturing market performance.

UNIT-IV

9

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension –managing brands over time: managing brands over geographic boundaries and market segments. Re-branding and re-launching.

UNIT-V

9

Measuring Brand Performance – Brand Equity Management - Global Branding strategies- Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities – current trends and issues in brand management- Case Studies.

TOTAL: 45 PERIODS

Reference Books

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition, Kevin Keller, Pearson, 2019
2. Brand Management: Co-creating Meaningful Brands, Michael Beverland, SAGE Publications Ltd, 2018
3. Product and Brand Management, SIA Publishers & Distributors Pvt Ltd, 2019
4. Product and Brand Management, Tapan K. Panda, Oxford University Press, 2016

Strategic Brand Management | Fourth Edition | By Pearson, Keller/ Parameswaran/ Jacob, Pearson Education India, 2015

P20MBEC50	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

	Prerequisite: Basic knowledge in Marketing from UG.
	Course Designed by : Dr.D.Arun Kumar

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Recall the concept of advertising vs. marketing mix, Relate how advertising appeals in various stages of PLC, List the budgeting methods, Label the advantages & disadvantages of direct marketing and industrial marketing.
CO₂	Understand	Explain the role of IMC in marketing process, Outline the role of advertising agency in advertisement planning, Summarize the elements of creative strategies and its implementation, Integrate advertising and publicity, Demonstrate the global environment in advertising.
CO₃	Apply	Identify the headline of ads, Produce a body copy, Utilize art direction and production for effective IMC.
CO₄	Analyze	Categorize advertising agencies, Examine damage control and communication, Compare the various budgeting methods used, Compare the different techniques of social marketing, and Simplify the push and pull strategies involved in IMC.
CO₅	Evaluate	Appraise the services offered by various ad agencies, Assess the criteria for selecting the agencies and evaluation, Measurement in advertising, Decide the types of media evaluation: print media, broadcast media, Elaborate various methods of public relation strategies.
CO₆	Create	Build steps to develop an IMC program, Compile the illustration, design and layout of ads, Construct various direct marketing strategies.
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes to Program Outcomes:

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO₁	PO₂	PO₃	PO₄	PO₅	PO₆	PO₇	PO₈	PO₉	PO₁₀
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CO ₁	S	S			S			S		
CO ₂	S			S				S		M
CO ₃				S		S	S	S		
CO ₄			L	S		S			L	
CO ₅		S			S	S		S		
CO ₆	S						S			M
	3- Strong, 2- Medium, 1- Low									

UNIT – I: INTRODUCTION TO IMC

9

Role of IMC in marketing process - IMC planning model, -Communication process
 - Steps involved in developing IMC program - Advertising vs. Marketing mix -
 Advertising appeal in various stages of PLC - Damage control and communication
 - Type of advertising agencies - Services offered by various agencies - Criteria for
 selecting the agencies and evaluation.

UNIT II: ADVERTISING

9

Advertising objectives and budgeting (numerical on budgeting) - DAGMAR
 approach - Various budgeting methods used - Support media in advertising -
 Measurement in advertising - Co-operative advertising - Role of advertising agency
 in advertisement planning - Advertisement planning: An international perspective.

UNIT III: MEDIA STRATEGY

9

Developing Media plan - Problems encountered - Media Evaluation: print, broadcast
 media - Media strategy and creativity - Elements of creative strategies and its
 implementation - Importance of headline and body copy - Art direction and production
 - Illustration, design and layout Production in print advertising - Art direction and
 production in television advertising..

UNIT IV: PUBLIC RELATIONS, PUBLICITY & DIRECT MARKETING

9

Public relation: Objectives, tools of public relations, Public relation strategies,
 various methods used for evaluation - Promotion: Importance, tools used, push pull
 strategies – Publicity: Integration with advertising and publicity - Direct Marketing:
 Features, Functions, Growth, Advantages/Disadvantages, and Direct Marketing
 Strategies.

UNIT V: INTERNATIONAL AND INDUSTRIAL ADVERTISING 9

Global environment in advertising - Decision areas in international advertising -
Industrial advertising - Glimpse of Online and social Marketing.

TOTAL: 45 PERIODS

References:

1. Advertising and Promotions IMC Perspectives, Belch and Belch, 10/e, 2014, Tata McGraw Hill.
2. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 6/e, 2014, Pearson.
3. Advertising management - Rajeev Batra, John G Myers & Aaker, 7/e, 2014, PHI. 2.
4. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, 7/e, 2014, Cengage Learning.

P20MBEC51	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in Marketing from UG.				
	Course Designed by : Dr.A.Ravi Kumar				

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Recall psychological theories, Define the ways of product planning, Label the different types of brands, and List down the marketing programs for online brands.
CO₂	Understand	Explain the scope of product management, Outline the benefits of branding, Demonstrate the brand architecture, Infer brand promises, and Summarize the different options in marketing communication.
CO₃	Apply	Identify different types of brand extension, Plan the factors influencing decision for extending brands, and Experiment the techniques of re-branding and re-launching.
CO₄	Analyze	Categorize product dimensions, Simplify product portfolio analysis, Discover brand image and personality, Distinguish customer based brand equity, Classify the different types of brand positioning, and Compare various methods to build and managing online brands.
CO₅	Evaluate	Choose the best strategy to attract markets, Assess the challenges & opportunities in brand identity, and Deduct the various components & types of valuation.
CO₆	Create	Build strategies for different stages of PLC, Design co-branding & store brands, Construct brand portfolio strategies, Compile perceptual maps to identify gaps, and Design techniques to build brands using social media.
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)
S-Strong, M-Medium, L-Low

	PO ₁	PO ₂	PO ₃	PO ₄	PO ₅	PO ₆	PO ₇	PO ₈	PO ₉	PO ₁₀
CO ₁	S	S			S			L		
CO ₂		S		S	S					S
CO ₃	S		-					L		S
CO ₄		S		S			M		M	
CO ₅		S			S		M		M	
CO ₆	S			S	S					S
	3- Strong, 2- Medium, 1- Low									

UNIT – I: PRODUCT MANAGEMENT

9

Introduction to Product and product related concepts - Product management: Scope- Product Planning – Premarketing – ROI - Psychological theory - Product dimensions and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components Of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis.

UNIT II: BRAND VALUE AND PERSONALITY

9

Branding - Brand concept, Brand strategies, Brand value - Benefits of branding - Functions of Brand - Significance of Brands - Different Types of Brands - Brand image and personality - Brand loyalty - Brand Identity – Kepferer Brand Identity Prizm Model - Challenges & Opportunities, - Co-branding - Store brands.

UNIT III: BRAND EQUITY AND EXTENSION

9

Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Extension And Stretching, Different types of brand extension – Factors influencing Decision for extension – Re-branding and re-launching..

UNIT IV: BRAND POSITIONING AND AUDIT

9

Brand Positioning: Types Of Positioning- Over, Under & Repositioning- Brand Promise- Differentiation – Identifying Gaps Using Perceptual Maps - Brand Audit: Internal Branding- Introduction to Brand Valuation Components& Types Of Valuation.

UNIT V: DESIGNING MARKETING PROGRAMS TO BUILD ONLINE BRANDS

9

The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using Social Media to Build Brands – E-Commerce & Brands.

TOTAL: 45 PERIODS

References:

- 1) Kevin Lane Keller M. G. Parameswaran and Isaac Jacob, Strategic Brand Management, Pearson Education India, 3rd Edition, 2010.
2. Product Management – Donald R. Lehman, Russels. Winner, McGraw-Hill/Irwin (2002).
3. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
4. Ramanuj Majumdar ,” Product management in India”, PHI Learning Pvt India, 2007
5. Kirti Dutta, Brand Management, Principles and Practices ,Oxford University Press, 1st Edition, 2012
6. Moorthi YLR, Brand Management I edition, Vikas Publishing House 2012.
7. Tapan K Panda, Product and Brand Management – January 2016, Oxford University Press.
8. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

P20MBEC52	SALES AND CHANNEL MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in HRM from UG.				
	Course Designed by : Dr.J.Pavithra				

COURSE OUTCOMES:

CO₁	Remember	Recall the various types of sales organizations, Define sales territories, its size & sales quotas, List the vertical and horizontal marketing systems, and Label the different types of retailing.
CO₂	Understand	Explain the trends in sales management, Outline the functions, duties & role of sales manager and sales people, Illustrate the functions & flows of marketing channels, and Summarize the different ways to manage physical distribution and retailing.
CO₃	Apply	Plan the process of selling, Identify ways to handle customer objections, Choose a delivery process, Check stock status, and Select materials on delivery note.
CO₄	Analyze	Infer the impact of technological trends on sales, Discover the procedure for setting sales quota, Classify the various types of sales quota, Examine the methods of setting quota, Compare the major sales channel alternatives, Inspect marketing channels in rural markets, and Simplify the supporting and facilitating services in physical distribution management.
CO₅	Evaluate	Determine the standard sales management process, Assess commodities retailing vs. brand retailing, Estimate stock status post goods delivery, Mark the billing documents and customer invoices, and Review document flows & sales on E-commerce.
CO₆	Create	Compile follow-up action of customer requests, Build rural marketing distribution strategies, Develop new customers, Design contact persons for customers, Maximize customer inquiries, Compose customer quotations, and Construct sales orders.
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO ₁	PO ₂	PO ₃	PO ₄	PO ₅	PO ₆	PO ₇	PO ₈	PO ₉	PO ₁₀
CO ₁		S	S		M		S			
CO ₂			S	M			S	M		
CO ₃						L	S			L
CO ₄	L	S			M				M	
CO ₅		S		M			S		M	
CO ₆		S	S				S	M		
	3- Strong, 2- Medium, 1- Low									

UNIT – I: SALES MANAGEMENT

9

Meaning of sales management - Evaluation, Importance and trends - Selling Vs Marketing - Impact of technological trends on sales - Personal Selling - Types of sales organizations - Selling process: sales presentation, Handling customer objections, Follow-up action.

UNIT II: MANAGING THE SALES FORCE

9

Sales territory: Meaning, size, designing, sales quota, procedure for sales quota, Types of sales quota, Methods of setting quota - Standard sales management process - Sales Funnel Management: Process and Measurement, Duties & Role of sales manager and sales people, functions of sales manager, functions of sales person.

UNIT III: NATURE OF MARKETING CHANNELS

9

Marketing Channels: Functions and Flows - Major Channel Alternatives: Type and Number of Intermediaries - Vertical and Horizontal Marketing Systems - Channel Co-operation with Conflict and Competition - Omni channel Marketing - Marketing channels in rural markets: Challenges in choosing rural Marketing channels, Rural Marketing Distribution Strategies.

UNIT IV: DISTRIBUTION SUPPORTING SYSTEM & RETAILING

9

Wholesaling: Nature and Importance - Physical Distribution: Managing Physical Distribution, Supporting and Facilitating Services in Physical Distribution Management - Retailing: Nature and Importance - Types of Retailing - The Retail

Organization - Commodities Retailing vs. Brand Retailing – Non-Store Retailing & e-Retailing.

UNIT V: SAP – SALES AND DISTRIBUTION

9

Create new customer, Create contact person for customer, Change customer, Create customer Inquiry, Create customer quotation, Create sales order referencing a quotation, Check stock status, Display sales order, Start delivery process, Check stock status, Pick materials on delivery note, Post goods issue, Check stock status, Create invoice for customer, Display billing document and customer invoice, Post receipt of customer payment, Review document flow, sales on E-commerce.

TOTAL: 45 PERIODS

References:

1. Sales & distribution , Krishna Havladar&vasantcavale III edition, Mc Graw Hill.
2. Sales and Distribution Management: An Indian Perspective, Pingali Venugopal, Sage Publication.
3. SL Gupta (Sales & Dist. Management) Publication – excel Book, e2008.
4. Sales & distribution management, Ramendra Singh . Vikas Publication House, 5e-2016.

IV - BANKING AND INSURANCE

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC53	PE	Banking Fundamentals and Concepts
2.	P20MBEC54	PE	Bank Operations Management
3.	P20MBEC55	PE	Insurance Concepts and Systems
4.	P20MBEC56	PE	Insurance System in India
5.	P20MBEC57	PE	Commercial Bank Management
6.	P20MBEC58	PE	Retailing and CRM in Banking
7.	P20MBEC59	PE	Insurance Law and Practice
8.	P20MBEC60	PE	Banking Law and Practice
9.	P20MBEC61	PE	International Banking

P20MBEC53	BANKING FUNDAMENTALS AND CONCEPTS		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by: Vigneshwar.K					
COURSE OUTCOMES (COs)						
C01	Remembering	Find the structural developments and trends in banking and their impact on banks operations and performance				
C02	Understand	Demonstrate broad and coherent knowledge of the theoretical and professional disciplines of banking, finance, investment analysis, portfolio management, accountancy, economics, quantitative methods, law, and the Financial Services Industry.				
C03	Apply	Develop the capability of critical evaluation of alternative conceptualizations, methodologies and frameworks used in international banking and finance Synthesize and apply a strategy for the collection, analysis, critical evaluation And interpretation of data.				
C04	Analyze	Classify the topics related to banking and monetary policies, financial institutions and financial risks. Compare the different financial institutions their instruments.				
C05	Evaluate	Explain ethical issues in banking and consider their implications for conduct of business. Explain regulatory issues that arise in banking and examine the rationale for and principles of financial regulation				
C06	Create	Develop appropriate effective written and oral communication skills relevant to banking and financial institutions. Improve the ability to listen, discuss and analysis the financial data.				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S			S	S	
	CO2		S			S		M	S		
	CO3	S	S		S	S				S	S
	CO4				S	S		M	S	S	
	CO5	S			S		M	M	S		S
	CO6	S	S			S	M	M	S	S	S
3	Cate gory		Professional Core (PC)								
4	Appr oval										

UNIT I - BANKING BASICS

9

Concept of Banking – Meaning and Definition – Evolution of Banking - Banking Regulation Act 1949 – Classification of Banks - RBI Act 1938 - Reserve Bank of India — Public Sector Banks Vs Private Sector Banks – Branchless Banking – Recent Trends.

UNIT II – CENTRAL BANKING SYSTEM

9

Reserve Bank of India – Structure and Functions – RBI policies – Qualitative and Quantitative Credit Control Methods - RBI Guidelines – BASEL Norms – Guidelines on NPAs – Guidelines on NBFCs – Recent Structural Changes.

UNIT III – COMMERCIAL BANKING AND PRIVATE BANKING

9

Concept of commercial banks – Functions of Commercial Banks – Nationalization of Banks Role of Commercial Banks –Scheduled Banks – Recent Structural changes – Private Banking – Evolution – Recent Trends in private banking – Case Analysis.

UNIT IV – TECHNOLOGICAL INNOVATION IN BANKING 9

RBI Innovations - Concept of Core Banking Solutions – Branchless Banking – Total Branch Computerization – Micro Ink Character Reorganization (MICR) - ECS – ATMs – Phone Banking - Internet Banking - Mobile Banking – Electronic Fund Transfer – NEFT – RTGS - Technologies for rural banking – Back office Operations – Issues and Challenges.

UNIT V – INTERNATIONAL BANKING 9

International Banking – Offshore Banking – Bank for International Settlement – EXIM Bank - Current International Banking scenario – Globalization and the transformation in international banking – RBI Guidelines on Foreign Exchange – Regulations of NRI Accounts – Role of World Bank and IMF – Role of ADB.

TOTAL: 45 PERIODS

REFERENCES

1. Banking Theory Law And Practice by Nirmala K. Prasad, 2018
2. M.N. Gopinath – Banking Principles and Operations – Snow White Publsiher, 2017
3. Muraleedharan D – Modern Banking: Theory and Practice – Prentice Hall of India., 2014
4. K.C. Shekhar and LekshamyShekar – Banking Theory and Practice – Vikas Publishing House., 2013
5. Rakesh Kumar – Principles of Banking – Surendra Publications.. 2009
6. Rajesh and Sivagananthi – Banking Theory Law and Practice – Tata McGraw Hill, 2009

P20MBEC54		BANK OPERATIONS MANAGEMENT	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Dr.J.Kannan				
COURSE OUTCOMES (COs)						
CO1	Remember	List Banker and Customer – Types of relationship between banker and custome deposit mobilization nature of deposits feature of deposits Negotiable Instruments – Concept of cheques Concept of bank finance – Bank Assets and Liability – objectives of bank management Career In banking – Various cadres – Hierarchy				
CO2	Understand	Illustrate Bankers obligations to the customers classification of deposits Format of Cheque – Classifications of Cheques Analysis of bank profits – Indicators of profitability management of personnel local advisory committee				
CO3	Understand	Demonstrate Rights and Obligations – Rights of lien – Rights of Set off – Rights of appropriation – Rights of Banker concept of advances features of lending Format of Cheque – Classifications of Cheques RBI Policies for liquidity Management – Capital Adequacy Recruitment process – Selection – Training				
CO4	Apply	Apply Know your customer– Banking Ombudsman concept of lending – Features of Lending Crossing of cheques – Endorsement of Cheques Liquidity Management – Objectives of Liquidity Management Promotion – Probationary Officer – Preparation for Bank Exams				
CO5	Apply	Identify principles of Lending - Classification of loans Protection to the collecting banker – Duties of Collection Banks Performance of Banks – CAMEL – Balanced Score Card Coaching – Bank Exam practice papers – CAIIB				
CO6	Apply	Develop Bills of exchange – Definition – Parties – Dishonor of bill – Bank Draft – Salient Features Officers – AGM – DGM				
Category		Professional Elective (PE)				
Approval						

Banker and Customer – Types of relationship between banker and customer – Bankers obligations

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	L				M		S			
2	CO2		M				M		M		
3	CO3		M			M		S			
4	CO4						M	S		M	
5	CO5					M			M		
6	CO6						M	S		M	
3	Cate gory		Professional Core (PC)								
4	App rova l										

to the customers – General and Special Features – Rights and Obligations – Rights of lien – Rights of Set off – Rights of appropriation – Rights of Banker – Know your customer– Banking Ombudsman

UNIT II - MANAGEMENT OF DEPOSITS AND ADVANCES

9

Deposit Mobilization – Nature of deposits – Features of deposits – Classification of deposits – concept of advances – Features of Advances - types of advances – concept of lending – Features of Lending – principles of Lending - Classification of loans

UNIT III – NEGOTIABLE INSTRUMENTS

9

Negotiable Instruments – Concept of cheques – Format of Cheque – Classifications of Cheques – Crossing of cheques – Endorsement of Cheques – Protection to the collecting banker – Duties of Collection Banks – Bills of exchange – Definition – Parties – Dishonor of bill – Bank Draft – Sailable Features.

UNIT IV – BANK FINANCIAL MANAGEMENT**9**

Concept of bank finance – Bank Assets and Liability – objectives of bank management – Analysis of bank profits – Indicators of profitability – Liquidity Management – Objectives of Liquidity Management – RBI Policies for liquidity Management – Capital Adequacy – Performance of Banks – CAMEL – Balanced Score Card

UNIT V – CAREER IN BANKING**9**

Career In banking – Various cadres – Hierarchy – Management of Personnel – Local Advisory Committee – Recruitment process – Selection – Training – Promotion – Probationary Officer – Preparation for Bank Exams – Coaching – Bank Exam practice papers – CAIIB – Officers – AGM – DGM – Practical aspects of banking career – problems of bank exams – practice tests.

TOTAL: 45 PERIODS**REFERENCES**

1. Case Studies : Indian Banks and Banking Operations by Rupal Desai, 2017
2. Banking Operations Management, Bimal Jaiswal, Vikas Publishing House, 2015
3. Banking Operations, Colin Watson, Global Professional Publishing Ltd, 2013
4. Management and Operations Of Co-Operative Banks by Indian Institute of Banking and Finance, 2017

P20MBEC55	INSURANCE CONCEPTS AND SYSTEMS	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Ms.A.Jhoncy				
COURSE OUTCOMES (COs)					

CO1	Remember	Recall Meaning of Insurance – Definition Insurance Act 1938 – Features Various policies – policy documents – policy lapse and surrender Types of covers – Marine Claims and recoveries
CO2	Understand	Explain Nature – Importance – Functions – History of Insurance development and growth of insurance in india Overview of Indian Insurance market Health Insurance contracts – Proposal forms used in health insurance Voyage and transmit – packaging forms
CO3	Understand	Illustrate Classification of Insurance Nationalization of Insurance Industry growth of insurance business in India – structure of Life Insurance Corporation of India Regulatory structure of health insurance Arranging for cargo Insurance – Types of vessel
CO4	Apply	Apply Life Insurance and General Insurance – Insurance sector reforms Insurance association – Insurance Councils Postal Life Insurance – structure of postal life insurance Types of health Insurance products products for senior citizens Basic concepts of marine insurance – evolution cover note – policy form – Cargo Insurance coverage
CO5	Apply	Develop Entry of private players – Insurance contract LIC Act 1956 – Amendment of General Insurance Business Act 1972 Appointment of life insurance agents and their functions – Investment in health insurance and health savings various acts to regulate marine insurance markets
CO6	Analayze	Analyze overview of insurance policies Insurance Regulatory Development Authority Act Remuneration of agents – customer service and protection – health insurance fraud. International maritime bureau – Maritime Insurance Act
Category	Professional Elective (PE)	
Approval		

Meaning of Insurance – Definition – Nature – Importance – Functions – History of Insurance –

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	L					S		S		
2	CO2		L			L		S			
3	CO3				M		S		S		
4	CO4							S		L	
5	CO5						S		S		
6	CO6				M			S			L
3	Cate gory		Professional Core (PC)								
4	App rova l										

Classification of Insurance – Life Insurance and General Insurance – Insurance sector reforms – Entry of private players – Insurance contract – overview of insurance policies

UNIT II – LEGAL FRAMEWORK OF INSURANCE

9

Insurance Act 1938 – Features – Development and growth of life and non life insurance industry in India – Nationalization of Insurance Industry – Insurance association – Insurance Councils – LIC Act 1956 – Amendment of General Insurance Business Act 1972 – Insurance Regulatory Development Authority Act

UNIT III – LIFE INSURANCE

9

Overview of Indian Insurance market – growth of insurance business in India – structure of Life Insurance Corporation of India – Postal Life Insurance – structure of postal life insurance – Appointment of life insurance agents and their functions – Remuneration of agents – concept of premium and bonus – types – Various policies – policy documents – policy lapse and surrender

UNIT IV – HEALTH INSURANCE

9

Concept of health insurance – Need and importance – Regulatory structure of health insurance – Health Insurance contracts – Proposal forms used in health insurance - Types of health Insurance products – Investment in health insurance and health savings – products for senior citizens – customer service and protection – health insurance fraud.

UNIT V – MARINE INSURANCE

9

Basic concepts of marine insurance – evolution - various acts to regulate marine insurance markets – International maritime bureau – Maritime Insurance Act – Arranging for cargo Insurance – Types of vessel – Voyage and transmit – packaging forms – cover note – policy form – Cargo Insurance coverage – Types of covers – Marine Claims and recoveries

TOTAL: 45 PERIODS

REFERENCES

1. Understanding the Insurance Industry - 2019 Edition, AM Best, 2019
 2. The Fundamentals of Insurance - Theories, Principles and Practices (HargovindDayal), Notion Press, 2017
 3. Principles Of Risk Managment And Insurance 13th Edition by rejda, PEARSON INDIA, 2017
 4. Principles of Risk Management and Insurance (Pearson Series in Finance), by George Rejda and Michael McNamara, 2016
 5. P.K. Gupta, (2011), “Insurance and Risk Management”, First Edition, Himalaya Publishing House, Mumbai.
 6. P. Periasamy, (2009), Principles and Practice of Insurance”, Second Edition, Himalaya Publishing House, Mumbai.
 7. G. Kotreshwar, (2011), “Risk Management-Insurance and Derivatives”, First Edition, Himalaya Publishing House, Mumbai.
- Alka Mittal – Principles of Insurance and Risk Management – Sulthan Chand and Sons.

P20MBEC56	INSURANCE SYSTEM IN INDIA	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

Course Designed by : Dr.J.Kannan		
COURSE OUTCOMES (COs)		
CO1	Remember	Recall Basics and Nature of Insurance Re-Insurance – Nature of Re-Insurance risk Health Insurance – Employee Benefits Plans Powers and functions
CO2	Remember	Define Need for and Importance of Insurance Property Insurance – Liability Insurance Basic principles of Insurance Overview of the <u>Indian Insurance Market</u>
CO3	Understand	Summarize Players in Life and Non—Life Insurance sector Health Benefit Programs – Pension and Group Scheme IRDA Insurance Regulatory and Development Authority life insurance, general insurance privatisation of insurance
CO4	Apply	Apply Insurance Functions and Services players in life and non lifeLife Insurance and Survivor Benefit Programs Amendments to LIC Act 1956 provisions of IRDA act Growth of Insurance Business in India
CO5	Apply	Identify Elements of Insurance Risk marine fire medical insure Retirement Insurance Programs – Income Tax Planning Amendments to General Insurance Business (Nationalization) Act Personal <u>insurance – Property insurance</u>
CO6	Apply	Develop Health Insurance Insurance agents, intermediaries and surveyors- Cattle &live stock insurance – Poultry insurance
Category	Professional Elective (PE)	
Approval		

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10

1	CO1					M		S	S		
2	CO2	L					S		S		
3	CO3		L					S			
4	CO4						S		S		
5	CO5					M		S		L	
6	CO6			S			S		S		
3	Cate gory		Professional Core (PC)								
4	App rova l										

Basics and Nature of Insurance - Need for and Importance of Insurance— Insurance Functions and Services – Elements of Insurance Risk – Players in Life and Non—Life Insurance sector

UNIT II TYPES OF INSURANCE

9

Re-Insurance – Nature of Re-Insurance risk – Legal Framework of Life and General Insurance- Marine-Fire-Medical insurance –Motor Insurance –Health Insurance.

UNIT III INSURANCE PROGRAMS

9

Property Insurance – Liability Insurance – Health Insurance – Employee Benefits Plans – Life Insurance and Survivor Benefit Programs – Health Benefit Programs – Pension and Group Scheme – Retirement Insurance Programs – Income Tax Planning.

UNIT IV IRDA

9

Basic principles of Insurance —IRDA Insurance Regulatory and Development Authority— Powers and functions –Amendments to LIC Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDA. Insurance agents, intermediaries and surveyors- Provisions of IRDA Act 1999.

UNIT V PROSPECTS OF INSURANCE BUSINESS IN INDIA

9

Overview of the Indian Insurance Market – Growth of Insurance Business in India- Life insurance –General insurance – privatization of Insurance Industry — Rural insurance in India –Personal insurance – Property insurance –Cattle &live stock insurance – Poultry insurance – Crop insurance

TOTAL: 45 PERIODS

References:

1. The End of Insurance As We Know It: How Millennials, Insurtech, and Venture Capital Will Disrupt the Ecosystem, Rob Galbraith, 2019
2. Understanding the Insurance Industry - 2019 Edition, AM Best, 2019
3. The Fundamentals of Insurance - Theories, Principles and Practices (HargovindDayal), Notion Press, 2017
4. Principles Of Risk Managment And Insurance 13th Edition by rejda, PEARSON INDIA, 2017
5. Principles of Risk Management and Insurance (Pearson Series in Finance), by George Rejda and Michael McNamara, 2016
6. P.K. Gupta, (2011), "Insurance and Risk Management", First Edition, Himalaya Publishing House, Mumbai.
7. P. Periasamy, (2009), Principles and Practice of Insurance", Second Edition, Himalaya Publishing House, Mumbai.
8. G. Kotreshwar, (2011), "Risk Management-Insurance and Derivatives", First Edition, Himalaya Publishing House, Mumbai.

Alka Mittal – Principles of Insurance and Risk Management – Sulthan Chand and Sons.

P20MBEC57	COMMERCIAL BANK MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Dr.D.Venkatramaraju				
COURSE OUTCOMES (COs)					

CO1	REMEMBER	Recall Management principles in Banks Loan Management Customer Service Opportunity for strengthening the banking organization
CO2	UNDERSTAND	Explain Banking Regulations Interpreting Bank Balance Sheet and Income and Expenditure Statement Investment Management Private Banks – Functioning Merger & Acquisition
CO3	APPLY	Interpret Control of the banking sector by RBI Financial Analysis CAR – NPA Analysis Liquidity Management Private Banking
CO4	APPLY	Apply CRR – SLR-CRAR-REPO Rates Liquidity Ratios – Structural Ratios and Profitability Ratios Profit and Growth
CO5	APPLY	Apply Provision for NPAs Case Analysis Asset Liability Management Financial Inclusion measures by banks
CO6	ANALYZE	Analyze Provision for NPAs Case Analysis
Category	Professional Elective (PE)	
Approval		

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	L						M	S		
2	CO2				S		M		S		
3	CO3		M					M			M
4	CO4				S				S		
5	CO5		M					M			M
6	CO6				S		M		S		
3	Cate gory		Professional Elective (PE)								
4	App rova l										

Management principles in Banks— Banking Regulations – Control of the banking sector by RBI – CRR – SLR-CRAR-REPO Rates - Income Recognition Norms – Provision for NPAs

UNIT II ANALYSIS OF THE BANKING STRUCTURE AND PERFORMANCE MEASUREMENT 9

Interpreting Bank Balance Sheet and Income and Expenditure Statement – Financial Analysis – CAR – NPA Analysis – Liquidity Ratios – Structural Ratios and Profitability Ratios – Case Analysis

UNIT III MANAGEMENT OF BANKING ORGANIZATION 9

Loan Management – Investment Management – Liquidity Management – Profit and Growth Management – Asset Liability Management – Case Analysis

UNIT IV PRIVATE BANKING OPERATIONS 9

Private Banks – Functioning – Customer Service – Public Sector Vs Private Sector Banks – Private Banking Analysis – Case Analysis

UNIT V - FINANCIAL INNOVATION AND OPPORTUNITIES FOR BANKS

Opportunity for strengthening the banking organization – Merger & Acquisition – Bank assurance
– Technological Innovations – Rural Banking – Financial Inclusion measures by banks

TOTAL: 45 PERIODS

References:

1. Finance And Development: The Role Of International Commercial Banks In The Third World, Michael DaCosta, Routledge, 2020
2. Understanding Commercial Bank Financial Management, MD Kaysher Hamid, Urmi Das, LAP Lambert Academic Publishing, 2019
3. Bank Management and Financial Services, Perry Stinson, Clanrye International, 2019
4. Commercial Bank Management, Singh, Dutta, McGraw Hill Education, 2017

Advance Bank Management, IIBF, Macmillan Education India, 2018

P20MBEC58	RETAIL AND CRM IN BANKING	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

		Course Designed by :Mr Gowtham Aashirwad Kumar
COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Recall the role within the bank operations, Retail Products Overview, Customer Relationship Management, Stages in customer relationship management process
CO2	Understanding	Understand the History and Definition, Retail Products offered by Banks, . Regulation and compliance – KYC Norms
CO3	Apply	Apply of retailing concepts distinction between Retail and Corporate / Wholesale Banking
CO4	Analyze	Analyze Retail Products offered by Banks, Customer requirements, Products development process, Liabilities and Assets Products / Description of Liability products, Description of Asset Products, . Important Asset Products, Retail Strategies, Role and impact of customer relationship management, Trends in retailing - New products like Insurance Demat services, online / Phone Banking, Property services, Investment advisory Wealth management, Reverse Mortgage - Growth of e-banking, Cross selling opportunities.
CO5	Evaluate	Evaluate Approval process for retail loans, Credit scoring, Tie-up with Institutions for Personal loans / Credit cards / Educational loans, with OEMs / Authorised Dealers for Auto / Vehicle loans, and with Builders / Developers for Home loans Delivery Channels - Branch
CO6	Evaluate	Create Extension counters,. Selling Process in retail products-Direct Selling Agents.

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	L							L		
	CO2		L			M					
	CO3	L									S
	CO4				S	M					S
	CO5				S						S
	CO6	L									S
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT I

9

History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate / Wholesale Banking

UNIT II

9

Retails Products Offered By Banks - Retail Products Overview - Customer requirements, Products development process, Liabilities and Assets Products / Description of Liability products, Description of Asset Products, Approval process for retail loans, Credit scoring. Important Asset Products

UNIT III

9

Retail Strategies; Tie-up with Institutions for Personal loans / Credit cards / Educational loans, with OEMs / Authorised Dealers for Auto / Vehicle loans, and with Builders / Developers for Home loans

Delivery Channels - Branch, Extension counters,. Selling Process in retail products-Direct Selling Agents

UNIT IV

9

Customer Relationship Management - Role and impact of customer relationship management, Stages in customer relationship management process. Regulations and compliance – KYC Norms

UNIT V

9

Trends in retailing - New products like Insurance, Demat services, online / Phone Banking, Property services, Investment advisory / Wealth management, Reverse Mortgage - Growth of e-banking, Cross selling opportunities.

TOTAL: 45 PERIODS

References:

1. Retail Liability Products and Other Related Services, Indian Institute of Banking and Finance, Macmillan Publishers India Private Limited, 2017
2. Retail Banking Technology, Suresh Samudrala, Jaico Publishing House, 2015
3. Customer Relationship Management in Banking Industry, Sateesh Hari, LAP Lambert Academic Publishing, 2015

P20MBEC59	INSURANCE LAW AND PRACTICE	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

		Prerequisite: Basic Management in UG level
		Course Designed by : Dr.J.Pavithra
COURSE OUTCOMES (COs)		
CO1	Remember	Identify the general Insurance terms in business scenario, Types of insurances available in the market, Health Insurance, Motor Insurance and claims of recovery insurance.
CO2	Understand	match the risk management in General Insurance and opening a new bank, licensing, audit and inspection of RBI. Health Insurance of India
CO3	Apply	solve the annual reports of banks
CO4	Analyze	Categorizes the claim procedure, settlement process and important aspect of in an insurance claims and underwriting in motor insurance, forms of reinsurance, redressal mechanism and post settlement action of insurance legal aspects of motor insurance
CO5	Evaluate	defend the health insurance schemes in India and health Insurance products as per guidelines of IRDAI
CO6	Evaluate	Defend the document for health Insurance claims and Indian motor insurance market

UNIT I General Insurance

9 Hours

General Insurance: Introduction: History and evolution, How General insurance works, Advantages of General insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, Types of General Insurance, General Insurance Products in India, Specialized Insurances i.e. Oil & Energy Risks insurance – Satellite insurance. Risk Management Techniques: Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Role of the actuary. Insurance Contract: Meaning and Fundamental principles of insurance contract, Types of insurance contract, Valid insurance contract, Features of insurance contracts, Reinsurance: foundation of reinsurance – forms of reinsurance.

UNIT II Compliances of Regulations by Banks

9 Hours

Compliances of Regulations by Banks: Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Annual statements of accounts, Audit and Inspection, submission of returns to RBI.

UNIT III Claims Procedure

9 Hours

Claims Procedure: Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. Grievance Redressal Mechanism: Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman.

UNIT IV Introduction to Health Insurance

9 Hours

Introduction to Health Insurance: Definition of Health and Determinants of Health, Factors affecting the health systems in India, Evolution of health insurance in India, Types of Health Insurance Schemes / Policies in India, difference between Health Insurance and Mediclaim Insurance, Health insurance regulations of IRDAI. Health Insurance Products, Classification of health insurance products - IRDA guidelines on standardization in health insurance. Documentation for obtaining Health Insurance Policy

UNIT V Motor or Vehicle Insurance

9 Hours

Motor or Vehicle Insurance: Meaning and Definition, Types of motor vehicle insurance, Advantages of Motor insurance, what motor insurance covers, Types of Motor Policies, India Motor Tariff – 2018. Third party Insurance, Legal aspects of Third party claims, Frauds in Motor Insurance, No claim Bonus and claim settlement process. Underwriting in motor insurance – Indian Motor Insurance market – Model wise Risk assessment – Motor Underwriting.

Suggested Readings:

1. Principles of Insurance Management, Neelam Gulati, Excel Books.
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Publication.
3. Principles of Risk Management and Insurance, George Rejda, Pearson Publication.
4. General Insurance Guide, Dr. L.P.GUPTA.
5. Indian Insurance Industry, Transition and Prospects, D.C. Srivastava, Shashank Srivastava, New Century Publications.
6. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House.

P20MBEC60		BANKING LAW AND PRACTICE	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Ms.R.Velanganni				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Legal Aspects of Banking Operations, Underwriting concepts - definition, meaning and need, Management of Health Insurance Claims				
CO2	Understand	Classify the Government as a regulator, Control over Organization of banks, Control over co-operative banks, Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Commercial Laws relating to Banking Operations: The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act 1956, Transfer of Property Act 1882, The Right to Information Act 2005				
CO3	Apply	Prepare the Annual statements of accounts, Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based)				
CO4	Analyze	Select the Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc, stakeholders in claim process, Challenges in health insurance – claims process in health insurance, Audit and Inspection, submission of returns to RBI				
CO5	Evaluate	Appraise the Basic Principles of Insurance and tools for underwriting - Underwriting process - Underwriting of overseas travel insurance - Underwriting of personal accident insurance, Documentation of health insurance claims – Claims reserving, Personal				
CO6	Evaluate	Appraise the Creation and satisfaction of charge., Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002, Information Technology Act 2000, The Right to Information Act 2005				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S		M			M	M		S
	CO2	L					S			S	

	CO3	L	S			M		M			S
	CO4		S		M		S			S	
	CO5		S			M			M	S	S
	CO6		S			M			M	S	
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Regulatory Framework

9 Hours

Regulatory Framework: Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities.

UNIT II Compliances of Regulations by Banks

9 Hours

Compliances of Regulations by Banks: Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Annual statements of accounts, Audit and Inspection, submission of returns to RBI.

UNIT III Legal Aspects of Banking Operations

9 Hours

Legal Aspects of Banking Operations: Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge.

UNIT IV Health Insurance Underwriting

9

Hours

Health Insurance Underwriting: Underwriting concepts - definition, meaning and need, Basic Principles of Insurance and tools for underwriting - Underwriting process - Underwriting of overseas travel insurance - Underwriting of personal accident insurance. Management of Health Insurance Claims: stakeholders in claim process, Challenges in health insurance – claims process in health insurance - Documentation of health insurance claims – Claims reserving, Personal Accident – Overseas Travel Insurance.

UNIT V Commercial Laws relating to Banking Operations

9 Hours

Commercial Laws relating to Banking Operations: The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act 1956, Transfer of Property Act 1882, Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002, Information Technology Act 2000, The Right to Information Act 2005.

Suggested Readings:

1. Basics of Banking and Finance, Dr.K., Bhattacharya ,O.P.Agarwal
2. Principles & Practices of Banking, Indian Institute of Banking and Finance
3. Banking Theory & Practices, KC Shekhar,Lekshmy Shekhar
4. Banking Reforms and Lead Bank Scheme, Uday Kumar Lal Das
5. Essentials of Banking and Finance, Gautam Majumdar
6. Credit Monitoring, Legal Aspects & Recovery of Bank loan, V.Rajaraman

P20MBEC61		INTERNATIONAL BANKING	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Dr.D.Venkatramaraju				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the International Banking: Brief History of International Banking, Characteristics and Dimensions of International Banking, Regulation of International Banking – Regulation, Deregulation, Reregulation (International Monetary System) Structure of the Forex Market				
CO2	Understand	Illustrate the Reasons for the Growth of International Banking, Organizational Features of International Banking – International Interbank Business – International Private Banking, Exchange Rate Systems, Fixed Exchange Rate System, Floating Exchange Rate System, Hybrid Mechanism				
CO3	Apply	Use the Regulatory Arbitrage: Birth of Offshore Banking – Basel Concordat – Capital Adequacy Ratios, Forex Dealing Room Operations – Trading Mechanism				
CO4	Analyze	Survey the Recent Trends in International Banking, Assessment of Country/Sovereign Risk – Country Risk Management, The Gold Standard, The Gold-Exchange Standard, The Bretton Woods System, Post Bretton Woods System, European Monetary System, Kinds of Merchant Transactions, Other Sources of Capital Flows in India				
CO5	Evaluate	Compare the Country Risk Management, International Capital Flows: Capital Flows – The East-Asian Crisis – Chile and Mexican Crisis, Room Operations – Trading Mechanism.				
CO6	Evaluate	The Indian Scenario – Convertibility – Exchange Control – The FEDAI Rules Regarding Interbank Dealings – Forex Dealing Room Operations – Trading Mechanism.				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

UNIT I Introduction to International Banking**9 Hours**

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S						S	S		
	CO2		S			M	S				S
	CO3				L		S			L	S
	CO4	S	S				S		S		
	CO5	S				M		S			S
	CO6	S				M		S			S
3	Category		Fundamental Core (FC)								
4	Approval										

Introduction to International Banking: Brief History of International Banking – Reasons for the Growth of International Banking – Characteristics and Dimensions of International Banking – Recent Trends in International Banking – Organizational Features of International Banking – International Interbank Business – International Private Banking.

UNIT II International Banking – Regulatory Framework 9 Hours

International Banking – Regulatory Framework: Regulation of International Banking – Regulation, Deregulation, Reregulation (International Monetary System) – Regulatory Arbitrage: Birth of Offshore Banking – Basel Concordat – Capital Adequacy Ratios – Loan Loss Provisioning – Assessment of Country/Sovereign Risk – Country Risk Management.

UNIT III International Monetary System 9 Hours

International Monetary System: Exchange Rate Systems, Fixed Exchange Rate System, Floating Exchange Rate System, Hybrid Mechanism – History of Monetary Systems, The Gold Standard, The Gold-Exchange Standard, The Bretton Woods System, Post Bretton Woods System, European Monetary System.

UNIT IV The Foreign Exchange Market 9 Hours

The Foreign Exchange Market: The Structure of the Forex Market – Foreign Exchange – Types of Transactions – Settlement Dates – Quotes for Various Kinds of Merchant Transactions – The Indian Scenario – Convertibility – Exchange Control – The FEDAI Rules Regarding Interbank Dealings – Forex Dealing Room Operations – Trading Mechanism.

UNIT V International Capital Flows 9 Hours

International Capital Flows: Capital Flows – The East-Asian Crisis – Chile and Mexican Crisis – Other Sources of Capital Flows in India – Capital Flight – International Liquidity.

Suggested Readings:

1. International Banking ICFAI
 2. Foreign Exchange Management ACTM
 3. International Finance, 5th e Levi, Maurice D. Routledge - 2009
 4. Multinational Financial Management, 9th e Shapiro, Alan C. Wiley - 2009
- RBI/FEDAI Reports RBI/FEDAI

V - LOGISTICS

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC62	PE	Logistics and Supply Chain Management

2.	P20MBEC63	PE	Logistics Management
3.	P20MBEC64	PE	Warehousing and Inventory Management
4.	P20MBEC65	PE	Export Trade and Documentation
5.	P20MBEC66	PE	Retail marketing and CRM
6.	P20MBEC67	PE	International Marketing
7.	P20MBEC68	PE	Total Quality Management
8.	P20MBEC69	PE	Strategic Management of Service Operation
9.	P20MBEC70	PE	Technology Management

P20MBEC62		LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Mr Gowtham Aashirwad Kumar				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	List the fundamental concepts of Logistics and Supply Chain Management.				
CO2	Understanding	Summarize Supply Chain Management and Role Of Manager, types of Inventory Control, Transportation Management, Levels of Supply Chain, Conflict Resolution Strategies, Certifications, Store Management, Warehouse, Commercial Aspects of Distribution Management.				
CO3	Analyzing	Analyse the needs, participants of Supply Chain Management and the demand forecasting techniques.				
CO4	Analyzing	Analyse the key enablers in Supply Chain Management.				
CO5	Evaluating	Evaluate the performance of Supply Chain Management, supply chain with business strategy,				
CO6	Creating	Create SCOR Model Supply Chain Relationships				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

UNIT I	1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
	2	CO1	L									
		CO2		S			S	S				
		CO3				M	S				L	M
		CO4				M	S					M
		CO5				M	S				L	M
		CO6				M						M
	3	Cate gory		Professional Elective (PE)								
	4	Appr oval										

Logistics

management: Origin and Definition - customer service and logistics management – a perspective - concepts in Logistics and Physical Distribution – Distribution inventory

UNIT II

9

Types of inventory control – demand forecasting – warehousing and stores management – routing – transportation management – commercial aspects in distribution management – codification – Distribution Channel Management – Distribution resource planning – Logistics in 21st Century

UNIT III

9

Supply Chain Management: Introduction – Nature and Concept - The need for supply chain – Understanding the supply chain Management – Participants in supply chain – levels of supply chain.

UNIT IV

9

Role of Manager in supply chain – supply chain performance drivers – key enablers in supply chain improvement – Inter – relation between enablers and levels of supply chain management- Systems and Values of Supply Chain.

UNIT V

9

Aligning the supply chain with business strategy – SCOR Model – Supply Chain Relationships- Conflict Resolution Strategies – Certifications.

TOTAL: 45 PERIODS

References:

1. Supply Chain & Logistics Management-KL by Mr.IshankaSaikiaMr.V.Anandaraj, Dr.S.Ramachandran, S.Kumaran, 2018
2. Martin Christopher, Logistics and Supply Chain Management, FT Publishing, 2016
3. Janat Shah, Supply Chain Management, Pearson Publication, 2016

Bowersox, Supply Chain Logistics Management, Tata McGraw Hill Publications, 2018

	LOGISTICS MANAGEMENT	L	T	P	C
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P20MBEC63		Total Contact Hours: 45			3	0	0	3
		Course Designed by : Ms.A.Jhoney						
COURSE OUTCOMES (COs)								
CO1	REMEMBER	Define the logistics management inventory management and customer satisfaction and the types of logistics organizational structure						
CO2	UNDERSTAND	Illustrate on the measure of logistics, customer services, demand forecasting, customer satisfaction and qualitative measures						
CO3	UNDERSTAND	Illustrate on the logistics system analysis and design and the logistics planning and strategy						
CO4	APPLY	Apply on the logistics strategy and supply chain management meaning and objective, channel design and integrated supply chain management						
CO5	APPLY	Apply on the containerization and the transportation of logistics and the various modes of transportation and the transport						
CO6	ANALYZE	Analyze on the logistics management information system and intermodal transportation and the role of artificial intelligence on logistics information systems						
Category		Professional Elective (PE)						
Approval								

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	M				S			M		
2	CO2		M				S	S			
3	CO3		M			S			M		
4	CO4	M					S	S			

5	CO5					S		S			
6	CO6				L						L
3	Cate gory		Professional Core (PC)								
4	App rova l										

UNIT-I

9

Introduction: Logistics Management - Definition - Meaning - Application of Logistics in purchasing - TQM - Inventory Management - Customer Service - Warehousing - Marketing - Types of Logistics Organizational Structures.

UNIT-II

9

Measure of Logistics - Qualitative measures - Demand Forecasting - Materials handling -Customer service - Customer Satisfaction - Quantitative measures - Reliability and Maintainability Factors - Supply Support Factors - Availability Factors - BEP

UNIT-III

9

Logistic System Analysis and Design - Design for Reliability and Maintainability - Design for human factor - Logistic planning - Implementing Logistic Strategy- Supply Chain Management - Definition - Meaning - Objective - Channel design - Integrated Supply chain Management - Pitfalls in SCM.

UNIT-IV

9

Containerization – concepts, types, benefits, types of carriers Transportation – role of transportation in logistics, transportation, selection decision basic modes of transportation – rail, road, water, air, Pipeline – Characteristics of different modes – transport economics– freight management – route planning - Role of ports – ICDs, CONCOR – Global shipping options

UNIT-V

9

Logistics Information System - EDI - Order Cycle - Advanced Order Processing Systems - DSS - AI and ES - Neural Networks - DBMS - LAN - WAN - Applications for integrated Logistics management - Application of Network Analysis Global Logistics - International Distribution Channel Strategies - Management of Export Shipment - Conceptual model for Logistics audit.

TOTAL: 45 PERIODS

REFERENCE BOOKS

1. Integrated Supply Chain and Logistics Management by Rajat K Baisya, 2019
2. Logistics & Supply Chain Management, 5th Edition, Prof. Martin Christopher, FT Publishing International, 2016
3. Logistics Management by Ganapathi and Nandi, 2015
4. Logistics Management, 2nd Edition, V.V Sople Pearson India, 2009
5. Douglas M. Lambert, James R. Stock, Lisa M. Ellram,; Fundamentals of Logistics Management, Singapore, Irwin/ McGraw Hill, International edition 1998.
6. John T Mentzer ed.: Supply Chain Management, A South Asian Reprint India, New Delhi, Sage Publication Ltd., 2001.

P20MBEC64	WAREHOUSING AND INVENTORY MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

		Course Designed by: Ms.Beena
COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Define a Warehouse and recall the concepts relating to types of Warehouse, Functions, Benefits, need & scope of Inventory.
CO2	Understanding	Explain about Warehouse Mapping, Selection, Role of IT in Warehousing, and types of Inventory.
CO3	Applying	Implement Warehouse Depot operations, Documentation, RFID/ Bar Coding/ MIS, Management of Inventory & Control techniques and modern trends in Inventory.
CO4	Analyzing	Examine Warehouse Management Systems, Packaging Equipments, 3PL/4PL, and inventory control techniques like and techniques like JIT- EOQ FIFO - LIFC- ABC analysis - Weighted average Methods, Lead time analysis, Organizational set up for inventory management
CO5	Evaluating	Appraise about the costs associated with Inventory Standardization and Variety reduction, Evaluation of Performance of Materials Function and Warehouse alternatives.
CO6	Creating	Investigate about modern trends in Inventory and uses of computers in Inventory.

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S						S		
	CO2	S	S	M	S			S	S	M	
	CO3	S	S	M	S			S	S		S
	CO4	S	S		S	M		S	S	M	S
	CO5	S	S					S	S		S
	CO6		S			M		S	S		
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT – I

9

Definition - Terms and Types of Warehouses - Warehouse mapping & racking - warehouse selection and planning - Warehouse Depot Operation and Documentation

UNIT – II

9

Functions of warehouse - Benefits of warehouse service - Warehousing alternatives - Warehouse site selection - Warehouse management systems Packing and packaging - packing equipments - 3 PL & 4 PL - Definitions and Scope Role of IT in Warehousing - RFID - Bar Coding and Scanning - MIS & Key Performance Indicators

UNIT – III

9

Inventory – Inventory Management - Inventory Control techniques – Need & Scope of Inventory Control - Types of Inventory - Costs Associated with Inventory - Organizational set up for inventory management

UNIT – IV

9

Inventory carrying cost - Inventory holding cost – Profitability - Modern trends in Inventory- MRP- JIT- EOQ FIFO - LIFC- ABC analysis - Weighted average Methods, Lead time analysis, Standardization and Variety reduction

UNIT – V

9

Use of Computers in Inventory Management -Evaluation of Performance of Materials Function - Improvement inventory management - Criteria and methodology of evaluation

TOTAL: 45 PERIODS

Text Books

1. Essentials of Inventory Management, Max Muller, HarperCollins Leadership; 3rd Edition, 2019
2. Warehouse Management with SAP ERP (SAP WM): Functionality and Technical Configuration (3rd Edition) by Martin Murray and SanilKimmatkar, 2016
3. Warehouse Management and Inventory Control by Philip M. Price and N. J. Harrison, Access Education, 2015
4. Warehouse Management in SAP S/4HANA: Embedded and Decentralized EWM (2nd Edition), Namita Sachan, Aman Jain, 2020

Time, Space & Cost Guide to Better Warehouse Design: A hands-on guide to help you improve the design and operations of your warehouse or distribution center, Maida Napolitano, 2017

P20MBEC65	EXPORT TRADE AND DOCUMENTATION	L	T	P	C
	Total Contact Hours: 45	3	0	0	3

	Course Designed by : Mr. Vigneshwar.K	
COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understanding	Demonstrate understanding of the uniform practice and rules laid down by the International Chambers of Commerce in respect of Documentary Credits, Documentary Collections and the Incoterm
CO2	Understanding	Interpret key issues in international trade transactions correctly to avoid the risks posed by improper documentation. Understand the importance of marine insurance and the method of handling damaged or lost cargo claims and the different methods of payment used in international trade.
CO3	Applying	Identify the role of key government organizations like Customs and Excise, RBI, etc. in facilitating export transactions and the procedure for export and import clearance
CO4	Analyzing	Analyze documents required for completing export and import transactions, the procedure for export and import clearance
CO5	Evaluating	Assess payment options, including letter of credit, and select those most appropriate for your operation.
CO6	Creating	Develop the ability to critically examine the EXIM policy framework and justify the various documents for processing export and import orders..

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1				S	S			S		
	CO2	S						M	S		

UNIT I		CO3	S	S			S	S		S		S
		CO4				S				S		S
		CO5						S		S		S
		CO6	S	S		S	S	S	M	S		
	9	3	Cate gory		Professional Elective (PE)							
		4	Appr oval									

Generation of Foreign enquiries, obtaining local quotation and offering to overseas buyers, scrutinizing export order, opening L/C by buyers

UNIT II **9**

Export Finance – FOREX – Major Currencies – Exchange Rates, relations and impact – Export Costing and pricing and INCO terms

UNIT III **9**

Export packaging – preparation of pre shipment documentation – inspection of export consignment – Export by Post, Road, Air and Sea – Claiming for Export benefit and duty drawbacks

UNIT IV **9**

Shipment and shipping documents – Complicated problems in shipments and negotiation of shipping documentation – corporate marketing strategies – 100% EOU and Free Trade Zone – Deemed Export- Export marketing

UNIT V **9**

Introduction – EXIM Policy – Customs Act – other acts – relating to export/imports – formalities for commencing – customs formalities – export documentation – project exports - export of services – export of excise able goods – import documentation – clearance of import goods – 100% export oriented units – export processing zones – special economic zones – duty drawback procedure – export/import by post customs house agents – import of different products – import/export incentives – import licenses etc.

TOTAL: 45 PERIODS

References:

1. Export and Import Documentation and Procedures, J Senthilvelmurugan, S Mahalakshmi, MJP

Publishers; 1st Edition, 2019

2. Import/Export Guide: How to Get Foreign Buyers and Export Your Products Worldwide, Solomon Ternder (Author, Publisher), Joey Eugene, 2018
3. Mastering Import and Export Management, AMACOM; 3rd Edition, 2017
4. Export Compliance for Beginners, Aralyn Kraft, 2016

Managing Import and Export Opportunities and Risks: An Insider's Guide for the Busy Executive 3rd Edition, William C. Shayne (Author), Melvin E. Lazar, International Trade Publishing Co., 2017

P20MBEC66	RETAIL MARKETING AND CRM	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic Management Subjects in UG Level				
	Course Designed by : Mr.R.Ramamoorthy				
COURSE OUTCOMES (COs)					

CO1	Remember the fundamental concepts of Retail Marketing and Customer Relationship Management, the concept of CRM
CO2	Understand the concept of retail marketing, strategies to turn first time buyer into a regular customer - strategies to turn a regular customer into a life time customer, Retail Marketing Mix, Store Positioning, Design– Store Layout, Types of Design, Feature Areas, Use of Plano grams, Leveraging Space : In Store Kiosks, Visual Merchandising, Atmospherics, Relationship marketing, CRM and its packages, CRM in B-C Markets – CRM in B-B market, Customer retention, Traditional Media In Marketing, Focus on the customer, Nature of strategic Planning, good store design, Store Layout, Concepts of CRM
CO3	Analyze the Space Planning, Location of Departments, Location of Merchandising within Departments. Tactics to get a new customer, SWOT Analysis, Budget Implementation and control, Types of Design, trends in retailing.
CO4	Analyze the retail space management, product offerings in the CRM market space, contact centers for CRM, Operational Issues in implementing in CRM, Retailing Role, Retail Location Strategy, Trade Location, Customer Focus, Location of Department, Location of merchandising, India Experience inRetailing.
CO5	To evaluate the pricing strategy, retail promotion strategy.
CO6	Create the CRM Road Map.
Category	Professional Elective (PE)
Approval	

UNIT I- OVERVIEW

9

Retail industry and economy – emergence of organized retailing – trends in retailmarketing - introduction to retail marketing – wheel of retailing– value of the customer – identification of customer needs- Indian Experience in Retailing – Impact of FDI in Indian Context.

UNIT II- RETAIL MARKET STRATEGY

9

Tactics to get new customers – traditional medial in retail marketing –strategies to turn first time buyer into a regular customer - strategies to turn a regular customer into a life time customer- Retail Marketing Mix- --Store Positioning - Definition of retail Market Strategy – Focus on the

Customer – nature of Strategic Planning – Preplanning: SWOT – Mission – Goals and objectives –Budget implementation and control.

UNIT III - RETAIL MARKETING MIX

9

Retailing role – retail location strategy – trade area definition– Objectives of a Good Store Design– Store Layout – Types of Design – Feature Areas – Space Planning – Location of Departments - Location of Merchandising within Departments – Use of Plano grams – Leveraging Space : In Store Kiosks – Visual Merchandising — Atmospherics– retail space management-- pricing – retail promotion strategy –seminars and projects.

UNIT IV - CRM- OVERVIEW

9

Relationship marketing – CRM – Components of e-CRM- e-CRM and various CRM Packages – the concept of CRM – strategic imperatives, Strategies for Building customer relationship and terminating customer relationship – Conceptual foundations of CRM — Economics of CRM

UNIT V - CRM IMPLEMENTATION

9

CRM in B-C Markets – CRM in B-B market — product offerings in the CRM market space – contact centers for CRM – The CRM Road Map – Customer retention --Operational Issues in implementing in CRM

TOTAL: 45 PERIODS

References:

1. Shainesh G and Jagdish N Sheth - Customer Relationship Management - Mac Millan - 2006.
2. Chetan Bajaj, RajnishTuli, Nidhi V Srivastava - Retail Management - Oxford University Press - 2005.
3. A Sivakumar - Retail Marketing - Excel Books - 2007.
4. A. CoskinSamli – Retail marketing strategy: Planning, Implementation and control, - Quorum Books - 1989.

Weblink:

<https://www.scribd.com/doc/.../Customer-Relationship-Management-notes-unit-I>

P20MBEC67	INTERNATIONAL MARKETING		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by :Mr Gowtham Aashirwad Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the fundamental concepts of International Marketing, Export Licensing, Contract Manufacturing Joint Ventures, International Promotional Mix, Advertising and other modes of communication, Roles and Functions, Export Procedures, certificates related to shipping documents related to payment, documents related to inspection, , documents related to excisable goods, An overview of International marketing management process, International marketing orientation, International Market Entry Strategies , Legal dimensions in International Marketing (Role of WTO)				
CO2	Understanding	Summarize the Nature and Importance of International Marketing, EPRG Approach, Product Designing, Product Standardization Vs Adaptation, International Trade Product Life Cycle, International Distribution channels, their roles and functions, selection and management of overseas agents, International Distribution Logistics, India’s Foreign Trade Policy – Direction and composition of India’s Foreign Trade, International marketing Environment,International Product and pricing strategies, planning for Trade Fairs and Exhibitions, Direction and composition of India’s Foreign Trade, Managing International Distribution and Promotion: Distribution Channel Strategy, Managing product line				
CO3	Analyzing	Analyse the pricing for international markets factors affecting international price determination price quotation and terms of sale				
CO4	Analyzing	Analyse the International marketing segmentation and positioning, Screening and selection of markets, Export – Import policy of current year. Grouping in the world, Marketing research for identifying opportunities in International Markets				
CO5	Evaluating	Evaluate the Emerging trends in International Marketing; regionalism Vs Multi Lateralism: Trade Block				
CO6	Creating	Create New Product Development, setting up of wholly owned subsidiaries abroad , Alliances				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	M	S			S			M		
	CO2		S			S	M				
	CO3					S				L	
	CO4				L	S				L	
	CO5					S			M	L	L
	CO6										L
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT I

9

International marketing, meaning , Nature and importance, International marketing orientation: EPRG – Approach; An overview of International marketing management process , International marketing Environment, International marketing segmentation and positioning ; Screening and selection of markets, International Market Entry Strategies – Export licensing, Contract manufacturing Joint Ventures M&A, setting up of wholly owned subsidiaries abroad , Alliances

UNIT II

9

International Product and pricing strategies ; Product Designing ; Product Standardization Vs Adaptation; Managing product line , International Trade Product life cycle , New product development

, pricing for international markets factors affecting international price determination price quotation and terms of sale

UNIT III

9

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution channels, their roles and functions, selection and management of overseas agents, International Distribution Logistics; planning for Trade Fairs and Exhibitions, International Promotion Mix – Advertising and other modes of communication

UNIT IV

9

India's Foreign Trade Policy – Direction and composition of India's Foreign Trade, Export – Import policy of current year – Export procedures, certificates related to shipments, documents related to payment, documents related to inspection, documents related to excisable goods.

UNIT V

9

Emerging trends in International Marketing; regionalism Vs Multi Lateralism: Trade Block – Grouping in the world – Legal dimensions in International Marketing (Role of WTO) – Marketing research for identifying opportunities in International Markets

TOTAL: 45 PERIODS

References:

1. International Marketing, 18th Edition, Phillip R. Cateora, R. Bruce Money, McGraw-Hill, 2019
2. International Marketing, Francis Cherunilam, Himalaya Publishing House, 2016
3. International Marketing, 15th Edition, Phillip R. Cateora, R. Bruce Money, McGraw-Hill, 2017

International Marketing, Srinivasan R, PHI Learning Private Limited, 2016

P20MBEC68		Total Quality Management	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Ms.Jayanthi				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the philosophy of quality management, statistical process control, tools & Techniques for quality management and systems				
CO2	Understand	Explain the concepts of quality circle, Japanese 5S principles and 8D methodology, reliability concepts, business process improvement, benefits and limitations and significance of statistical process control				
CO3	Apply	Apply the Quality functions deployment (QFD), house of quality, business process improvement applications and QFD process. Implement POKA YOKE, Taguchi techniques				
CO4	Analyze	Examine by Quality audits, customer perception of quality Dimension of product and service quality and cost of quality				
CO5	Evaluate	Evaluate the failure mode effect analysis (FMEA) requirement of reliability, failure rate, FMEA stages, design & process and seven tools (Old & New)				
CO6	Create	Create guidelines for performance improvements, quality council, employee involvement, motivation, empowerment, recognition & reward. TQM framework, benefits awareness				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S				S			M		
	CO2		S		S			S			

	CO3		S			S			M		
	CO4		S		S			S			
	CO5	S			S						L
	CO6	S	S			S		S			
3	Category		Professional Elective (PE)								
4	Approval										

UNIT 1 INTRODUCTION

9 Hrs.

Quality - vision, mission and policy statements. Customer Focus –customer perception of quality, Dimensions of product and service quality. Cost of quality.

UNIT 2 PHILOSOPHIES OF QUALITY MANAGEMENT

9 Hrs.

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT 3 STATISTICAL PROCESS CONTROL

9 Hrs.

Meaning and significance of statistical process control (SPC) –construction of control charts for variables and attributed. Process capability–meaning, significance and measurement –Six sigma- concepts of process capability. Reliability concepts .Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI)– principles, applications, reengineering process, benefits and limitations.

UNIT 4 TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

9 Hrs.

Quality functions deployment (QFD), House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA)–requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE ,Taguchi techniques, Business excellence(quality awards).(international awards-deming award, malcom award, EFQA and Indian awards.

UNIT 5 QUALITY MANAGEMENT SYSTEMS

9 Hrs.

Introduction to IS/ISO 9004:2000–quality management systems–guidelines for performance improvements. Quality Audits. TQM culture, Leadership– Quality council, employee involvement, motivation, empowerment, recognition and reward-TQM framework, benefits, awareness and obstacles.

Suggested Readings:

1. Dale H.Besterfield, Carol Besterfield –Michna, Glen H. Besterfield, Mary Besterfield–Sacre, Hermant -Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management –Text and Cases,Himalaya Publishing House, First Edition 2002
3. Douglas C. Montgomery, Introduction toStatistical Quality Control, Wiley Student Edition, 4thEdition, Wiley India Pvt Limited, 2008.

P20MBEC69		Strategic Management of Service Operation	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Dr.D.Arun Kumar				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the role, vision, importance and nature of service operation and value to customer, distinctive characteristics, open system view and service strategy.				
CO2	Understand	Explain the psychology of waiting, service quality dimension, quality gap model and services recovery, guarantees and to classify the new service development, design element, service blue printing, process structure and generic approach.				
CO3	Apply	Apply the supply management tactics, operations planning and control, retail discounting model, new vendor model, managing waiting lines, queuing systems and facility location techniques, metropolitan metric				
CO4	Analyze	Analyze the technology and its impact on service and delivery system and process analysis, process flow diagram, process steps, simulation of service facility layout.				
CO5	Evaluate	Evaluate yield management, inventory management in services and frame work of environmental dimensions and location set covering problems.				
CO6	Create	Build retail design strategy – store size and network configuration and creating service orientation, service profit chain, front- office and back-office interface, service decoupling				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S		M				S		
	CO2		S			S		S	S		
	CO3	S			M				S		
	CO4		S			S		S			L
	CO5	S				S		S			
	CO6	S				S		S	S		
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Services Introduction

9 Hours

Services–Importance, role in economy, service sector –growth; Nature of -Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy–Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Role of Internet strategies-Environmental strategies.

UNIT II Services Design

9 Hours

New Service Development–Design elements–Service Blue-printing- process structure–generic approaches – Value to customer; Retail design strategies–store size–Network configuration; Managing Service Experience– experience economy, key dimensions; Vehicle Routing and Scheduling. Technology and its impact on service and service delivery system.

UNIT III Service Quality

9 Hours

Service Quality-Dimensions, Service Quality Gap Model; Measuring Service Quality–SERVQUAL –Walk - through Audit; Quality service by design -Service Recovery-Service Guarantees; Service Encounter–triad, creating service orientation, service profit chain; Front-office Back-office Interface–service decoupling.

UNIT IV Service Logistics**9 Hours**

Servicescapes –behaviour -environmental dimensions –framework; Facility design–nature, objectives, process analysis –process flow diagram, process steps, simulation; Service facility layout; Service Facility Location– considerations, facility location techniques–metropolitan metric, Euclidean, retail outlet location , location set covering problem

UNIT V Service Operation**9 Hours**

Managing Demand –strategies; Managing capacity –basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services–Retail Discounting Model, Newsvendor Model; Managing Waiting Lines–Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising, globalization.

Suggested Readings:

7. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education –Second Edition.
8. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
9. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
10. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

P20MBEC70		Technology Management	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Dr.D.Arun Kumar				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the meaning, evolution and ethics of technology & Innovation management and human aspects in technology				

CO2	Understand	Classify the characteristics of technology, role of government in technology and components of technology and their impact & life cycle of technology
CO3	Apply	Construct the conceptual frame for management of technology, IOT, neuro-marketing, gamification and TIM implementation process
CO4	Analyze	Examine the typology for formulating and implementing strategy and categorize the design thinking process in innovation
CO5	Evaluate	Evaluate the difference between creativity and innovation in business context, process of innovation, competition, sustainable business model and determine the human aspects and social issues in technology
CO6	Create	Build innovation in business using technology, creativity and documenting business model, value chain business model

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S			S			M			
	CO2		S			S			S		
	CO3		S		S	S		M			
	CO4	S			S				S		
	CO5	S			S	S			S		
	CO6		S			S					L
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I **Services Introduction**

9 Hours

Services–Importance, role in economy, service sector –growth; Nature of -Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy–Strategic

service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Role of Internet strategies- Environmental strategies.

UNIT II Services Design 9 Hours

New Service Development–Design elements–Service Blue-printing- process structure–generic approaches – Value to customer; Retail design strategies–store size–Network configuration; Managing Service Experience– experience economy, key dimensions; Vehicle Routing and Scheduling. Technology and its impact on service and service delivery system.

UNIT III Service Quality 9 Hours

Service Quality-Dimensions, Service Quality Gap Model; Measuring Service Quality–SERVQUAL –Walk - through Audit; Quality service by design -Service Recovery-Service Guarantees; Service Encounter–triad, creating service orientation, service profit chain; Front-office Back-office Interface–service decoupling.

UNIT IV Service Logistics 9 Hours

Servicescapes –behaviour -environmental dimensions –framework; Facility design–nature, objectives, process analysis –process flow diagram, process steps, simulation; Service facility layout; Service Facility Location– considerations, facility location techniques–metropolitan metric, Euclidean, retail outlet location , location set covering problem

UNIT V Service Operation 9 Hours

Managing Demand –strategies; Managing capacity –basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services–Retail Discounting Model, Newsvendor Model; Managing Waiting Lines–Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising, globalization.

Suggested Readings:

11. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education –Second Edition.
12. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2ndEdition, 2005.
13. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
14. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition,2004

VI - INTERNATIONAL BUSINESS

S NO	CODE	CATEGORY	SUBJECT
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1.	P20MBEC71	PE	International Industrial Buyer Behaviour
2.	P20MBEC72	PE	Sales and Distribution Management
3.	P20MBEC73	PE	International Sales Promotion and Brand Management
4.	P20MBEC74	PE	Global Leadership & Skills Development
5.	P20MBEC75	PE	International Business Laws
6.	P20MBEC76	PE	Cross cultural Management
7.	P20MBEC77	PE	International Business
8.	P20MBEC78	PE	Global Business Strategy
9.	P20MBEC79	PE	E-Commerce

P20MBEC71		INTERNATIONAL INDUSTRIAL BUYER BEHAVIOR	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by :Mr Gowtham Aashirwad Kumar				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the fundamental concepts of Consumer Behavior Theory, Learning; Attitudes and attitude change; Globalisation of consumer markets and international marketing implications, Need motivation and involvement				
CO2	Understanding	Summarize the Consumer Buying Process, Models of Consumer Behaviour, Innovation Diffusion and Consumer Adoption Process, Extensive, Limited and Routine Problem Solving Behaviours.				
CO3	Analyzing	Analyse the Extensive, Limited and Routine Problem Solving Behaviours, Internal Determinants of Buying Behaviour, information processing and consumer perception External Determinants of Buying Behaviour, Family and household influence Reference groups and social class, Culture and subcultures				
CO4	Analyzing	Analyse the Cross-Cultural: Consumer and Industrial Buying Behaviour, Economic demographic and socio-cultural trends and consumer behaviour, Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks, Individual differences among customers and markets segmentation				
CO5	Analyzing	Analyse Cross-Cultural Consumer Research – Complexities and issues, Organisational Buying Behaviour: Process, Influence and model.				
CO6	Evaluating	Evaluate the Personality and psychographics (values and life style analysis)				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	L				S					
	CO2		L								
	CO3				L	S	L				
	CO4					S				M	M
	CO5	L		L	L	S					M
	CO6										M
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT I

9

Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

UNIT II

9

Internal Determinants of Buying Behaviour : Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

UNIT III

9

External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures. Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.

UNIT IV

9

Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

UNIT V

9

Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

TOTAL: 45 PERIODS

References:

1. The Howard - Sheth Theory of Buyer Behavior by Jagdish N Sheth, 2020
2. Buyer Personas: How to Gain Insight into your Customer's Expectations, Align your Marketing Strategies, and Win More Business by Adele Revella, 2015
3. The Reign of the Customer: Customer-Centric Approaches to Improving Satisfaction, Book by Claes Fornell, David VanAmburg, and Forrest V. Morgeson III, 2017

P20MBEC72	SALES AND DISTRIBUTION MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Ms.G.Vinothini					
COURSE OUTCOMES (COs)						
CO1	Remember	Find how organization develop and expand customer relationships and find the factors influencing sales personnel				
CO2	Understand	Illustrate various methods of developing, directing, and evaluating sales forces and distribution channels				
CO3	Apply	Apply fundamental concepts involving the selling and buying process with particular emphasis on oral, written, and interpersonal communications including sales force				
CO4	Analyze	Analyze how organisation conceive, produce, and transfer goods and services to points of consumption.				
CO5	Evaluate	Explain Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report				
CO6	Create	Discuss ethical considerations that occur when making sales and sales management decisions. Develop Sales Training Programmes and Discuss critically about the current and future direction of marketing channels.				
Category		Professional Elective (PE)				
Approval						

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10

UNIT I	2	CO1		M				M	M		L	
		CO2		M			S			M		S
		CO3	M		L				M			
		CO4				M	S					
		CO5				M				M		S
		CO6	M				S	M				S
9 Nature of Sales	3	Cate gory		Professional Core (PC)								
	4	Appr oval										

and scope

Management; Setting and Formulating Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans.

UNIT II

9

Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotes for Sales Personnel.

UNIT III

9

Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. An overview of Marketing Channels, their structure, Functions and Relationships.

UNIT IV

9

Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues.

UNIT V

9

Information System and Channel Management; Assessing Performance of Marketing Channels including sales force; International Marketing Channels.

TOTAL: 45 PERIODS

REFERENCES:

1. Sales and Distribution Management by Krishna K. Havaladar and Vasant M. Cavale, McGraw Hill Education, 2017
2. Sales and Distribution Management, 6e by Richard R. Still, Edward W. Cundiff, et al, Pearson, 2017

3. Sales and Distribution Management by Tapan K. Panda and Sunil Sahadev, Oxford Publishing, 2019
4. Sales and Distribution Management, Dr S. L. Gupta, 2018
5. Sales and Distribution Management by A. Nag, McGraw Hill Education. 2017

P20MBEC73	INTERNATIONAL SALES PROMOTION AND BRAND MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by: Ms.Magdalene Peter					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall concepts related to Sales promotion, meaning, definition, importance and Advertising: Its importance and nature				
CO2	Understanding	Describe Sales promotion techniques, Communication model and Basics of Branding: Importance of branding				
CO3	Applying	Implementing Advertising Campaign: Determining advertising message and copy, Headline, body copy, logo, illustration and layout, Basic Branding concepts -Brand personality, brand image, brand identity, brand equity and brand loyalty, Managing Brand Equity and Loyalty, Brand Building in Different Sectors Customers, industrial, retail and service brands				
CO4	Analyzing	Examining Media planning – media selection and scheduling Advertising through Internet Using advertising agencies – selection, compensation, International Advertising: Complexities and issues, Product vs. corporate branding: Major branding decisions. Brand positioning and re-launch; Brand extension; Brand portfolio				
CO5	Evaluating	Appraising Organization and Evaluation of Advertising Efforts: In-house arrangements, Appraisal of advertising agency, Evaluating Advertising Effectiveness, Enhancing brand image through sponsorship and event management and Country-of-origin effects and global branding				

CO6	Creating	Developing international advertising campaign; Advertising of India products abroad, Brand Creation and Development: Identifying and selecting brand name, Building brand personality, image and identity, Communication for branding, Building brands through Internet, Developing International Brands and Pre-requisites and process, Building Indian brands for global markets.
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Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1								S		
	CO2			S				S	S		
	CO3	S	S			S	L	S	S	S	
	CO4	S	S	S	S	S		S	S		S
	CO5		S			S		S	S	S	S
	CO6	S	S	S	S	S		S	S	S	S
3	Cate gory		Professional Core (PC)								
4	Appr oval										

Sales promotion, meaning, definition, importance of sales promotion, sales promotion techniques. Advertising: Its importance and nature; Communication model, Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Media planning – media selection and scheduling Advertising through Internet.

UNIT II

9

Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness International Advertising: Complexities and issues; Developing international advertising campaign; Advertising of India products abroad.

UNIT III

9

Basics of Branding: Importance of branding; Basic Branding concepts -Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. corporate branding: Major branding decisions.

UNIT IV

9

Brand Creation and Development: Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

UNIT V

9

Managing Brand Equity and Loyalty: Brand Building in Different Sectors Customers, industrial, retail and service brands. Building brands through Internet. 8. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

TOTAL: 45 PERIODS

REFERENCE

1. Strategic Brand Management, 3rd Edition, Alexander Chernev, Cerebellum Press, 2020
2. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition 5th Edition, by Kevin Lane Keller, Vanitha Swaminathan, Pearson, 2019
3. Sales Promotion Decision Making by Steve Ogden-Barnes, Business Expert Press, 2016

Sales Promotion and Advertising Management, M. Mishra, Himalaya Publishing House, 2011

P20MBEC74		GLOBAL LEADERSHIP & SKILLS		L	T	P	C
		DEVELOPMENT					
		Total Contact Hours: 45		3	0	0	3
		Course Designed by : Mr.G.Santhosh Kumar					
COURSE OUTCOMES (COs)							
CO1	REMEMBER	Recall the Defining and assessing Leadership, Researching, Servant					
CO2	UNDERSTAND	Compare and contrast local and global leadership skills, Compare and contrast local and global leadership skills and characteristics, Situational, Compare and contrast leadership ethics in different cultural settings					
CO3	APPLY	Apply to Examine the core aspects of diverse organizations, Assessing and applying leadership theories/models – McGregor,Likert’s System.					
CO4	ANALYZE	Classify to Assess the value of the presence of organizational and personal ethics, Exploring and analyzing leadership ethics in different cultural settings, Analyzing leadership and teamwork, within a global context.					
CO5	EVALUATE	Support to Assess the effect of environments and situations on global leadership skills and characteristics, Examining and assessing leadership ethics, Examine the core aspects of global/international/multicultural organizational cultures,					
CO6	CREATE	Create the Participatory/Shared, Assess the future of leadership within a global/international/ multicultural environment.					
Category		Professional Elective (PE)					
Approval							

Defining and assessing Leadership -Compare and contrast local and global leadership skills and

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	L				M	M		M		M
2	CO2		M	M			M	S			
3	CO3					M			M	M	M
4	CO4				S			S		M	
5	CO5		M		S			S			
6	CO6	L		M							
3	Cate gory		Professional Elective (PE)								
4	App rova l										

characteristics - Assess the effect of environments and situations on global leadership skills and characteristics.

UNIT II

9

Researching, assessing and applying leadership theories/models – McGregor, Likert's System, Situational, Servant, Participatory/Shared

UNIT III

9

Examining and assessing leadership ethics - Compare and contrast leadership ethics in different cultural settings - Assess the value of the presence of organizational and personal ethics

UNIT IV

9

Exploring and analyzing leadership ethics in different cultural settings - Examine the core aspects of global/international/multicultural organizational cultures -Examine the core aspects of diverse organizations

UNIT V

9

Analyzing leadership and teamwork, within a global context. - Assess the core characteristics of a global/international/multicultural team - Assessing and applying conflict management within a global context - Assess the future of leadership within a global/international/ multicultural environment

TOTAL: 45 PERIODS

REFERENCES

1. Leadership: Theory and Practice 8th Edition, Peter G. Northouse, SAGE Publications, Inc, 2018
 2. Conscious Leadership: Elevating Humanity Through Business, John Mackey, Steve McIntosh, Portfolio, 2020
 3. Leadership: In Turbulent Times, Doris Kearns Goodwin, Simon & Schuster, 2019
- Global Leadership (Global HRM) 3rd Edition, Mark E. Mendenhall (Editor), Joyce Osland (Editor), Allan Bird (Editor), Gary R. Oddou, 2017

P20MBEC75		INTERNATIONAL BUSINESS LAW	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Dr.J.Pavithra				
COURSE OUTCOMES (COs)						
CO1	Remember	Define- Law in the Business Context, Business Ethics –Meaning – Importance, Importance ,nature and scope of International business, International Business contract – Legal provisions; Payment terms; International sales agreements, provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs				
CO2	Understand	Restate- National, Regional and International Contract, Corporate Crime, Identifying ethical dilemmas - resolving ethical dilemmas, Understanding Corporate Governance Employees and Business Ethics, Contract of Enforcement and Dispute Settlement Competition Law: National and International Dimensions. Consumer Law; National and International Dimension				
CO3	Apply	Use- Product Liability, Consumer and Business Ethics and Corporate Social Responsibility, International conventions and trade law; Code and common laws and their implications to business				
CO4	Analyze	Categorize-Tools and techniques of Business Ethics Management, Rights and duties of agents and distributors. International Commercial Arbitration and Enforcement of Foreign Awards				
CO5	Evaluate	Appraise- International contract law Agency Tort, internationalization process and managerial implications, Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO				
CO6	Evaluate	Judge- modes of entry into International Business, International Business: Nature and complexities				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S	S			M				M	
	CO2		S		M		S	M			S

	CO3			L			S	M			S
	CO4		S					M	L	M	
	CO5	S					S				S
	CO6		S		M				L		
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I **9**

Law in the Business Context – National, Regional and International Contract ,International contract law Agency Tort ,Product Liability, Corporate Crime

UNIT II **9**

Introducing Business Ethics –Meaning – Importance. Identifying ethical dilemmas - resolving ethical dilemmas - Tools and techniques of Business Ethics Management - Contextualization of Business Ethics . Understanding Corporate Governance Employees and Business Ethics, Consumer and Business Ethics and Corporate Social Responsibility.

UNIT III **9**

Introduction to International Business: Importance ,nature and scope of International business; modes of entry into International Business - internationalization process and managerial implications.

UNIT IV **9**

Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors.

UNIT V **9**

Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards. Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs. Competition

Law: National and International Dimensions. 8. Consumer Law; National and International Dimension.

TOTAL: 45 PERIODS

REFERENCES

1. Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.
2. Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.
3. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.
4. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
5. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000

Weblink:

1. <https://www.icsi.edu/docs/webmodules/.../9.5%20International%20Business.pdf>

P20MBEC76	CROSS CULTURAL MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Mr.C.Gowtham Chakravarthy				

COURSE OUTCOMES (COs)	
CO1	Demonstrate understanding of culture and cultural differences in the workplace, identify the desirable competencies for an effective global manager, demonstrate cultural sensitivity and emotional intelligence in business and the workplace.
CO2	Understanding of the changing global business environment, emerging business and cross cultural issues, and implications for management. Understand differences in cross cultural leadership styles and adaptability to cultural contexts.
CO3	Apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal and technological).
CO4	Analyse cultural differences, conduct comparative analyses and consider the impact on global business organisations and present a range of cultural arguments concerning the need for corporate and social responsibility and ethical behaviour in business, and be able to incorporate the UN Sustainable Goals in local and global business contexts.
CO5	Evaluate and communicate information reflective of negotiation and management formats and in cross cultural contexts. Incorporate theories, concepts and models relevant to the global and cultural context of an international business issue or case.
CO6	Discuss the main theories in cross-cultural management, analyse existing research around the theoretical constructs and argue the validity of the extant literature; communicate effectively in oral and written forms about cross cultural management using appropriate concepts, logic and rhetorical conventions.
Category	Professional Elective (PE)
Approval	

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1			S			S		S		
	CO2			S			S	S	S		S
	CO3	S	S	S		S	S	S	S	S	S

	CO4			S	M	S	S	S	S		
	CO5	S	S		M	S			S	S	
	CO6			S			S	S	S		
3	Category	Fundamental Core (FC)									
4	Approval										

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture& its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [Managers, Employees, share holders, suppliers, customers and others] – An Analytical frame work.

UNIT II

9

Culture and Global Management: Global Business Scenario and Role of Culture – A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT III

9

Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills& Knowledge Base – Overview with two illustrations from multi cultural contexts[India – Europe/ India – US settings, for instance]; International and Global Business Operations – Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT IV

9

Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel[individuals and teams included]

UNIT V

9

Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New

Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of on going Improvement.

TOTAL: 45 PERIODS

REFERENCES

1. Cross-cultural Management: An Introduction, David C. Thomas, J. H. Kerr Inkson, Sage Pubns, 2020
2. Understanding Cross-Cultural Management, Marie-Joelle Browaeys, Pearson, 2019
3. Cross Cultural Management: Concepts and Cases, Madhavan, Oxford University Press, 2016
4. Managing Cross-Cultural Communication: Principles and Practic, Barry Maude, Palgrave Macmillan, 2016
5. Critical Issues in Cross Cultural Management, Jessica L. Wildman, Springer, 2016

P20MBEC77		INTERNATIONAL BUSINESS	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Mr K.Vigneshwar				
COURSE OUTCOMES (COs)						
CO1	Remember	RecallConcept of globalization, Drivers and Barriers of Global Business, Motives for International Business Expansion, Introduction to theories of International Trade - Adam Smith, Ricardo and Ohlin & Heckler, Forces, International economic institutions under the UN system: World Bank Group, IMF, UNCTAD, WIPO, UNIDO, ADB, and UN-ESCA, International commodity agreements Strategic compulsions, International Code of contact and Ethics: Ethical Issues in International firms – Employment Practices.				
CO2	Understand	Summarize Concept of International Business -Advantages, Global business expansion strategy for emerging market companies, Nature of International Business Environment - Political environment & Legal Environment, Technology – Cultural Environment, Cultural orientation in international business. Significance of culture in international business decisions, Foreign Investment: Types and Theories of Foreign Investment; Foreign Investment Flows and Barriers				
CO3	Apply	Choose International economic institutions and agreements – WTO, UNCAD, IMF, World Bank, Generalized system of preferences, GSTP, Scale of operations- cost of production – Make or Buy decisions – global supply chain issues, sources of fund				
CO4	Analyze	Categorize Country Classifications – Economic Trade Policies, Concept of culture and its constituents, comparisons of cross-cultural behavior				
CO5	Evaluate	Compare International Economic Environment: World economic and trading situation, Exchange –rate risk and management – strategic orientation, Difference between Foreign Direct Investment & Foreign Institutional Investment (FDI vs FII)				
CO6	Evaluate	Strategy for Managing Business in the Globalization era, Promotion of global business, Ethical issues in international business – Ethical decision-making.				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S				S		S	S	S	
	CO2		M	S		S			S		
	CO3			S	M	S			S		
	CO4	S			M			S		S	M
	CO5		M	S	M			S			M
	CO6	S				S				S	M
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Globalization and International Business 9 Hours

Introduction - Concept of globalization, Drivers and Barriers of Global Business - Kenchi Ohmae Model of borderless world, Factors influencing globalization, Global business expansion strategy for emerging market companies, Concept of International Business, Motives for International Business Expansion, Strategy for Managing Business in the Globalization era.

UNIT II Theories of International Trade 9 Hours

Introduction to theories of International Trade - Adam Smith, Ricardo and Ohlin & Heckler, Nature of International Business Environment: Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies

UNIT III Institutional Framework for International Business 9 Hours

International economic institutions under the UN system: World BankGroup, IMF, UNCTAD, WIPO, UNIDO, ADB, and UN-ESCAPetcInternational Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCAD, IMF, World Bank; Generalized system of preferences, GSTP; International commodity agreements.

UNIT IV International Cultural Environment**9 Hours**

Meaning and Importance of the culture of a society. Concept of culture and its constituents, comparisons of cross-cultural behavior, cultural orientation in international business. Significance of culture in international business decisions

UNIT V FDI & Ethics in International Business**9 Hours**

Foreign Investment: Capital flows – Types and Theories of Foreign Investment; Foreign Investment Flows And Barriers.- Difference between Foreign Direct Investment & Foreign Institutional Investment (FDI vs FII); International Code of conduct and Ethics: Ethical Issues in International firms – Employment Practices, Human Rights, Environmental regulations, Corruption and Moral Obligations of multinational companies .

Suggested Readings:

1. Sumati Varma. (2013). International Business (1st edi), Pearson.
2. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, New Delhi.
3. Warren J. Keegan. (2010). Global Marketing Management (9th edi), Prentice Hall of India, New Delhi.
4. Aswathappa, INTERNATIONAL BUSINESS, Tata Mc Graw Hill publications, New Delhi.
5. Bhattacharya.B, GOING INTERNATIONAL RESPONSE STRATEGIES FOR INDIAN SECTOR, Wheeler Publishing Co, New Delhi
6. Rakesh Mohan Joshi. (2011). International Business, Oxford University Press, New Delhi.

P20MBEC78		GLOBAL BUSINESS STRATEGY	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Dr.A.Geetha				
COURSE OUTCOMES (COs)						
CO1	Remember	List Importance of global business strategy, Institutions, cultures and ethical issues at global level. Introduction to International Strategy Business level Strategies: The Entrepreneurial firms, Globalization and Business Ethics: International Business issues				
CO2	Understand	Classify Impact of globalization Global business Environment, Internal analysis: Leveraging resources and capability, Key Global issues for Business, Corporate Governance is a prerequisite for Globalization				
CO3	Apply	Use Theories of international strategy. Nati Strategic Thinking: The rise of the multinationals on based strategies, Strategic Thinking: The rise of the multinationals, External environment, Industrial environment, Networks, Partnership and cooperation, Managing Across continents and global management of change				
CO4	Analyze	Survey Competing in technological environment, Managing Knowledge, National and regional economic development strategies, Global Compact, Whistle Blowing. Global Code of Conduct				

CO5	Evaluate	Judge Challenges and opportunities of Global business environment International Diversification, Acquisitions, Restructuring, International Strategic alliance
CO6	Evaluate	Compare Competitive environment analysis, Global competitive dynamics Corporate level strategies, Innovations and Competitive advantage

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S		S	M			M			
	CO2		S			S				M	
	CO3	S	S					M			S
	CO4			S		S			S		S
	CO5		S	S		S			S	M	
	CO6	S			M				S		
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Introduction to global business strategy 9 Hours

Introduction: meaning, Importance of global business strategy, Institutions, cultures and ethical issues at global level. Introduction to International Strategy: Theories of international strategy. Nation based strategies. Strategic Thinking: The rise of the multinationals. Impact of globalization.

UNIT II Global business Environment 9 Hours

Global business Environment: Internal analysis: Leveraging resources and capability, External environment, Industrial environment and competitive environment analysis. Challenges and opportunities of Global business environment.

UNIT III Business level Strategies 9 Hours

Business level Strategies: The Entrepreneurial firms, foreign market entries, Global competitive dynamics Corporate level strategies: International Diversification, Acquisitions, Restructuring, International Strategic alliances and networks, Partnership and cooperation.

UNIT IV Global strategic Innovations

9 Hours

Global strategic Innovations: Innovations and Competitive advantage, competing in technological environment, Managing Knowledge, National and regional economic development strategies, Managing Across continents and global management of change

UNIT V Global strategic Innovations

9 Hours

Globalization and Business Ethics: International Business issues, Key Global issues for Business, Corporate Governance is a prerequisite for Globalization, Global Compact, Whistle Blowing. Global Code of Conduct.

Suggested Readings:

7. J HeorgeGrynas and lamelMellahi, ‘Global Strategic Management’ Oxford publications.
8. Hill and Jones, ‘ An Integrated approach to strategic Management’ Cengage publications
9. Phillipe Lasserre, ‘ Global strategic management’ Palgrave Macmillan
10. Jedrzej George Frynas and Kamel Mellahi, ‘ Global Strategic Management’, OUP Oxford publications

P20MBEC79	E COMMERCE	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic Management in UG level				
	Course Designed by: Dr.D.Arun Kumar				
COURSE OUTCOMES (COs)					

CO1	Remember	Identify Goals of E- Commerce Difference between E-Commerce and E- Business Models of E- Commerce - Limitations and Advantages of E-Commerce, Electronic Transactions Today -Commercial Transactions - Establishing Trust, Online Commerce Options - Functions and Features, Customer Protection, Client Application - Selling through CyberCash, Servers and Commercial Environments - Payment Methods- On-Line Payment Systems, Pre-Paid e-Payment System, MPaid, e-Payment System									
CO2	Understand	CO1	CO2	CO3	CO4	CO5	CO6	CO7	CO8	CO9	CO10
	2	CO1	CO2	CO3	CO4	CO5	CO6	CO7	CO8	CO9	CO10
CO3	Apply	CO2	CO3	CO4	CO5	CO6	CO7	CO8	CO9	CO10	
		CO3	CO4	CO5	CO6	CO7	CO8	CO9	CO10		
CO4	Analyze	CO4	CO5	CO6	CO7	CO8	CO9	CO10			
		CO5	CO6	CO7	CO8	CO9	CO10				
CO5	Evaluate	CO6	CO7	CO8	CO9	CO10					
	3	Category									
CO6	Create										

UNIT I Overview of Ecommerce

9 Hours

Overview of Ecommerce: Internet, Intranet, Extranet, Definition, Goals of E- Commerce Difference between E-Commerce and E- Business Models of E- Commerce -Limitations and Advantages of E-Commerce -Networks and Commercial Transactions - Internet and Other Novelties - Electronic Transactions Today -Commercial Transactions - Establishing Trust - Internet Environment - Internet Advantage - World Wide Web.

UNIT II E Commerce Securities

9 Hours

Firewalls, Electronic Market / e- shop ,Introduction to security, Types of Securities ,Security Tools, Network Security – E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

UNIT III Traditional Transactions

9 Hours

Traditional Transactions: Updating - Offline and Online Transactions - Secure Web Servers - Required Facilities - Digital Currencies and Payment Systems - Protocols for the Public Transport - Security Protocols - SET – Credit Card Business Basics.

UNIT IV Online Commerce Options

9 Hours

Online Commerce Options - Functions and Features - Payment Systems: Overview of the Electronic payment Technology, Electronic, Digital and Virtual Internet Payment System - Account Setup and Costs - Virtual Transaction Process - InfoHaus - Security Considerations – CyberCash: Model - Security - Customer Protection - Client Application - Selling through CyberCash

UNIT V Servers and Commercial Environments

9 Hours

Servers and Commercial Environments - Payment Methods- Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System.- Server Market Orientation - Netscape Commerce Server - Microsoft Internet Servers - Digital Currencies - DigiCash - Using E-Cash – E-Cash Client Software and Implementation - Smart Cards.

Suggested Readings:

1. Jeffrey F.Rayport and Bernard J. Jaworski - Introduction to E-Commerce, 2nd Edition, Tata Mc-Graw Hill
2. Reenstein - Electronic Commerce, Tata Mc-Graw Hill Pvt., Ltd., 2000
3. Bharat Bhaskar: Electronic Commerce , Tata MC- Graw Hill, New Delhi, 2003
4. Pete Loshin, Pal Murphy Electronic Commerce- Online Ordering and Digital Money, 2nd Edition, Charles

VII - HOSPITAL & HEALTH CARE

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC80	PE	Hospital & Health Care Policy & Planning
2.	P20MBEC81	PE	Hospital Management & Management Theory
3.	P20MBEC82	PE	Quality Assurance and Management in Hospitals
4.	P20MBEC83	PE	Risk Management & Health Insurance
5.	P20MBEC84	PE	Legal framework for Hospitals
6.	P20MBEC85	PE	Health Economics
7.	P20MBEC86	PE	Health Insurance and Medical Tourism
8.	P20MBEC87	PE	Marketing of Hospital Services
9.	P20MBEC88	PE	Global Health Scenario

P20MBEC80	HOSPITAL & HEALTH CARE POLICY & PLANNING		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by :Mr Gowtham Aashirwad Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Remember the Health & Medical care policy, Historical perspectives,				
CO2	Understanding	Summarize the Health for whom - delivered by whom, -Decision making in health care An analytical approach to health sector reform, The health policy goals, Proces structure and functions of planning,				
CO3	Applying	Apply SWOT analysis -The Planning Process -community involvement & peopl participation in planning.				
CO4	Analyzing	Analyse the causes & consequences of reforms, comprehensive policy analysis, data needs and preconditions-Various models of health sector, The policy environment & consequences of reforms, Management analysis-Health systems research in relation to planning, Nature of quality, Traditional methods in the management of quality				
CO5	Evaluating	Evaluate Health & hospital services programme evaluation				
CO6	Creating	Create policy formulation.Framework for newer health care policy settlements, Developments in managing health/medical care quality-Variants of audit				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	L									
	CO2		L	L		S	L		L		
	CO3	L			M	S					S
	CO4				M	S				M	S
	CO5					S					S
	CO6										S
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT I ISSUES, THEORIES & CONCEPTS IN POLICY FORMULATION 9

Introduction to Health & Medical care policy - ends & means-Health for whom - delivered by whom-Decision making in health care - process of policy formulation.

UNIT II HOSPITAL AND HEALTH SECTOR REFORMS 9

Introduction to causes & consequences of reforms-An analytical approach to health sector reforms-comprehensive policy analysis, data needs and preconditions-Various models of health sector

UNIT III NATIONAL HEALTH POLICY & FUTURE AGENDA 9

Historical perspectives-The health policy goals-The policy environment & consequences of reforms-Framework for newer health care policy settlements

UNIT IV INTEGRATION OF PLANNING WITH ACTION 9

Process, structure and functions of planning- Management analysis-Health systems research in relation to planning-Health & hospital services programme evaluation-SWOT analysis -The Planning Process -community involvement & people participation in planning.

UNIT V MEDICAL AND CLINICAL AUDIT - TOWARDS QUALITY 9

Nature of quality-Traditional methods in the management of quality-Developments in managing health/medical care quality-Variants of audit

TOTAL: 45 PERIODS

REFERENCES:

1. Peter M Ginter, W. Jack Duncan, Linda E Swayne,'Strategic Management of health care organization'8th edition,Wiley,2017
2. Gupta,'Hospital Administration and Management: A comprehensive guide', Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016
3. Eric N.Berkonitz, 'Essentials of Health care Marketing' 4th edition, JB learning,2017.
4. Vora, 'Hospital management from service sector perspective' Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016.

Policies and Programmes of Health Care System and Hospital Administration, S.L. Goel, 2010

P20MBEC81		HOSPITAL MANAGEMENT & MANAGEMENT THEORY	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Mr K.Shree Balaji				
COURSE OUTCOMES (COs)						
CO1	Remember	Define- Management and Organizations, Characteristics Challenges History of Medicine-Healthcare Revolution, Governing Board, Executive Board and Advisory Board, Health Insurance and Managed Care				
CO2	Understand	Explain- Management Role, nature of management process, managerial functions - planning organizing, staffing, directing, coordinating and controlling, Medical Administration Nursing Administration and Hospital Administration				
CO3	Apply	Prepare- Management process and functions, Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization, Accreditation- Tele health-Health Tourism, Biomedical waste management and handling- rule- collection – Transportation and disposal				

CO4	Analyze	Categorize- Levels of Managers and Management Skills, Services- Classification of Service Organization, Dimensions of Health- Indicators of Health Types of Healthcare Organizations, Radio-active waste handling – Liquid, metals, chemicals and drug wastes.Hospital hazards
CO5	Evaluate	Compare- Classical School- Behaviour School-Management Science School, Application of managerial functions to health care organizations, Composition of Health Sector- Types of Care Pyramidal Structure of Health Services
CO6	Create	Design- Middle Level Managers in Hospital and their Responsibilities, Disaster Management - Hospital Wastes Management

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	M				M	M		S	S	
	CO2		M		S			M	S		S
	CO3	M		S			M			S	
	CO4		M		S			M			S
	CO5			S		M			S	S	S
	CO6			S	S						S
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Management Concepts and Theories

9 Hours

Management and Organizations - Management Role- Levels of Managers and Management Skills - Classical School- Behaviour School-Management Science School.

UNIT II Management functions

9 Hours

Management process and functions, nature of management process and managerial functions - planning, organizing, staffing, directing, coordinating and controlling. Application of managerial functions to health care organizations.

UNIT III Services, Health and Hospitals

9 Hours

Services- Classification of Service Organization- Characteristics Challenges History of Medicine- Healthcare Revolution-Health. Dimensions of Health- Indicators of Health Types of Healthcare Organizations- Composition of Health Sector- Types of Care Pyramidal Structure of Health Services- Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization.

UNIT IV Hospital Management: Levels and Roles

9 Hours

Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities.

UNIT V Hospital hazards &Current Issues in Healthcare

9 Hours

Accreditation- Tele health-Health Tourism- Health Insurance and Managed Care -Disaster Management - Hospital Wastes Management -Biomedical waste management and handling- rule-collection – Transportation and disposal – Radio-active waste handling – Liquid, metals, chemicals and drug wastes.Hospital hazards

Suggested Readings:

1. Peter M Ginter, W. Jack Duncan, Linda E Swayne, 'Strategic Management of health care organization' 8th edition, Wiley, 2017
2. Gupta, 'Hospital Administration and Management: A comprehensive guide', Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2016
3. Elaine La Monica, 'Management in Health Care', Macmillan Press Ltd, London, 2010
4. J.E. Park and K. Park, 'Textbook of Preventive and Social Medicine' (M/S Banarsidas Bhanot Publishers, Jabalpur, 2011
5. B.M. Sakharkar, Principles of Hospital Administration and Planning ,Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2009.
6. C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2009.

P20MBEC82	QUALITY ASSURANCE AND MANAGEMENT HOSPITALS		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by :Mr Gowtham Aashirwad Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall Craftmanship Concept, Total Quality Control, Introduction to SPC & SQC Models-Quality Control Tools				
CO2	Understanding	Understand ISO 9000-Florence Nightingale & her quality improvement model for health care in 1854, Adopting ‘5S technique’ for quality in housekeeping & support services				
CO3	Analyze	AnalyzeQuality Assurance in Hospitals, Quality and Patient orientation for total patient satisfaction ,				
CO4	Analyze	Analyze-Six Sigma-Process approach to Quality Management- Process flow Diagrams, Identification of different processes / functions, Critical Elements of Process Control-Process Control Options and Growth,				
CO5	Evaluate	Evaluate Diagnostic services-Nursing service-Housekeeping- Blood bank-Pharmacy- OPD- Surgery- ICU- Canteen- Hospital stores				
CO6	Create	Create Standard Operating Procedures (SOP’s)-Preventive Action for Hospital Management processes, -Implementing ISO 9001:2000 Quality Management System Standards in Hospitals –Need, Process, Benefits				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	L									
	CO2		L			S	L				
	CO3				L						M
	CO4				L	S					
	CO5			L					M		M
	CO6										M
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT I EVOLUTION OF QUALITY MANAGEMENT

9

Craftsmanship concept-Total Quality Control-ISO 9000-Florence Nightingale & her quality improvement model for health care in 1854.-Six Sigma-Process approach to Quality Management-Process flow Diagrams.

UNIT II PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS 9

Identification of different processes / functions-Diagnostic services-Nursing service-Housekeeping- Blood bank- Pharmacy- OPD- Surgery- ICU- Canteen- Hospital stores

Critical Elements of Process Control-Process Control Options and Growth- Introduction to SPC & SQC Models-Quality Control Tools

Quality Assurance in Hospitals-Preparation of Standard Operating Procedures (SOP's)-Preventive Action for Hospital Management processes

Quality and Patient orientation for total patient satisfaction –Adopting ‘5S technique’ for quality in housekeeping & support services-Implementing ISO 9001:2000 Quality Management System Standards in Hospitals –Need, Process, Benefits

REFERENCES:

1. HOSPITAL MANAGEMENT AND ADMINISTRATION PRINCIPLES AND PRACTICE INCLUDING LAW (HB 2018) by SUBRAHMANYAM B.V
2. Hospital Management, Mario De Souza, 2018
3. Langabeer, 'Health care operations Management', JB Learning, 2015
4. Essentials For Hospital Support Services And Physical Infrastructure by Madhuri Sharma, Jaypee publishers, 2010
5. Joshi SK, 'Hospital Administration' Jaypee Publishers, 2009
6. Opportunities in Hospitals & Healthcare Administrations by Pradeep Bhardwaj, Jaypee publishers, 2008.
7. Dr Girdhar J Gyani, 'Handbook of health care quality and patient safety', Jaypee Publishers, 2014
8. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India, 2010.
9. Hospital Operations Management – Compiled by Mahalingam A.
10. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Response Books, New Delhi, 2009
11. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007.

P20MBEC83		RISK MANAGEMENT & HEALTH INSURANCE	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Mr K.Shree Balaji				
COURSE OUTCOMES (COs)						
CO1	Remember	List Introduction to Risk and Insurance, Regulation of Insurance & IRDA, The concept of managing Disaster				
CO2	Understand	Explain Principles of Insurance, Principles of Health Insurance, Actuarial Principles Principles of Ratemaking, Principles of Reinsurance, Planning Process involved in Disaster management				
CO3	Apply	Choose Selection and Implementation of risk management Techniques, Claim-Third Party Administration, Reinsurance Markets				
CO4	Analyze	Distinguish Risk Management Techniques, Health Insurance Products-Group Insurance Products, Types of Reinsurance				
CO5	Evaluate	Compare Risk Identification and Risk Evaluation, Data Required for Ratemaking, Underwriting and its Considerations, Natural disaster				
CO6	Evaluate	Appraise Risk Assessment, Casualty and Property Reinsurance, Issues of Manmade Disaster				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S					S	M	M		
	CO2	S			S					M	
	CO3		M	M				M			M
	CO4					L	S		M		
	CO5		M	M	S						M
	CO6	S					S			M	

3	Category		Fundamental Core (FC)
4	Approval		

Introduction to Risk and Insurance-Risk Identification and Risk Evaluation-Risk Management Techniques-Principles of Insurance -Selection and Implementation of risk management Techniques

UNIT II INSURANCE LAW AND REGULATION 9

Insurance Laws-Regulation of Insurance & IRDA-Principles of Health Insurance-Health Insurance Products-Group Insurance Products-Risk Assessment

UNIT III CLAIMS MANAGEMENT 9

Claims Management-Third Party Administration--Actuarial Principles-Principles of Ratemaking-Data Required for Ratemaking

UNIT IV REINSURANCE 9

Principles of Reinsurance-Types of Reinsurance-Casualty and Property Reinsurance-Reinsurance Markets-Underwriting and its Considerations

UNIT V DISASTER MANAGEMENT 9

The concept of managing Disaster-Issues of Manmade and Natural disaster-Planning Process involved in Disaster management.

TOTAL: 45 PERIODS

References:

1. Rajiv Jain and Rakhi Biswas - Insurance Law & Practice - Vidhi Publishers, Delhi – 1st edition 2001, revised 2006.
2. Shailendra K. Singh - Safety & Risk Management - Mittal Publishers – 1998.
3. J. H. Diwan - Safety, Security & Risk Management – Mittal Publishers – 1998.
4. Stephen Ayres & Garmvik – Holbook and Shoemaker - Text Book of critical care – Andhra University.
5. Kenneth Black, Herald. D - Life and Health insurance (13th Edition) — U.K. Open University Press – Sep 17, 1999

P20MBEC84	Legal Framework for Hospitals	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite:				
	Course Designed by : Dr.J.Pavithra				

COURSE OUTCOMES (COs)		
CO1	Remember	List the Code, Duties of Physician to their patients, Duties of Physician to the profession at large, -Duties of Physician to the profession in consultation, Duties of Physician to the profession to the public
CO2	Understand	Summarize the Indication or Grounds of MTP, Requirements for MTP-Complications of MTP, The Pre Natal Diagnostic Techniques Act 1994, Definition-Precautions, Importance of Death Certificate, Introduction & Legal Procedure, Impotence, Sterility, Medico Legal aspects of Psychiatric & mental Health-Toxicology
CO3	Apply	Organize the Disciplinary action, Procedure of Recording, Medical ethics, Patient's rights & provider's responsibility, Organ Transplantation Act, Tamil Nadu Clinics Act
CO4	Analyze	Select the Determination of Sex prohibited, Death Certificate-Precautions while issuing death certificate
CO5	Evaluate	Criticize the Doctor and Criminal Abortion, Contents of Death Certificate
CO6	Evaluate	Compare the Medical Malpractice-Management of Medical Malpractice

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S		L			S	S			
	CO2	S	M			S	S			S	
	CO3				L	S		S			
	CO4				L	S			L	S	L
	CO5						S	S			
	CO6				L		S			S	
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT II THE MEDICAL TERMINATION OF PREGNANCY ACT 1971 9

UNIT III DYING DECLARATION 9

UNIT IV MEDICAL JURISPRUDENCE 9

UNIT V MEDICO LEGAL ASPECTS 9

TOTAL: 45 PERIODS

1. N.D. Kapoor - Elements of Mercantile Law - Sultan Chand & Sons, New Delhi – 2003.
2. E. Venkatesan - Hand Book of Mercantile Law - M. L. J. Publications.
3. Bulchandai K. R. - Industrial Law - Himalaya Publishing House

P20MBEC85	Health Economics	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite:				

		Course Designed by : Mr K.Vigneshwar
COURSE OUTCOMES (COs)		
CO1	Remember	List the Managerial economics- introduction, scope, relevance, hospital resource issues, Health Care Markets: An Introduction : Main Problems in the Market for Health Care, Health Care and Economic Basics, Role of WHO; Health Policy of India, nature of claims from various classes of insurance, role of Third Party Administrators , Economic and financial management of Health Insurance
CO2	Understand	Recognize the Determinants of market demand, law of demand, demand curve, Demand-Side Considerations: Demand for Health and Health Care, Market for Health Insurance, Supply-Side Considerations: Managed Care, Health Care Professionals, Hospital Services, Operations in Health Insurance: Introduction to Claims management, significance of claims settlement
CO3	Apply	Apply the Health and the Economy Substance Abuse; Complex Emergencies; Nutrition; Reproductive Health , Co- operation in Global health
CO4	Analyze	Compare the Demand Analysis, Analyzing Health Care Markets
CO5	Evaluate	Judge the demand forecasting, purpose, methods, criteria for a good forecasting method, consumer durable goods, capital goods, Evaluation of Large Scale Health Program Malaria, Dengue
CO6	Evaluate	Discuss the Confounding Factors Public Policy in Medical Care: Policies to Enhance Access, Policies to Contain Costs, Medical Care Systems Worldwide

Unit – I

9

Managerial economics – introduction – scope – relevance – hospital resource issues

Demand Analysis – demand forecasting – purpose – methods – criteria for a good forecasting

method – consumer durable goods – capital goods – determinants of market demand – law of demand – demand curve.

Unit II

9

Health Care Markets: An Introduction : Main Problems in the Market for Health Care, Health Care and Economic Basics, Analyzing Health Care Markets. Demand-Side Considerations: Demand for Health and Health Care, Market for Health Insurance

Unit III

9

Supply-Side Considerations: Managed Care, Health Care Professionals, Hospital Services, Confounding Factors Public Policy in Medical Care: Policies to Enhance Access, Policies to Contain Costs, Medical Care Systems Worldwide, Role of WHO; Health Policy of India.

Unit IV

9

Operations in Health Insurance: Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators - Economic and financial management of Health Insurance

Unit V

9

Health and the Economy Substance Abuse; Complex Emergencies; Nutrition; Reproductive Health - Co operation in Global health - Evaluation of Large Scale Health Program Malaria, Dengue

TOTAL HOURS: 45

References

1. James W. Henderson (2005), Health Economics and Policy; Thomson-South Western.
2. Culyer, A.J. and J.P. Newhouse (eds), Handbook of Health Economics, Amsterdam,

North-Holland Publishers.

3. Sachs Jeffrey and Brundtland Gro Harlem (2001), Macroeconomics and Health:

Investing in Health for Economic Development, Geneva

P20MBEC86		Health Insurance & Medical Tourism	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Ms.Beena				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the international and Indian scenario and the principle and concepts of health insurance and its products				
CO2	Understand	Classify the product design of health insurance and group insurance, understand the nature of claims in insurance and the role of the third-party administrators.				
CO3	Apply	Apply the current trends and availability source of information technology in insurance				
CO4	Analyze	Analyze the different elements of insurance market and the uniqueness of insurance markets and its ethical issues.				
CO5	Evaluate	Evaluate the distribution channels for selling insurance and role of regulatory authority in supervising promotional activities				
CO6	Create	Construct the legal framework and documentation of insurance				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S			S			S	M	
	CO2	S			M			M		M	
	CO3		S			S		M	S		
	CO4	S			M				S		S
	CO5		S	L		S			S		S
	CO6	S	S			S		M			S
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT – I: INTRODUCTION

9

History of Health Insurance - Principles of Health Insurance - Health Insurance Products - Group Insurance Products - Product design - Development and Evaluation - Current trends in Health Insurance - International and Indian scenario - Concepts of insurance: life and non-life.

UNIT II: OPERATIONS IN HEALTH INSURANCE

9

Introduction to Claims management - Significance of claims settlement - Nature of claims from various classes of insurance - Role of Third Party Administrators.

UNIT III: HEALTH INSURANCE MANAGEMENT

9

Economic and financial management of Health Insurance - Risk assessment - Underwriting and premium setting - Tax planning.

UNIT IV: MARKETING AND SERVICING OF HEALTH INSURANCE 9

Different elements of insurance marketing -Uniqueness of insurance markets – Distribution Channels for selling insurance: Role of regulatory authority in supervising promotional activities.

UNIT V: I.T APPLICATIONS AND LEGAL FRAMEWORK IN HEALTH INSURANCE 9

Information Technology and Insurance - Legal framework and documentation – Ethical issues.

TOTAL: 45 PERIODS

References:

1. Kenneth Black, Jr. Harold D. Skipper, Jr, Life and Health Insurance, thirteenth edition, Pearson Education Pte. Ltd., Delhi, 2003.
2. Board of editors, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004.
3. U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.

Journals:

1. Insurance Chronicle, ICFAI Publications, Hyderabad. .
2. The Insurance Times, Kolkata, India, Website: www.prgindia.com.
3. Insurance Management - Dave
4. National Insurance - Monographs on Insurance Management
5. IRDA Guidelines on Health Insurance – Govt. of India

P20MBEC87		Marketing of Hospital Services	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Marketing and healthcare services in UG level				
		Course Designed by: Shree Balaji K				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the services in modern economy and the difference in goods versus services and blue printing services				
CO2	Understand	Identify the classification of service and reasons for growth in service sector, service triangle, purchase process and understanding CRM, identifying and classifying supplementary services				
CO3	Apply	Develop the search for customer loyalty and CRM systems and new service development, branding communication, Distribution in a service context and options for service delivery				
CO4	Analyze	Analyze the objectives and foundations for setting prices and branding service products and the methods of service pricing, challenges and opportunities in communicating services to measuring and improving service quality				
CO5	Evaluate	Compare the customer’s interaction with service operations on needs and expectations and difficulty in evaluation of services in decisions about place and time and fluctuations in demand for services				
CO6	Create	Create the Service process redesign and deliver the planning & generating services and integrating service quality and productivity strategies in business system and revenue management.				

UNIT – I: UNDERSTANDING SERVICE MARKETING

9

Introduction - Services in modern economy - Classification of services - Differences in goods versus services - Reasons for growth in services sector - Services triangle.

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		S			S		S			
	CO2	M			S		L		S	M	
	CO3		S			S		S	S		
	CO4		S		S	S		S			L
	CO5	M		L		S		S	S		
	CO6		S		S				S	M	
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT II: CONSUMER BEHAVIOR IN SERVICES

9

Customer's interact with service operations - Purchase process - Customers' needs and expectations - Difficulty in evaluation of services - Service business system - The search for customer loyalty - Understanding CRM – CRM systems.

UNIT III: SERVICE PRODUCT AND REVENUE MANAGEMENT

9

Planning and creating services – Identifying and classifying supplementary services - Branding service products - New service development, Objectives and foundations for setting prices - Methods of service pricing - Revenue management.

UNIT IV: COMMUNICATION MIX & SERVICE DISTRIBUTION

9

Challenges and opportunities in communicating services - Objectives for marketing communications - Branding and Communications - Distribution in a service context - Options for service delivery – Decisions about place and time - Service delivery in cyberspace.

UNIT V: MANAGING SERVICE DELIVERY PROCESS AND SERVICE QUALITY

9

Blue printing services –Service Process Redesign - The customer as co-producer - Fluctuations in demand for services - Integrating service quality and productivity strategies - Measuring and improving service quality.

TOTAL: 45 PERIODS

References:

1. Services Marketing-People, technology and strategy by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Pearson education, 2006.
2. Services Marketing by K.Rama Mohana Rao, Pearson education, 2005.
3. Services Marketing-Integrating customer focus across the firm by Valarie A Zeithaml & Mary J Bitner, 2005.
4. Services Marketing by S.M. Jha, Himalaya publishers, 2006.
5. Essentials of Healthcare Marketing by Eric N. Berkowitz, Jones & Barrett publishers, 2006.

P20MBEC88		Global Health Scenario	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Dr.A.Geetha				
COURSE OUTCOMES (COs)						
CO1	Remember	Define the overview of Global Public Health, Behavior & health systems and Programs				
CO2	Understand	Classify the Concepts of (Morbidity/Mortality), Culture, Globalization and Health and explain Complex Emergencies and Nutrition				
CO3	Apply	Identify the Data Used to Monitor Global Health, Management and Planning for Global Health and construct the Cooperation in Global health				
CO4	Analyze	Categorize the Measures of Health and Disease in Populations. Examine the Behavior and Health, Infectious Diseases, Unintentional Injuries and Violence				
CO5	Evaluate	Conclude the Social Determinants of Health and the Economy Substance Abuse, Evaluation of Large-Scale Health Programs: Malaria, Dengue.				
CO6	Create	Build a Design of Health Systems and Reproductive Health in Global Mental Health				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	S				S		M		S	
	CO2		S		S				S		
	CO3	S			S	S			S		
	CO4		S							S	

	CO5	S			S				S	S	
	CO6		S			S		M			L
3	Category		Fundamental Core (FC)								
4	Approval										

Introduction to Global Public Health – Concepts - Overview Data Used To Monitor Global Health - (Morbidity/Mortality) - Measures of Health and Disease in Populations.

UNIT II: BEHAVIOR & HEALTH 9

Culture - Behavior and Health - Infectious Diseases - Social Determinants of Health.

UNIT III: HEALTH SYSTEMS 9

Design of Health Systems - Management and Planning for Global Health – Globalization and Health

UNIT IV: MENTAL HEALTH

Global Mental Health - Unintentional Injuries and Violence - Health and the Economy Substance Abuse - Complex Emergencies.

UNIT V: HEALTH PROGRAMS 9

Nutrition - Reproductive Health - Cooperation in Global health - Evaluation of Large Scale Health Programs: Malaria, Dengue.

TOTAL: 45 PERIODS

References:

1. Michael Merson, Robert Black, Anne Mills. Global Health: Diseases, Programs, Systems and Policies. Copyright 2012. (Jones & Bartlett)

VIII - BUSINESS ANALYTICS

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC89	PE	Investment Analysis and Portfolio Management
2.	P20MBEC90	PE	Supply Chain Risk Analytics
3.	P20MBEC91	PE	Pricing and Revenue Management
4.	P20MBEC92	PE	Social Network Analytics
5.	P20MBEC93	PE	Business Process Analytics
6.	P20MBEC94	PE	HR Analytics
7.	P20MBEC95	PE	Functional Analytics
8.	P20MBEC96	PE	Marketing and Retail Analytics
9.	P20MBEC97	PE	Business Strategy

P20MBEC89	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Mr K.Vigneshwar					
COURSE OUTCOMES (COs)						
CO1	REMEMBER	define Concept, Investment, Speculation& Gambling, Influencing Factors , financial markets, money market and capital markets, git edged Meaning & Concept, Measurements of Risk and Return- Bond Theorem, Valuation of Bond, Preference Shares Portfolio Management Traditional Investment Management				
CO2	UNDERSTAND	Summarize Factors of Investment Decision Making, Classification of Risk, Management of Risk. Equity Shares. Concept, Forward Contract-Features, Advantages and Disadvantages Introduction to Modern Portfolio Management				
CO3	APPLY	Apply Financial Decisions vs Investment Decisions, methods of floating new issues role of primary market secondary market, Concept of Fundamental Analysis-Analysis of Country's Future Contracts-features, Advantages and Disadvantages, CAPM, APT Model, Portfolio Management process,				
CO4	APPLY	Apply Investors Classification, Investment Avenue, Stock Exchanges- Functions, Over the Counter Exchange of India, Concept of Industries, Lifecycle, Markowitz Portfolio Model, Sharpe Model,				

CO5	ANAYZE	AnalyzeBonds , Preference Shares, Equity Shares, Government Securities, Post office Deposits, Real Estates Trading System-Type of Orders, Settlement, Speculations Study and Analysis of State of the Industry and the Company-technical analysis, dowtheory chart and technical indicators randlom walk theory EMH hypothesis Long andShortPositions,MarginSystem Portfolio Management Strategies, Portfolio Revision& Evaluation.
CO6	ANALYZE	AnalyzeVenture Capital, Mutual Fund, Exchange Traded Funds, Life InsuranceTrading System-Type of Orders, Settlement, Speculations Characteristics, Company Analysis- Analysis of Financial Statements Options-CallOptions,PutOptions,UsesofOptions.
Category		Professional Elective (PE)
Approval		

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
	COs /Pos	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO9	PO 10
1	CO1	L				M			S		
2	CO2		L				M	S			
3	CO3				M			S	S		
4	CO4					M	M		S		

5	CO5				M			S			L
6	CO6					M	M		^		
3	Category		Professional Core (PC)								
4	Approval										

UNIT-I

(9)

INTRODUCTION

Concept, Investment, Speculation & Gambling, Influencing Factors of Investment Decision Making, Financial Decisions vs Investment Decisions, Investors Classification, Investment Avenue, Bonds, Preference Shares, Equity Shares, Government Securities, Post office Deposits, Real Estates, Venture Capital, Mutual Fund, Exchange Traded Funds, Life Insurance.

UNIT-II SECURITIES MARKET

(9)

Financial Market- Money Market, Capital Market & Gilt Edge Security Market, Participants in Financial Market. Methods of Floating New Issues, Role of Primary Market and Secondary Market, Stock Exchanges- Functions, Over the Counter Exchange of India, National Stock Exchange of India, Trading System-Type of Orders, Settlement, Speculations.

UNIT-III RISK & RETURNS

(9)

Meaning & Concept, Measurements of Risk and Return-Mean, Standard Deviation & Variance, Classification of Risk, Management of Risk.

INVESTMENT ANALYSIS

Concept of Fundamental Analysis-Analysis of Country's Economic Condition, Study and Analysis of State of the Industry and the Company-Concept of Industries, Lifecycle, Characteristics, Company Analysis- Analysis of Financial Statements. Technical Analysis-

Dow's Theory, Charts and Technical Indicators, Random Walk Model, Efficient Market Hypothesis (EMH).

UNIT-IV

(9)

VALUATION OF BONDS & EQUITY

Bond Theorem, Valuation of Bond, Preference Shares, Equity Shares.

Concept, Forward Contract-Features, Advantages and Disadvantages, Future Contracts-features, Advantages and Disadvantages, Long and Short Positions, Margin System, Options-Call Options, Put Options, Uses of Options.

UNIT-V

(9)

Portfolio Management Traditional Investment Management, Introduction to Modern Portfolio Management, Markowitz Portfolio Model, Sharpe Model, CAPM, APT Model, Portfolio Management process, Portfolio Management Strategies, Portfolio Revision & Evaluation.

TOTAL: 45 PERIODS

REFERENCES

1. Prasanna Chandra, "Investment & Portfolio Management", Tata McGraw Hill.
2. Kevin S., "Security Analysis & Portfolio Management", PHI Learning.
3. PUNITHavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing.
4. Fischer & Jordan, "Security Analysis and Portfolio Management", PHI.
5. Charles P Jones, John Wiley., "Investment Analysis and Management".
6. Haugen Roberts., "Modern Investment Theory", PHI.
Alexander, Gordon, Jeffery, and Sharpe Williams., "Fundamentals of Investments".
7. Elton, Gruber, Brown and Goetzmann., "Modern Portfolio Theory and Investment Analysis"

Weblink:

www.businessstudynotes.com/.../investment-analysis-and-portfolio-management/inves.

P20MBEC90	SUPPLY CHAIN RISK ANALYTICS		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by :Mr Gowtham Aashirwad Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the concepts of service level policies,Supply capacity extension				
CO2	Understanding	Understand the typologies of risk, Quantifying Risk and Risk Measures, Process flexibility				
CO3	Apply	Apply Supply chain network design				
CO4	Analyze	AnalyzeRisk mitigation strategies to manage disruptions				
CO5	Create	Create models for demand uncertainty, production distribution model, Models accounting for resource availability uncertainty				
CO6	Create	Create Supply chain preparedness for humanitarian and disaster management, Multi-objective models with alternative performance measures, Models for sourcing decisionsInformation management :models of information sharing				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	L									
	CO2		M			M	L		L		
	CO3	L									
	CO4				M	M					
	CO5		M								S
	CO6				M						S
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT-I

(9)

MODULE1:INTRODUCTION TO KEY CONCEPTS INSCMANDRISK

- Typologies of risk
- Quantifying risk
- Risk measures

UNIT-II

(9)

- Risk model sin SCM-operational risks vs. disruption risks

MODULE2: CUSTOMERANDDEMANDSIDEANALYTICS

- Models for demand uncertainty
- Service level policies

UNIT-III (9)

- Production-distribution model
- Risk mitigation strategies to manage disruptions

MODULE3:SUPPLY SIDE ANALYTICS

- Supply chain network design

UNIT-IV (9)

- Models accounting for resource availability uncertainty
- Supply capacity extension
- Process flexibility
- Supply chain preparedness for humanitarian and disaster management

UNIT-V (9)

MODULE 4: INTEGRATED MODELS FOR MANAGING OPERATIONAL AND DISRUPTION RISKS

- Multi-objective models with alternative performance measures
- Models for sourcing decisions
- Information management :models of information sharing
- TOTAL: 45 PERIODS

REFERENCES

1. Basu G., Ben-Hamida M., Butner K., Cope E., Dao H., Deleris L., Dong J., Helander M., Katircioglu K., Ray B., Torpy J., "Supply Chain Risk Management: A Delicate Balancing Act", White Paper, IBM Global Business Services 2008.

2. KirkwoodC.W.,SlavenM.P.,MaltzA., "ImprovingSupply-Chain-Reconfiguration Decisions at IBM".Interfaces35,460-4732005.
3. SashiharaS .,"The Optimization Edge "Reinventing Decision Making to Maximize All Your Company's Assets. McGraw-Hill2011.
4. TangC.S."PerspectivesinSupplyChainRiskManagement,"InternationalJournalofProducti onEconomics103 (2),451-488,2006.
5. FisherM. ,RamanA., "The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance". HarvardBusiness2010.

Weblink:

<https://whatis.techtarget.com/definition/supply-chain-risk-management-SCRM>

P20MBEC91		Pricing and Revenue Management	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite:				
		Course Designed by : Ms.Beena				
COURSE OUTCOMES (COs)						
CO1	Remember	The RM Process, Classification and introduction to the models, Single resource Revenue Management, Data, sources, systems, automation-Time-series forecasting and perfect demand segmentation models, concept and the EM technique Competitive Factors: EM technique Competitive Factors, Imperfect segmentation model :Discrete choice models Customer management and strategic purchasing behavior				
CO2	Understand	The Theories of Pricing: Brief review of micro economic and marketing theories on consumer behavior, pricing-Product design, bundling and demand segmentation-Dynamic pricing policies, Markdown policies and liquidations, Pricing with supply constraints, Network RM: Network revenue management, control mechanisms, RM Process management (organizational issues), New Directionsin Revenue Management:				
CO3	Apply	Introduction: Examples and simulations, Pricing Policies in Action, Industry implementations and practices, Business Analytics Applications in new industries :Event sales, casinos, Display advertising-Bundling and RM				
CO4	Analyze	Customized pricing and e-commerce: An Operational Model of RM, Stochastic Inventory Management and the News vendor Model, Linear Programming approach to Revenue Management, Applying network RM to different industries, Implementing a RM System: Solving Revenue Management Problems, Demand Forecasting and Data Analysis, Various case studies related to capacity management in airlines, hotels, car rentals, cruises.				
CO5	Evaluate	Expected marginal value to control sales, Overbooking, Computational methods in Revenue Management-Performance Measurement,				
CO6	Evaluate	Estimation techniques-Un constraining fortune observable no-purchases				

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10

2	CO1		L			S			S		
	CO2	S				S	L	S			
	CO3	S		L						L	M
	CO4	S			L			S	S		
	CO5					S		S			M
	CO6					S		S			M
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT-I

(9)

Introduction: Examples and simulations- The RM Process-Classification and introduction to the models, course plan The Theories of Pricing: Brief review of micro economic and marketing theories on consumer behavior and pricing-Product design, bundling and demand segmentation-Dynamic pricing policies

UNIT-II

(9)

Pricing Policies in Action: Markdown policies and liquidations-Pricing with supply constraints-Customized pricing and e-commerce An Operational Model of RM: Stochastic Inventory Management and the News vendor Model - Single resource Revenue Management, expected marginal value to control sales-Overbooking

UNIT-III

(9)

Network RM: Network revenue management, control mechanisms-Linear Programming approach to Revenue Management -Applying network RM to different industries

Implementing a RM System: Solving Revenue Management Problems-Computational methods in Revenue Management-Performance Measurement

UNIT-IV

(9)

Demand Forecasting and Data Analysis :Data, sources, systems, automation-Time-series forecasting and perfect demand segmentation models- Estimation techniques-Un constraining fortune observable no-purchases—concept and the EM technique Competitive Factors: Imperfect segmentation model :Discrete choice models-Customer management and strategic purchasing behavior-RM Process management (organizational issues)

UNIT-V

(9)

Industry Applications: Various case studies related to capacity management in airlines, hotels, car rentals, cruises. Industry implementations and practices New Direction sin Revenue Management: Business Analytics Applications in new industries :Event sales, casinos, Display advertising-Bundling and RM

TOTAL: 45 PERIODS

TEXT BOOK

1. RobertL.Phillips., "PricingandRevenueOptimization", StanfordBusinessBook, 2005.

REFERENCE

1. K.TalluriandG.VanRyzin., "TheTheoryandPracticeofRevenueManagement", Kluwer Academic Publishers, 2004.
2. Metrics for assessing the effectiveness of social media strategies
3. Collecting, analyzing, deriving insights from, and dashboarding social media chatter practical analytical and technical skills that differentiates you in any modern enterprise
4. Practical analytical and technical skills that differentiates you in any modern enterprise
5. Techniques for sentiment analysis and text analytics
6. Real world social media applications

Weblink:

1. https://www.utdallas.edu/~metin/FuJen/Folios/scpricing_s.pdf

P20MBEC92	SOCIAL NETWORK ANALYTICS		L	T	P	C
	Total Contact : 45		3	0	0	3
	Course Designed by : Mr.R.Ramamoorthy					
OBJECTIVES 1. To understand the Predictive analytics and social media 2. Understanding about Social network analysis, homophily, and affiliation 3. To know about Twitter and Face book 4. To know about the Sentiment analysis						
COURSE OUTCOMES (COs)						
CO1	Show ability to present and summarize analysed data in an advanced, coherent, and effective manner and perform mining on large social networks and illustrate the results.					
CO2	Understand and demonstrate advanced proficiency in the use of the tools and techniques of social network analysis for political and social data and understand the fundamental concepts in analyzing the large-scale data that are derived from social networks					
CO3	Make use of mining algorithms for social networks and Use IT and, in particular, statistical software packages - for the retrieval, analysis and presentation of information					

CO4	Analyse social network data using various software packages and critically evaluate in writing the diversity of specialized techniques and approaches involved in analysing social network data
CO5	Demonstrate advanced proficiency in the use of statistical analysis to test a social networks hypothesis. Demonstrate advanced proficiency in acquired skills, confidence and competence in a computer package for statistical analysis (the SNA package in R)
CO6	Construct well thought out and rigorous data analysis, tables and reports for both written and oral presentation
Category	Professional Elective (PE)
Approval	

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S					
	CO2							S	S		M
	CO3	S	S		S	S	S	S	S		
	CO4		S		S	S		S	S	S	
	CO5	S		L	S		S	S	S	S	
	CO6		S			S		S	S	S	M
3	Cate gory		Professional Core (PC)								
4	Appr oval										

Introduction-The need to measure customer network value- Predictive analytics and social media- Google social media analytics

UNIT – II (9)

Introduction to social networks-Social network metrics-Social network analysis, homophily, and affiliation

UNIT - III (9)

Social influence- Analyzing Twitter and Face book- Analyzing Email and Wikis

UNIT - IV (9)

Sentiment analysis- Hands on session with social media tools-Hands on session, project discussion.

UNIT - V (9)

Text analytics-Social media ROI-Mobile social web

TOTAL: 45 PERIODS

TEXTBOOK

1. Derek Hansen, Ben Shneider man and Marc A. Smith, “Analyzing Social Media Networks with Node XL: Insights from a Connected World”, Morgan Kaufmann.

Weblink:

1. https://ocw.mit.edu/courses/sloan...networks...notes/MIT15_599F11_lec04.pdf

P20MBEC93	BUSINESS PROCESS ANALYTICS	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in Data Analytics from UG.				
	Course Designed by : Mr K.Shree Balaji				

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Remember the meaning of BPM & Identification of Business Process, Define Quality management, Recollect the meaning of Transaction monitoring, Recall the Fundamentals of Data analytics & Phases in Data Analytics.
CO₂	Understand	Understand Internal/External Customer requirements & End User requirements, Understand Role of BPO in Process Management, Outline CTQ and demonstrate the approaches of Six Sigma, Summarize the Six Sigma project methodology.
CO₃	Apply	Apply different Operating Models & Process Mapping Techniques, Organize Capacity planning activities, Plan for People management, Apply the various concepts of Six Sigma, Identify the Lean Principles & utilize Kaizen LEAN tools, Experiment the Exploratory Analytics using 'R' programming.
CO₄	Analyze	Analyze the components of Process Management, Examine the Typical Business Processes outsourced, Infer SIPOC & Swim lane diagrams, Categorize the Quality assurance methods, Simplify the Delivery management process, Examine the variation measures (mean, median, mode) & Characteristics of Normal distribution, Examine the Metrics using SPSS: Entering Data & Variable Classification, Test the Correlational Analysis & Visualize Data in R.
CO₅	Evaluate	Differentiate Core Vs Support Processes, Evaluate the Process Mapping Tools, Prioritize Finance management & Transition management, Evaluate the data using tools like T-test, Chi-Square and Correlation.
CO₆	Create	Enable Customer Management and Enhance Knowledge Management.

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO₁	PO₂	PO₃	PO₄	PO₅	PO₆	PO₇	PO₈	PO₉	PO₁₀
CO₁	S	S					M	S		
CO₂		S		S	M					S
CO₃	S			S			M	S		
CO₄	S			S				S		S

CO ₅		S		S	M			S		
CO ₆			-	S			M		-	
	3- Strong, 2- Medium, 1- Low									

UNIT – I: PROCESS MANAGEMENT 9

Process management-Definition-Identification of Business Process-Core Vs Support Processes- Components of Process Management-Understanding Internal/External Customer and End User requirements.

UNIT II: PROCESS MAPPING TECHNIQUES 9

Role of BPO in Process Management- Typical Business Processes outsourced - Operating Models - Process Mapping Techniques – SIPOC-Swim lane diagram- Process Mapping Tools.

UNIT III: QUALITY & DELIVERY MANAGEMENT 9

Quality management - Introduction-Transaction monitoring -Quality assurance methods - Delivery management-Customer Management - Knowledge Management- Capacity planning – People management- Transition management - Finance management.

UNIT IV: BUSINESS PROCESS IMPROVEMENT 9

Meaning of Six Sigma- Application of Six Sigma - Variation measures (mean, median, mode)- Characteristics of Normal distribution – CTQ- Six sigma approaches - DMAIC/DFSSS - Six Sigma project methodology - Introduction to Lean - Lean Principles-Kaizen- LEAN tools.

UNIT V: INTRODUCTION TO DATA ANALYTICS 9

Data Analytics - Fundamentals of Data analytics - Phases in Data Analytics - Types of Data Analytics - Metrics using SPSS – Entering Data – Variable Classification – Using basic tools like T-test, Chi-Square and Correlation – Graphical Interpretation of Results – Exploratory Analytics using ‘R’ programming – Regression – Principal Component Analysis – Correlational Analysis – Visualizing Data in R - Automation of Data Analytics.

TOTAL: 45 PERIODS

References:

1. Anil Maheshwari, Data Analytics. McGraw Hill, 2017.
2. Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013.
3. T N Srivastava, Shailaja Rego, Statistics for Management Paperback, 2017.
4. Albright S and Winston.L., Business Analytics : Data Analysis and Decision Making 5th Edition, Cengage Learning, 2015.
5. Manas A. Pathak, Beginning Data Science with R, Springer, 2014
6. Thomas Mailund, Beginning Data Science in R: Data Analysis, Visualization, and Modeling for The Data Scientist, A press, 2017.
7. ZurMuehlen, M., and Shapiro, R. "Business Process Analytics," in: vomBrocke, J.; Rosemann,M. (eds.): Handbook on Business Process Management (Vol. 2), Springer Verlag, Berlin et al.,2010
8. Weske, Mathias: Business Process Management. Springer Verlag, 2007, ISBN9783540735212
9. Dumas, M., La Rosa, M., Mendling, J., Reijers, H. - Fundamentals of Business Process Management, Springer, 2018
10. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan Van Mieghem, Eitan Zemel - Managing Business Process Flows, 3e Paperback – Pearson, 2013.

P20MBEC94	HR ANALYTICS	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic knowledge in Data Analytics from UG.				
	Course Designed by : Dr.D.Arun Kumar				

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO₁	Remember	Recall the Evolution of Analytics, Reinstate the importance of analytics in the HR Field, Define HR Analytics, State the Value Propositions of HR, Specify HR Regulations and Reporting Requirements, Relate the Gartner's Analytics Maturity Model for data, Effectively present the HR Data, Define the best practices in use of HR Analytics in the industry.
CO₂	Understand	Understand HR indicators, metrics and data, Describe the Analytics Process Model and Its Phases, Outline the Communicating recommendations & Learn from Analysis.
CO₃	Apply	Apply Predictive tools for solving problems using HR analytics, Apply Techniques for HR Professionals to record Data, Apply the Analytics Process Model, Identify Robust competency

		mapping measures, Identify measures of Cost justification and Return on investment.
CO₄	Analyze	Examine the Role of Analytics in HR, Determine Relational databases and HR systems, Examine HR Software Tools - Excel Quantitative Techniques and Excel Visualization of data, Measure the data of HR using regression analysis, central tendency, graphs, tables and spreadsheets, Conduct Staffing, Supply and demand forecasting, Total compensation analysis.
CO₅	Evaluate	Assess IT requirements to meet HR needs, Determine HR Policies, Procedures, and Guidelines, Evaluate the Role and Responsibilities of HR Analytics, Evaluate the Decision framework, Assess the use of HR analytics in workforce planning.
CO₆	Create	Construct a Framework of HR Analytics, Plan and implement new HRIS, Build Security and privacy considerations, Tabulate data using Excel, Develop benchmarking and best practices, Enable Talent acquisition & talent development inside the workforce, Enhance Talent compensation, talent engagement and retention.

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

	PO₁	PO₂	PO₃	PO₄	PO₅	PO₆	PO₇	PO₈	PO₉	PO₁₀
CO₁	S			S		M				S
CO₂		M		S			M			S
CO₃	S			S		M		S		
CO₄	S			S				S		S
CO₅		M			L		M	S		
CO₆	S			S				S		S

	3- Strong, 2- Medium, 1- Low
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UNIT – I: HUMAN RESOURCE METRICS AND ANALYTICS 9

Understanding HR indicators, metrics and data, Data collection– tracking, entry, assess IT requirements to meet HR needs, Relational databases and HR systems, The Role of Analytics in HR–A Brief History of the Evolution of Analytics – Importance of analytics in the HR Field – HR Analytics Defined –HR's Value Proposition.

UNIT II: IMPORTANCE OF HR ANALYTICS 9

An Overview of HR Regulations and Reporting Requirements– HR Policies, Procedures, and Guidelines–Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics, Predictive tools and Applications in solving problems using HR analytics, Gartner's Analytics Maturity Model.

UNIT III: ANALYTICS FOR HR PROFESSIONALS 9

Techniques for HR Professionals– Key Systems of Record for HR Data– Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices.

UNIT IV: ANALYTIC PROCESS MODEL 9

Using the Analytics Process Model– The Analytics Process Model and Its Phases– Applying the Analytics Process Model, Robust competency mapping, Decision framework, Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention.

UNIT V: PRESENTATION OF HR DATA 9

Effectively Presenting HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, communicating recommendations – Learning from Analysis: Case studies and best practices in use of HR Analytics in industry.

TOTAL: 45 PERIODS

References:

1. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya
2. HR Analytics: The What, Why and How. by Tracey Smith 2013

3. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by Jac Fitz-Enz (Author), John R. Mattox II (Author)
4. James Taylor, “Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics”, IBM Press, 2016
5. HR Analytics: A case study on the internal employee mobility in a large multinational:
<http://arno.uvt.nl/show.cgi?fid=144935>

P20MBEC95		Functional Analytics	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by : Ms.A.Jhony				
COURSE OUTCOMES (COs)						
CO1	Remember	recall the basic foundations of marketing analytics, Business rules management systems, product and customer analytics, Hr analytics, finance analytics and logistics & Supply chain analytics for various aspects of management for better work in the organization				
CO2	Understand	illustrate the technology enablers & predictive analytics workbench, product & costumer analytics, pricing and revenue management, HR analytics and connecting HR analytics into business, finance analytics and logistic analytics				
CO3	Apply	Apply the data infrastructure & service oriented platform, point of sale data, obtaining business data, Predictive talented models and statistical methods				
CO4	Analyze	Analyze and optimization systems, deciding the right pricing approach, predictive analysis & profitability analysis and asset performance				
CO5	Evaluate	Evaluating the profitability using statistical methods using Game theory to estimate the insurance and loss models and tactical pricing assortment, pre- configured decision management systems				
CO6	Evaluate	Create strategic pricing- implementing tools to support pricing strategies, integrated talent management and workforce planning, recruiting and forecasting- moving average, trend cyclical and seasonability components.				

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

UNIT I

Introduction to Functional Analytics

9 Hours

S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	M			S			S		L	
	CO2		M			S		S	S		
	CO3	M			S				S		S
	CO4					S			S		S
	CO5				S	S		S			
	CO6		M			S		S			S
3	Category		Professional Elective (PE)								
4	Approval										

Introduction to Functional Analytics Marketing Analytics as an enabler of Marketing Strategy Statistical, Technology Enablers - Business Rules Management Systems, Predictive Analytics Workbenches, Optimization Systems, Pre-Configured Decision Management Systems, Data Infrastructure, A Service-Oriented Platform.

UNIT II Product and Customer Analytics

9 Hours

Product and Customer Analytics: Pricing and Revenue Management: Point-of-sale Data - Deciding on the “Right” Pricing Approach, Strategic Pricing - Implementing tools to support pricing strategy - Managing the prices to meet revenue goals, Tactical Pricing Assortment Optimization: Panel and Point-of-Sale data - Customer meets product - A retailer’s nightmare: shelf-space optimization – Site-to-store - Product meets customer. Customer Lifetime Value: Loyalty Data - What is a customer’s lifetime? - How can we predict it? Market Basket Analysis: Market-Basket Data - Product Affinities.

UNIT III Hr Analytics

9 Hours

Hr Analytics: Defining HR Analytics, Connecting HR Analytics to business benefit – Obtaining data, cleaning data and supplementing data. When to use Predictive analytics in HR – Predictive talent Models and HR Analytics, Business driven talent analytics, Integrated talent management and workforce planning. Recruiting, learning and performance measurement.

UNIT IV Finance Analytics

9 Hours

Finance Analytics: Analytics in Finance: Discounted Cash Flows (DCF), Profitability Analysis. Asset performance: Sharpe ratio, Calmar ratio, Value at risk (VaR), Pricing options and Black-Scholes Formula. Game Theory: Insurance loss models, Discrete time ruin models and continuous time ruin models.

UNIT V Logistics and Supply Chain Analytics

9 Hours

Logistics and Supply Chain Analytics: Logistics and multinomial regression: Logistics function, Estimation of profitability using logistic regression, Deviance, Wald Test and Hosmer Lemshow Test. Integrated supply chain. Application of predictive analytics in supply chain. Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components.

Suggested Readings:

15. James Taylor, “Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics”, IBM Press, 2016.
16. Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014.
17. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, “Decision Support Systems & Intelligent Systems”, 9th edition, Prentice Hall, 2016.
18. Data, data everywhere, “Special report on managing information, Economist”, February 27th, 2016.
19. Liberatore and Luo, “The Analytics Movement, Interfaces, Articles in Advance”

P20MBEC96	Marketing & Retail Analytics	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Prerequisite: Basic Management Studies +2/UG level				

		Course Designed by : Shree Balaji K
COURSE OUTCOMES (COs)		
CO1	Remembering	recall the basic concept, scope of analytics into marketing and retail to formulating strategies, trends
CO2	Understand	illustrate the basic concepts and framework of analytic domains like product decisions, analytics, customer -centric marketing, retailing in digital era, merchandising analytics to foster in various aspects through better solutions
CO3	Apply	Apply the decision models for CRM and centric marketing models to nurturing the business to inculcate values
CO4	Analyze	Analyze the tools and techniques in marketing and retails to enriching critical thinking, problem solving skills and enhancing responsibility in the changing business scenario
CO5	Evaluate	Evaluating the analytic models for Marketing and retail to align with challenges for resolving conflict and enhancing problem solving to adapt to the changing business environment
CO6	Create	Develop strategic plan on Retail analytics and operational decisions to predict and forecast the effective applications in business

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		M		L			S	S		
	CO2	S				S		S			S
	CO3					S		S	S		S
	CO4	S				S			S		
	CO5		M		L			S			
	CO6	SS				S			S		
3	Category		Fundamental Core (FC)								
4	Approval										

9 Hours

UNIT II Product Decision Analytics

9 Hours

UNIT III Customer-Centric Marketing

9 Hours

UNIT IV Retailing in the Digital Era

9 Hours

UNIT V Merchandising Analytics

9 Hours

Suggested Readings:

1. Retail Analytics – The Secret Weapon, Emmett Cox
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
3. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
4. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
5. Marketing Analytics : Data Driven Techniqueswith Excel Wayne. Wintson, Wiley Publication
6. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman

P20MBEC97		BUSINESS STRATEGY	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Dr.D.Venkatramaraju				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall the business components, ideas and plan to initiate the corporate strategy in e-business on prescriptive approach				
CO2	Understand	Classify The organizational structure, backend systems, people issues and strategy dynamics and entrepreneurship strategy in international expansion and e-business model				
CO3	Apply	Apply the resource allocation, concept models and tools in e-business like web design with HTML, flash, java script, dream weaver, front page in e-commerce				
CO4	Analyze	Analyze the basic and macro markets environment, resource like finance, human resource and operations in internet business model about competition and co-operation				
CO5	Evaluate	Evaluate the appraisal and dynamics of business models to develop the business strategy				
CO6	Create	Develop the e-business plan and cohesive corporate strategy, designing an e-business website, developing strategic options and prescriptive process				

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1		M		S						L
	CO2	S				S			S	S	
	CO3		M		S			M	S		
	CO4	S			S	S			S		
	CO5		M			S			S		
	CO6	S			S			M		S	
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Defining business idea

9 Hours

Introduction: defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models. Corporate strategy-A review of theory and practice - Analyzing the environment - the basics Analyzing markets, competition and co-operation-Developing customer driven strategy.

UNIT II Analyzing the resources

9 Hours

Business Environment: the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case
 Analyzing the resources - the basics - Analyzing human resources - Analyzing financial resources
 - Analyzing operations resources

UNIT III Developing strategic options

9 Hours

Developing strategic options- the prescriptive process - Strategy evaluation and development- the prescriptive process - Finding the route forward- emergent and prescriptive approaches - Organizational structure and style people issues

UNIT IV The Implementation Process

9 Hours

Resource allocation, strategic planning and control - Government, public sector and not-for-profit strategies - International expansion and globalization strategy - Strategy dynamics and entrepreneurial strategy - Managing strategic change - Building a cohesive corporate strategy

UNIT V E-Business concept

9 Hours

e-business: Building your e-business, designing an e-business web site, understanding back-end system. Launching your e-business: Web Design with HTML/ Flash/ JavaScript / Dream weaver/Front page and e-Commerce.

Suggested Readings:

1. Charles W.L.Hill, Gareth R. Jones, Strategic Management–An integrated approach, Cengage Learning, 9th edition, 2016.
2. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.
3. Angelo Dringoli, New perspectives on the Modern Corporation: Corporate strategy and Firm growth, Edward Elgar Publishing Limited, 2011
4. Internet business models and strategies, Edition 2001, Allan Afush,ChristopherL.Tucc
5. Richard Lynch, Corporate Strategy, Prentice Hall, 2006

IX - TOURISM AND HOSPITALITY MANAGEMENT

S NO	CODE	CATEGORY	SUBJECT
1.	P20MBEC98	PE	Travel and Tourism Management
2.	P20MBEC99	PE	Advanced Food Production Management
3.	P20MBEC100	PE	Food Service Facilities Planning and Management
4.	P20MBEC101	PE	Tourism Product
5.	P20MBEC102	PE	International Tourism Management
6.	P20MBEC103	PE	Accommodation Operation
7.	P20MBEC104	PE	Food and Beverage Services
8.	P20MBEC105	PE	Travel Documentation
9.	P20MBEC106	PE	Global Tourism

P20MBEC98	TRAVEL AND TOURISM MANAGEMENT		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by :Mr Gowtham Aashirwad Kumar					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the Defining Tourist & Tourism, History of Travel (Tourism) - Types of Tourism, Introduction - meaning and definition - types of itineraries, Travel Agency – History - Growth and Development, International Organizations and Tourism - History of Co-operative Endeavour - International Union of Official Travel Organizations - The World Tourism Organization, Pacific Area Travel Association (PATA) - PATA Membership - PATA Chapters, Finance, Functions - PATA and India - International Air Transport Association (IATA) - International Civil Aviation Organization (ICAO) - The Sergeant Committee, functions of tour managers and planning tools for an itinerary				
CO2	Understanding	Understand the Tourism in Modern Period - Nature of Tourism - Tourism: Its Components and Elements - Basic Reasons and Motivation for Travel, Essentials of Travel Agency, Functions of Travel Agency - Setting up of a Travel Agency,				
CO3	Analyze	Analyze the Tourist Information Offices - Ministry of Tourism, Department of Tourism - Tourism Since Independence - India Tourism Development Corporation (ITDC), Organization of Travel - Travel Organizations				
CO4	Analyze	AnalyzeFunctions of tour managers and planning tools for an itinerary, Tour Packaging Management - Concept, Origin and Development of Tour Packaging, Types of Tour - Component of a Standard Package Tour - Factors affecting Tour Formulation, Organization of Travel - Travel Organizations.AnalyzeTravel Agents in				

		India - Travel Agents Association of India (TAAI) - Travel Documents: Passport and Visas - Formalities Health Customs - Currency Control Foreign Exchange.
CO5	Evaluate	Evaluate the Future Tourism Trends - Future Trends in Hospitality - Future Travel Trends - The Future Guest - Customers Service
CO6	Create	Create Itinerary, Tour Designing Process - Significance of Package Tour and Tour Brochure.

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	M				S			M		
	CO2		L			S	L				
	CO3				S	S					
	CO4				S	S					
	CO5			L	S	S					L
	CO6				S	S					
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

Defining Tourist & Tourism, History of Travel (Tourism) - Types of Tourism - Tourism in Modern Period - Nature of Tourism - Tourism: Its Components and Elements - Basic Reasons and Motivation for Travel

UNIT-II: TOUR PACKAGING MANAGEMENT 9

Itinerary Development – Introduction - meaning and definition - types of itineraries - how to develop an effective itinerary - functions of tour managers and planning tools for an itinerary - Tour Packaging Management - Concept, Origin and Development of Tour Packaging - Types of Tour - Component of a Standard Package Tour - Factors affecting Tour Formulation – Tour Designing Process - Significance of Package Tour and Tour Brochure.

UNIT-III: TRAVEL AGENCY AND TRAVEL DOCUMENTS 9

Travel Agency – History - Growth and Development - Essentials of Travel Agency - Functions of Travel Agency - Setting up of a Travel Agency - Organization of Travel - Travel Organizations - Travel Agents in India - Travel Agents Association of India (TAAI) - Travel Documents: Passport and Visas - Formalities Health Customs - Currency Control Foreign Exchange

UNIT-IV: TRAVEL TRADE ORGANIZATIONS / ASSOCIATIONS 9

International Organizations and Tourism - History of Co-operative Endeavour - International Union of Official Travel Organizations - The World Tourism Organization - Pacific Area Travel Association (PATA) - PATA Membership - PATA Chapters, Finance, Functions - PATA and India - International Air Transport Association (IATA) - International Civil Aviation Organization (ICAO) - The Sergeant Committee - Tourist Information Offices - Ministry of Tourism, Department of Tourism - Tourism Since Independence - India Tourism Development Corporation (ITDC)

UNIT-V: FUTURE TOURISM AND HOSPITALITY TRENDS 9

Future Tourism Trends - Future Trends in Hospitality - Future Travel Trends - The Future Guest - Customers Service

Total No. of Periods: 45

References:

1. Tourism: Concepts, Theory and Practice by M.R. Dileep, 2020
2. International Tourism Management by A.K. Bhatia, 2019
3. Tourism Development: Principles & Practices by A K Bhatia, 2020
4. Tourism: Principles and Practices (Oxford Higher Education) by Sampad Kumar Swain and Jitendra Mohan Mishra, 2011

Tourism: Operations and Management by Sunetra Roday, Archana Biwal, et al., 2009

P20MBEC99		ADVANCED FOOD PRODUCTION MANAGEMENT	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by :Mr Gowtham Aashirwad Kumar				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the concepts of Personal Hygiene, Introduction to Indian cuisine – History – characteri , Introduction to large scale commercial cooking, use of internet and other technologies in 1				

		production, Principles of storage, types of stores , EOQ - re order levels - Bin cards - form formats, function of a store manager
CO2	Understanding	Summarize the concepts of food handling and storage – care - sanitation practices , equipment used - cooking methods - religious influences, Work flow - lay out – stewarding , staffing – indenting – purchasing - production planning, contract catering - Industrial catering
CO3	Understanding	Institutional catering - out – door catering , new product development, Food purchasing control - food receiving control - food storing and issuing control - food production control - food cost control - food sales control - standard yield - standard portion sizes - standard recipes, Control procedures - inventory procedures
CO4	Analyze	Analyse the attitude towards work in the kitchen, different ingredients used regional differences , menu planning
CO5	Analyze	Analyzestaff hierarchy - production workflow., layout of dry and cold room - staff hierarchy - guidelines for efficient storage
CO6	Create	Developing the layout of large quality kitchen

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	M							M		
	CO2		S			S	M				
	CO3		S	M		S	M				

UNIT –

	CO4				L						L
	CO5				L	S					L
	CO6		S								L
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

I:KITCHEN HYGIENE**9**

Personal hygiene - their importance - food handling and storage – care - sanitation practices - attitude towards work in the kitchen - Introduction to Indian cuisine – History – characteristics - different ingredients used regional differences - equipment used - cooking methods - religious influences.

UNIT – II:KITCHEN MANAGEMENT**9**

Work flow - lay out – stewarding – staffing – indenting – purchasing - production planning - new product development - use of internet and other technologies in food production.

UNIT – III:QUANTITY FOOD PRODUCTION**9**

Introduction to large scale commercial cooking - contract catering - Industrial catering - Institutional catering - out – door catering - layout of large quality kitchen - menu planning - staff hierarchy - production workflow.

UNIT – IV:FOOD CONTROL MANAGEMENT**9**

Food purchasing control - food receiving control - food storing and issuing control - food production control - food cost control - food sales control - standard yield - standard portion sizes - standard recipes.

UNIT – V:STORES MANAGEMENT**9**

Principles of storage - types of stores - layout of dry and cold room - staff hierarchy - guidelines for efficient storage - Control procedures - inventory procedures – EOQ - re order levels - Bin cards - form and formats - function of a store manager.

Total No. of Periods: 45

References:

1. Professional Kitchen Management: Kitchen Management by Chef Vinod Singh Negi, Notion Press, 2019
2. Food and Beverage Management by ParthoPratim Seal, Oxford University Press, 2017
3. Food Production Operations, Bali Parvinder S., OUP India, 2014
4. J. Knight, Kotschevar – Quantity Food Production, Planning & Management – H-CBI Publishing Co.
5. David Foskett, Victor Ceserani& Ronald Kinton - The Theory of Catering – 10th edition - 2007.
6. Krishna Arora -” Theory of cookery” - Frank brothers & Company - 6th edition.

Thangam E Philip - ” Modern Cookery Volume I” - 4th Edition - 2006

P20MBEC100	FOOD SERVICE FACILITIES PLANNING AND MANAGEMENT	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Dr.A.Ravi Kumar				

COURSE OUTCOMES (COs)		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Recall the concepts of The planning process - Preliminary planning information – prospect commissioning planners, Functional planning – Functions - concepts of flow, Food service facilities planning – Introduction - Design & layout, Planning: Characteristics – so – objectives - facilitating production
CO2	Understanding	Understand the concepts of materials handling - space utilization - maintenance and cleaning - cost control, Work place design:, work place environment - concepts of motion Economy - materials handling
CO3	Apply	Apply bidding & awarding contracts – constructions,
CO4	Analyze	Analyse the equipment requirements - space requirements, The feasibility study – Importance - the market survey - site analysis - cost estimates - operating capital - projected income. functional requirements – receiving – storage waste disposal - other requirements - Planning the atmosphere: Atmosphere & mood – color – lighting - acoustics - noise and music - climate control – furnishings - exterior design - advertising & public relations investment in equipment - labour utilization – supervision - flexibility, Equipment requirements: Methods - equipments check list – broilers – griddles – ovens – ranges - steam-jacketed kettles – steamers - ware washing equipments - Waste disposals - equipment selection.total facility size - dining areas - production areas - space calculations - receiving area - storage areas, serving areas dining areas -Layout facilities:Space arrangement – flow - other criteria for layout - layout configurations - relationship charts for layout, layout guides - layout of storage areaslayout of main cooking areas - layout of preparation areas - layout of serving areas - layout of dishwashing areas
CO5	Evaluate	Space requirements: Introduction - space estimates
CO6	Create	Developing the concept, developing preliminary plans - preparation of final plans - preparing specifications, Preparing the prospectu, Importance - customer & user characteristics - development of the menu – service – atmosphere - operational characteristics - preparation – cooking – baking - serving – dishwashing - pot & pan washing, Developing work places, designing safe work places

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	L				S					
	CO2		L			S	L				
	CO3	L				S					S
	CO4				S	S					S
	CO5										S
	CO6		L								S
3	Cate gory		Professional Elective (PE)								
4	Appr oval										

UNIT-I

9

Food service facilities planning – Introduction - Design & layout - Planning: Characteristics – scope – objectives - facilitating production - materials handling - space utilization - maintenance and cleaning - cost control - investment in equipment - labour utilization – supervision - flexibility

UNIT-II

9

The planning process - Preliminary planning information – prospectus - commissioning planners - developing the concept - equipment requirements - space requirements - developing preliminary plans - preparation of final plans - preparing specifications - bidding & awarding contracts – constructions - Preparing the prospectus: - Importance - customer & user characteristics - development of the menu – service – atmosphere - operational characteristics - The feasibility study – Importance - the market survey - site analysis - cost estimates - operating capital - projected income.

UNIT-III

9

Functional planning – Functions - concepts of flow - functional requirements – receiving – storage – preparation – cooking – baking - serving – dishwashing - pot & pan washing - waste disposal - other requirements - Planning the atmosphere: Atmosphere & mood – color – lighting - acoustics - noise and music - climate control – furnishings - exterior design - advertising & public relations

UNIT-IV

9

Work place design: Developing work places - work place environment - concepts of motion Economy - materials handling - designing safe work places - Equipment requirements: Methods - equipments check list – broilers – griddles – ovens – ranges - steam-jacketed kettles – steamers - ware washing equipments - Waste disposals - equipment selection.

UNIT-V

9

Space requirements: Introduction - space estimates - total facility size - dining areas - production areas - space calculations - receiving area - storage areas, serving areas dining areas -Layout facilities: Space arrangement – flow - other criteria for layout - layout configurations - relationship charts for layout - layout guides - layout of storage areas - layout of main cooking areas - layout of preparation areas - layout of serving areas - layout of dishwashing areas

Total No. of Periods: 45

References:

1. Foodservice Management- by Design, by Legvold (Author), Salisbury, Association of Nutrition & Foodservice Professionals; 2nd Edition, 2018
2. The Complete Guide to Facility Management, Dan Lowry, CreateSpace Independent Publishing Platform, 2017
3. Foodservice Organizations: A Managerial and Systems Approach 9th Edition, Mary Gregoire, Pearson 2016
4. Foodservice Management: Principles and Practices 13th Edition, June Payne-Palacio Ph.D. RD, Monica, Pearson, 2015

Hospitality Facilities Management and Design, David M Stipanuk, Educational Institute of the American Hotel Motel Assoc, 2015

P20MBEC101	Tourism Product	L	T	P	C
	Total Contact Hours: 45	3	0	0	3
	Course Designed by : Mr. Vigneshwar.K				
COURSE OUTCOMES (COs)					

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Remembering	Recall the conceptual and theoretical basis of various tourism products and resources in general
CO2	Understanding	Understand the nature of different tourism products and the geographical features of India and religions of India
CO3	Applying	Identify and manage emerging tourist destinations and circuits. Familiarizing the important natural tourism products of India such as Hill stations, Beaches, etc.
CO4	Analyzing	Analyzing information of countries major wildlife sanctuaries, national parks, biosphere reserves, community reserves, Adventure and ecotourism destinations in India
CO5	Evaluating	Appraise about archaeological sites in India such as monuments , Temples , Pilgrim Centres, Forts ,Palaces and Museums , Buddhist heritage sites etc
CO6	Creating	Create, apply, and evaluate marketing strategies for tourism destinations and organizations. Work autonomously and collaboratively to develop scholarly skills including effective research and the critical evaluation and presentation of information related to tourism in written and oral form

Mapping of Course Outcomes with Program Outcomes											
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S				S	
	CO2		S		M	S			S		S
	CO3	S				S	S	M		S	
	CO4		S		M				S	S	
	CO5	S					S	M	S		S
	CO6	S				S			S		S

UNIT - I

Define	3	Cate gory		Professional Core (PC)	Product -
	4	Appr oval			

Difference with service Industry - Tourism Product – its salient features components of Tourism industry - How is this different from other consumer industries? -Tourism resources as products.

UNIT – II

9

Socio cultural Resource –I - Architectural Heritage of India - Historical monuments of tourism significance – ancient, medieval and modern – Important historical/archaeological sites – Museum - art galleries and libraries – their location, assets and characteristics.

UNIT – III

9

Socio Cultural Resource-II - Important shrines (4 each) of the Hindus, Buddhist, Jain, Sikh, Muslim, Christians and others - Performing Arts – Classical dance forms and styles, Indian folk dance - classical vocal music guaranties/schools - Handicrafts & Handloom Fairs - and festivals of India.

UNIT – IV

9

National Tourist Resource - Tourist resource potential in mountain with special reference to Himalayas - India's main desert areas, desert safaris and desert festival - Coastal areas, beaches and islands : with special reference to Andaman and Nicobar islands.

UNIT - V

9

Introduction to Marketing - The Concept of marketing, Nature, classification and characteristics of services and their marketing implications - Methodology considerations and pricing of Tour Packing, designing and printing of Tour Brochure

Total No. of Periods: 45

References:

1. Tourism Product Development in China, Asian and European Countries, Yuhua Luo, Jinbo Jiang, Doudou Bi, 2020
2. Tourism Planning and Destination Marketing, Mark Anthony Camilleri, Emerald Group Publishing, 2018
3. Travel Marketing, Tourism Economics and the Airline Product: An Introduction to Theory and Practice, Mark Anthony Camilleri, 2017
4. Tourism Development: Products, Operations And Case Studies, Neetu Sharma, Dinesh Verma, Anita Verma, 2014
5. Tourism Products of India: A National Perspective by Robinet Jacob, 2012

P20MBEC102		INTERNATIONAL TOURISM MANAGEMENT	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Course Designed by : Mr. Vigneshwar.K				
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				

CO1	Remembering	Recall the functions of travel agency, IATA, and find relationships between tourism and the environments in which it operates, and relate the connection this has to contemporary issues in sustainable tourism development
CO2	Understanding	Understanding of Pro – Active and its' importance of Tourism Policies. Interpret and evaluate tourism as a phenomenon and as a business system. Illustrating the Travel accounting procedures towards the tourist agencies and their functions for developing managerial skills.
CO3	Applying	Identify and assess relationships and networks relative to building tourism capacity. Apply relevant technology for the production and management of tourism experiences.
CO4	Analyzing	Analyzing the Transport systems for the growth of travel industry. Analyze and explain the various trends and how they impact the tourism/hospitality industry
CO5	Evaluating	Evaluate and apply various research methods commonly used in the context of tourism. Explain the principles of sustainability as they apply to tourism at both a micro and macro level
CO6	Creating	Create, apply, and evaluate marketing strategies for tourism destinations and organizations. Work autonomously and collaboratively to develop scholarly skills including effective research and the critical evaluation and presentation of information related to tourism in written and oral form

Mapping of Course Outcomes with Program Outcomes

(S/M/L indicates strength of correlation)

S-Strong, M-Medium, L-Low

UNIT I

1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1		S			S				S	
	CO2		S		M	S			S		S
	CO3	S				S	S	M		S	
	CO4		S		M				S	S	
	CO5	S					S	M	S		S
	CO6	S				S			S		S

9	3	Cate gory		Professional Core (PC)
	4	Appr oval		

Globalization & tourism sector globalization & the business world - the tourism industry, challenges - Factors affecting global & regional tourist movements - demand and origin factors - destination & resource factors - Contemporary trends in international tourist movements.

UNIT II

9

The emergence of international hotels & tourisms - Historical aspects - development of chains - development abroad - airline connection - Political aspects of the international travel - tourism – Barriers to travel - tourism investment & business – regulations - international organizations dealing with barriers viz: WTO, IMF, IHA, need for government support of tourism - national tourism organizations - political stability - travel advisories - political risk - crisis management.

UNIT III

9

International hotels – Balancing global and local perspectives – Operating in a multinational environment – International rules & regulations – a brief study - Human resources & cultural diversity - cultural perceptions - business protocol - cultural considerations in negotiations.

UNIT IV

9

International tourism sales & marketing – Market research - developing an international marketing strategy - understanding various travel distribution systems viz GDS - product positioning.

UNIT V

9

Global competition & the future – Long-term tourism growth trends - tourism growth in major regions - transportation developments - technology & automation - Development issues - tourism and the environment.

Total No. of Periods: 45

References:

1. Tourism: Concepts, Theory and Practice by M.R. Dileep, 2020
2. International Tourism Management by A.K. Bhatia, 2019
3. Tourism Development: Principles & Practices by A K Bhatia, 2020
4. Tourism: Principles and Practices (Oxford Higher Education) by Sampad Kumar Swain and Jitendra Mohan Mishra, 2011

Tourism: Operations and Management by SunetraRoday , Archana Biwal, et al., 2009

P20MBEC103	ACCOMMODATION OPERATION		L	T	P	C
	Total Contact Hours: 45		3	0	0	3
	Course Designed by : Ms.Beena					
COURSE OUTCOMES (COs)						
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES				
CO1	Remembering	Recall the concepts of Classification of catering Establishments, Origin of Hospitality Industry, Types of Hotels, Introduction to Hospitality industry, Introduction to front office, Front office assistant - Importance of Job Description - Job Description of front office assistant -Introduction to front office - - Front office assistant - Importance of Job				

		<p>Description - Job Description of front office assistant - Receiving the guest at the front office - Rooming a guest with reservation - Rooming of a walk-in-guest - Registration of guests - Duties of Night Receptionist - - Room rack - Black list, Reservation Terminologies - Stages of guest contacts with the hotel (pre-arrival, arrival, during their Stay, departure) - Procedures for left luggage, scanty baggage, and safe deposit facility, Role of Housekeeping (in the hotel and in guest satisfaction and Repeat Business) - Dealing with Guest Lost and found, General consideration for selection of a) Equipments b) Agents - Classification and types of Equipments with care and Maintenance</p>
CO2	Understanding	<p>Summarize the Organization and layout of front office, The importance of Receptionist, Qualities of front office staff(Front office salesmanship, Knowledge of products, SalesPromotion, Guest needs, Desire to help, Communication), Importance of reservation - Forecasting room reservation - Over booking - Diaries and charts used in reservation - Whitney rack system - Group reservation, Organizational structure of housekeeping Department in small, medium & large hotels, Executive Housekeeper - Deputy Housekeeper - Floor supervisor (Morning, Late duty, Night shift, routine duties Explaining records maintained) - Desk Control Supervisor (duties explaining records maintained) , Method of use and mechanism for each type, Classification of cleaning agents with its use, care and storage - Distribution and Control of cleaning agents</p>
CO3	Applying	<p>Apply Guest mail handling – Paging - Job description of bell captain & bell boy - Errand card</p>
CO4	Analyze	<p>Analyze the Growth of Hospitality industry in India, Opportunities in Hospitality Industry, Organization chart of large, medium and small hotels, The Status of receptionist as a partner in the hotel industry, Qualities of front office staff(Front office salesmanship, Knowledge of products, SalesPromotion, Guest needs, Desire to help, Communication), Duties of Receptionist of a small hotel - Knowledge of various registers and forms used in reception, Areas of cleaning , Special cleaning - Controlling cost and Budgeting - Inventories and Record Keeping, Role of Housekeeping (in the hotel and in guest satisfaction and Repeat Business) - Organizational structure of housekeeping Department in small, medium & large hotels -</p>

CO5	Analyze	Analyze the Areas of cleaning , Special cleaning - Controlling cost and Budgeting - Inventories and Record Keeping - Dealing with Guest Lost and found - Executive Housekeeper - Deputy Housekeeper - Floor supervisor (Morning, Late duty, Night shift, routine duties Explaining records maintained) - Desk Control Supervisor (duties explaining records maintained) - Public Area Supervisor (Routine duties explaining records maintained) - Room Attendants – (Routine duties explaining records maintained) - Store keeper – (Task Performed and records maintained) - House man (Routine duties) - A brief explanation of duties of linen and laundry staff
CO6	Analyze	Analyzethe Services offered by the hotels - Types of rooms - Inter Departmental Cooperation with other departments in the Hotel

Mapping of Course Outcomes with Program Outcomes (S/M/L indicates strength of correlation) S-Strong, M-Medium, L-Low											
1	COs/ POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
2	CO1	M									M
	CO2		M				M	M			
	CO3		M		L		M	M			
	CO4					L					
	CO5					L	M				

	CO6		M								
3	Category		Professional Elective (PE)								
4	Approval										

UNIT – I INTRODUCTION, ORGANISATION OF HOTEL

9

Introduction to Hospitality industry - Growth of Hospitality industry in India- Classification of catering Establishments - Origin of Hospitality Industry - Opportunities in Hospitality Industry - Types of Hotels - Organization chart of large, medium and small hotels - Organization and layout of front office - The importance of Receptionist - The Status of receptionist as a partner in the hotel industry

UNIT – II FRONT OFFICE DEPARTMENT, RECEPTION

9

Introduction to front office - Qualities of front office staff(Front office salesmanship, Knowledge of products, SalesPromotion, Guest needs, Desire to help, Communication) - Front office assistant - Importance of Job Description - Job Description of front office assistant - Receiving the guest at the front office - Rooming a guest with reservation - Rooming of a walk-in-guest - Registration of guests - Duties of Night Receptionist - Duties of Receptionist of a small hotel - Knowledge of various registers and forms used in reception - Room rack - Black list

UNIT – III RESERVATION, LOBBY

9

Importance of reservation - Forecasting room reservation - Over booking - Diaries and charts used in reservation - Whitney rack system - Group reservation - Reservation Terminologies - Stages of guest contacts with the hotel (pre-arrival, arrival, during their Stay, departure) - Procedures for left luggage, scanty baggage, and safe deposit facility - Guest mail handling – Paging - Job description of bell captain & bell boy - Errand card

UNIT – IV FUNCTIONS OF HOUSEKEEPING DEPARTMENT, DUTIES AND RESPONSIBILITIES OF HOUSE KEEPING STAFF

9

Role of Housekeeping (in the hotel and in guest satisfaction and Repeat Business) - Organizational structure of housekeeping Department in small, medium & large hotels - Areas of cleaning , Special cleaning - Controlling cost and Budgeting - Inventories and Record Keeping - Dealing with Guest Lost and found - Executive Housekeeper - Deputy Housekeeper - Floor supervisor (Morning, Late duty, Night shift, routine duties Explaining records maintained) - Desk Control Supervisor (duties explaining records maintained) - Public Area Supervisor (Routine duties

explaining records maintained) - Room Attendants – (Routine duties explaining records maintained) - Store keeper – (Task Performed and records maintained) - House man (Routine duties) - A brief explanation of duties of linen and laundry staff

UNIT – V CLEANING EQUIPMENTS AND AGENTS, FACILITIES OFFERED IN THE HOTELS

9

General consideration for selection of a) Equipments b) Agents - Classification and types of Equipments with care and Maintenance - Method of use and mechanism for each type - Classification of cleaning agents with its use, care and storage - Distribution and Control of cleaning agents - Services offered by the hotels - Types of rooms - Inter Departmental Cooperation with other departments in the Hotel

Total No. of Periods: 45

References:

1. Hotel Housekeeping: Operations and Management 2e, Raghubalan, 2018
2. Front Office Management and Operations, Sudhir Andrews, McGraw Hill Education, 2017
3. Hotel Housekeeping Management and Operations, G. Raghubalan, Oxford University Press India 2015
4. Hotel Front Office: Operations and Management, Jatashankar Tewari, Oxford University Press 2016

P20MBEC104		FOOD AND BEVERAGE SERVICES	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Mr K.Shree Balaji				
COURSE OUTCOMES (COs)						
CO1	Remember	Recall Basic principles of food production – Equipments, menu balancing, House keeping Departments: Responsibilities, Traits & Duties of House Keeping Staff, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages				
CO2	Understand	Classify Menu merchandising, Purchasing procedure – price and quality performance, F & B Service areas - Food and beverage service method, Types of catering – fast-food and popular catering, financial marketing and catering – control and performance management				

CO3	Apply	Organize: coordination with other departments, Purchase specification – Receiving – storing and issuing, Industrial catering, hospital catering											
		Mapping of Course Outcomes with Program Outcomes											
CO4	Analyze	Categorize (S/M/L indicates strength of correlation) Menu Management: Types of menu, Beverage menu, stock taking, methods of storage, Food production methods - Beverage production methods S-Strong, M-Medium, L-Low											
CO5	Evaluate	Appraise Kitchen planning, Basic Preparation and operations, Conference & Convention Management, hotels and quality restaurants											
	1	CO1	S			M				S			
CO6	Create	Formulate Job description – Hierarchy, menu planning& Menu designing											
	2	CO2		M	M							S	
		CO3				M			M		L		
		CO4	S				M			S			
		CO5		M			M		M			S	
		CO6			M				M		L	S	
	3	Category		Fundamental Core (FC)									
	4	Approval											

UNIT I Kitchen Management

9 Hours

Kitchen Management: Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.

UNIT II Menu Management

9 Hours

Menu Management: Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.

UNIT III Pre – Production Operations

9 Hours

Pre – Production Operations: Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.
House keeping Departments: Responsibilities, Traits & Duties of House Keeping Staff.

UNIT IV Food and Beverage Production

9 Hours

Food and Beverage Production - Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services. Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management.

UNIT V Catering Management

9 Hours

Catering Management - Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management.

Suggested Readings:

20. Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 2012
21. John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management. Prentice Hall. 2011.
22. ParvinderS.Bali. Food Production Operations. Oxford. 2011
23. Denney G. Rutherford and Michael J. O’Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2010
24. Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010Basics of Banking and Finance, Dr.K., Bhattacharya ,O.P.Agarwal
25. R.K.Malhotra, Food Service and Catering Management, Anmol Publication Pvt Ltd, New Delhi

P20MBEC105		TRAVEL DOCUMENTATION	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Ms.R.Velanganni				
COURSE OUTCOMES (COs)						
CO1	Remember	Defines History, Growth, and present status of Travel Agency, Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business, Functions of a travel agency - travel information and counselling to the tourists, Market research and tour package formulation, Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information.				
CO2	Understand	ExplainLinkages and arrangements with hotels, airlines and transport agencies, Travel Terminology: Current and popular travel trade abbreviations, Market research and tour package formulation assembling, processing and disseminating information on destinations,				
CO3	Apply	Prepare Study of various Fiscal and Non – Fiscal incentives, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages				

CO4	Analyze	Distinguish IATA rules and regulations for approval of a travel agency, Approval by Airlines and Railways, preparation of Itineraries, tour operation and post tour Management.											
Mapping of Course Outcomes with Program Outcomes													
CO5	Evaluate	Appraise (S/M/L indicates strength of correlation) other segments of tourism sector, handling business/corporate clients including conference and conventions. Organisations Structure and various Departments of a Travel Agency S-Strong, M-Medium, L-Low											
CO6	Evaluate	Compare Sources of income: Commission, Service Charge, Public and Private sector in Travel Agency Business and Tour Operation Business											
	1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	
	2	CO1	S			S				S			
		CO2		S							S	M	
		CO3			L				M				
		CO4	S		L				M		S	M	
		CO5		S		S	M		M	S			
		CO6					M				S		
	3	Category		Fundamental Core (FC)									
	4	Approval											

UNIT I Travel Agency and Tour Operation Business 9 Hours

Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.

UNIT II Approval of Travel Agents and Tour Operators 9 Hours

Approval of Travel Agents and Tour Operators: Approval by Department of Tourism, Government of India. IATA rules and regulations for approval of a travel agency, Approval by Airlines and Railways. Study of various Fiscal and Non – Fiscal incentives available to Travel agencies and Tour Operations business.

UNIT III Functions of a Travel Agent 9 Hours

Functions of a Travel Agent: Understanding the functions of a travel agency - travel information and counselling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service Charges. Travel Terminology: Current and popular travel trade abbreviations and other terms used in preparing itineraries.

UNIT IV Functions of a Tour Operator 9 Hours

Functions of a Tour Operator: Market research and tour package formulation, assembling, processing and disseminating information on destinations, Liaisoning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.

UNIT V Travel Formalities

9 Hours

Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Public and Private sector in Travel Agency Business and Tour Operation Business: Organisational Structure and various Departments of a Travel Agency.

Suggested Readings:

1. Holloway, J.C., (1983), The Business of Tourism, McDonald and Evans, Plymouth.
2. Syrratt Gwenda, (1995). Manual of Travel Agency Practice, Butterworth Heinmann, London
3. Stevens Laurence, (1990). Guide to Starting and Operating Successful Travel Agency, Delmar Publishers Inc., New York.
4. Chand, Mohinder, Travel Agency Management, Anmol Publication
5. Seth, P. N., (1992), Successful Tourism Management Vol. 1 & 2, Sterling Publications, Delhi
6. Foster, Douglas (1983), Travel and Tourism Management, McMillan, London

P20MBEC106		GLOBAL TOURISM	L	T	P	C
		Total Contact Hours: 45	3	0	0	3
		Prerequisite: Basic Management in UG level				
		Course Designed by: Dr.A.Geetha				
COURSE OUTCOMES (COs)						
CO1	Remember	List Introduction to Global Tourism: Types and Forms of Tourism: Inter–regional and intra–regional tourism, Types & Forms of Tourism, International rules & regulations, National & International organizations – WTO, IMF, IHA, Vision 2020, Principles &Types of ecotourism				
CO2	Understand	Classify religious, historical, social, adventure, health, business, conferences, conventions, Hotels operating in a multinational environment, Eco Tourism, sustainable & green tourism				
CO3	Apply	Organize Factors affecting Global and regional tourist movement, Demand and origin factors, Linking culture; Transportation and technology development and Tourism,				
CO4	Analyze	Select , Inbound and outbound tourism, domestic, international tourism, Contemporary trends in international tourist movement, Tourism Industry – challenges; Barrier to Travel, Ecotourism Venues				
CO5	Evaluate	Criticize special interest tourism like culture or nature oriented, ethnic or „roots“ tourism and VFR, Political risk & crisis management, developing an International marketing strategy				

CO6	Evaluate	Compare Impacts of Tourism – economic, environmental, and socio-cultural. Tourism for Prosperity & Peace. Market research. Developing indicators for destination sustainability									
		Mapping of Course Outcomes with Program Outcomes									
(S/M/L indicates strength of correlation)											
S-Strong, M-Medium, L-Low											
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
2	CO1	M				S			S		
	CO2		S	M	S					S	
	CO3	M		M				M			L
	CO4		S		S				S	S	
	CO5					S		M		S	
	CO6		S		S					S	L
3	Category		Fundamental Core (FC)								
4	Approval										

UNIT I Introduction to Global Tourism 9 Hours

Introduction to Global Tourism: Types and Forms of Tourism: Inter-regional and intra-regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or „roots“ tourism and VFR

UNIT II Tourism Environment 9 Hours

Tourism Environment Types & Forms of Tourism – Factors affecting Global and regional tourist movement –Demand and origin factors, Resource and Destination factors; Contemporary trends in international tourist movement; Impacts of Tourism – economic, environmental, and socio-cultural.

UNIT III Tourism and Globalization 9 Hours

Tourism and Globalization Tourism Industry – challenges; Barrier to Travel; Hotels operating in a multinational environment, International rules & regulations, Political risk & crisis management; National & International organizations – WTO, IMF, IHA.

UNIT IV Tourism for Prosperity & Peace

9 Hours

Tourism for Prosperity & Peace Vision 2020; Linking culture; Transportation and technology development and Tourism; Market research, developing an International marketing strategy.

UNIT V Eco Tourism

9 Hours

Eco Tourism Introduction to ECO, sustainable & green tourism; Principles of Eco–Tourism, Types of ecotourism, Global growth and magnitude of ecotourism, Ecotourism Venues, The business of ecotourism, Developing indicators for destination sustainability.

Suggested Readings:

1. A.K. Bhatia –International Tourism Management, Sterling Publishers Pvt. Ltd, New Delhi , 2008
2. 2. Chris Cooper & C. Michael Hall – Contemporary tourism: an international approach Elsevier Publisher, 2008
3. 3. Francois Vellas and Lionel Becherel– A strategic approach –The International Marketing of Travel and Tourism, Macmillan Press, London, 1999
4. 4. David B. Weaver – The Encyclopedia of Ecotourism, Published by CABI,2001

