



**DEPARTMENT OF MANAGEMENT SCIENCES  
R.V.R. & J.C. COLLEGE OF ENGINEERING  
(AUTONOMOUS)  
GUNTUR-522 019, ANDHRA PRADESH**

**BASIC STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (MBA)  
R21 REGULATIONS W.E.F. ACADEMIC YEAR 2021-22  
I MBA I SEMESTER**

S.NO	COURSE CODE	COURSE TITLE	CORE	L	P	C	I	E	T	WH
1	MS111	Principles of Management	MC	4	-	4	40	60	100	4
2	MS112	Business Economics	MC	4	-	4	40	60	100	4
3	MS113	Organizational Behavior	MC	4	-	4	40	60	100	4
4	MS114	Accounting for Management	MC	4	-	4	40	60	100	4
5	MS115	Production and Operations Management	MC	4	-	4	40	60	100	4
6	MS151	Information Technology - Lab	MS	-	4	2	40	60	100	4
7	MS152	Business Communication- Lab	MS	-	4	2	40	60	100	4
<b>TOTAL</b>				20	8	24	280	420	700	28

**MC- Management Core, MS-Management Skills, L – Lecture, P- Practical's, C – Credits, I -Internal Assessment, E- End Examination, T- Total Marks, WH – Weekly Hours**



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**BASIC STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (MBA)  
R21 REGULATIONS W.E.F. ACADEMIC YEAR 2021-22  
I MBA II SEMESTER**

S.NO	COURSE CODE	COURSE TITLE	CORE	L	P	C	I	E	T	WH
1	MS121	Entrepreneurship and Project Management	MC	4	-	4	40	60	100	4
2	MS 122	Business Analytics and Research	MC	4	-	4	40	60	100	4
3	MS123	Human Resource Management	MC	4	-	4	40	60	100	4
4	MS124	Financial Management	MC	4	-	4	40	60	100	4
5	MS125	Marketing and Digital Marketing	MC	4	-	4	40	60	100	4
6	MS161	Computer Oriented Business Statistics-Lab	MS	-	4	2	40	60	100	4
7	MS162	Database Management System- Lab	MS	-	4	2	40	60	100	4
<b>TOTAL</b>				20	8	24	280	420	700	28

**MC- Management Core MS-Management Skills, L – Lecture, P- Practical's, C – Credits, I -Internal Assessment, E- End Examination, T- Total Marks, WH – Weekly Hours**

**After completion of I MBA II Semester end examinations, every student must undergo Project Internship for 6 Weeks and must prepare a report and submit it the same two weeks before the commencement of II MBA I Semester end examinations.**



**R.V.R. & J.C. COLLEGE OF ENGINEERING (AUTONOMOUS)  
DEPARTMENT OF MANAGEMENT SCIENCES**

**COURSE STRUCTURE FOR the Academic Year 2023-24**

**Master of Business Administration (M.B.A) – R21 REGULATIONS**

**II MBA I SEMESTER**

**SPECIALIZATIONS (Choose any four elective courses of two each, out of seven specializations)**

S.N O	COURSE CODE	SUBJECT NAME	CORE / ELECTIVE	L	P	C	I	E	T	WH
1	MS 211	Strategic Management	MC	4	-	4	40	60	100	4
2	MS 212	Corporate Governance & Ethical Practices	MC	4	-	4	40	60	100	4
3	MS 213	Digital Logistics and Supply Chain Management	MC	4	-	4	40	60	100	4
4	MS 214 Elective I	DMEL01 Product and Brand Management	ME	3	-	3	40	60	100	3
5	MS 215 Elective II	DMEL02 Digital & Social Media Marketing	ME	3	-	3	40	60	100	3
6	MS 216 Elective III	FMEL01 : Financial Markets and Services HREL01 : Training & Development DLEL01 : Digital Logistics and Warehousing Management	ME	3	-	3	40	60	100	3
7	MS 217 Elective IV	FMEL02 : Security Analysis and Portfolio Management HREL02 : Organization Change and Development DLEL02 : Global Transport Economics	ME	3	-	3	40	60	100	3
8	MS 251	Project Internship Report	--	-	-	4	40	60	100	
<b>TOTAL</b>			--	24	-	28	320	480	800	24

## ELECTIVES SHEET

<b>MARKETING AND DIGITAL MARKETING MANAGEMENT ELECTIVES</b>	
MS214 Elective I (DMEL01)	Product and Brand Management
MS215 Elective II (DMEL02)	Digital & Social Media Marketing
<b>FINANCIAL MANAGEMENT ELECTIVES</b>	
MS216 Elective III (FMEL01)	Financial Markets and Services
MS217 Elective IV (FMEL02)	Security Analysis and Portfolio Management
<b>HUMAN RESOURCE MANAGEMENT ELECTIVES</b>	
MS216 Elective III (HREL01)	Training & Development
MS217 Elective IV (HREL02)	Organization Change and Development
<b>BUSINESS ANALYTICS AND DATA MANAGEMENT ELECTIVES</b>	
BAEL01	Web Designing
BAEL02	Data Mining
<b>DIGITAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVES</b>	
MS216 Elective III (DLEL01)	Digital Logistics and Warehousing Management
MS217 Elective IV (DLEL02)	Global Transport Economics
<b>SYSTEMS MANAGEMENT ELECTIVES</b>	
SMEL01	Database Management System
SMEL02	E-Business
<b>BUSINESS ENTREPRENEURSHIP ELECTIVES</b>	
BEEL01	INNOVATION AND STARTUP MANAGEMENT
BEEL02	ENTREPRENEURIAL DIGITAL BANKING AND INSURANCE MANAGEMENT

**MC- Management Core DMEL – Marketing and Digital Marketing Elective FMEL – Financial Management Elective HREL– Human Resource Management Elective BAEL – Business Analytics and Data Management Elective DLEL – Digital Logistics and Supply Chain Management Elective SMEL – Systems Management Elective. L – Lecture P – Practical’s C –Credits I– Internal Assessment E – End Examination T – Total Marks WH – Weekly Hours.**



**R.V.R. & J.C. COLLEGE OF ENGINEERING (AUTONOMOUS)  
DEPARTMENT OF MANAGEMENT SCIENCES**

**COURSE STRUCTURE FOR the Academic Year 2023-24  
Master of Business Administration (M.B.A) – R21 REGULATIONS  
II MBA II SEMESTER**

**SPECIALIZATIONS (Choose three electives from Marketing and Digital Marketing specialization and other two from any other specializations)**

S.N O	COURSE CODE	SUBJECT NAME	CORE / ELECTIVE	L	P	C	I	E	T	W H
1	MS 221	International Business	MC	4	-	4	40	60	100	4
2	MS 222	Talent and Knowledge Management	MC	4	-	4	40	60	100	4
3	MS 223 Elective-V MS226 (For Y21 batch)	(DMEL03 ) International Marketing Management	ME	3	-	3	40	60	100	3
4	MS 224 Elective-VI MS227 (For Y21 batch)	(DMEL04 ) Digital Services and Retail Marketing	ME	3	-	3	40	60	100	3
5	MS 225 Elective-VII	(DMEL05) Enterprise Resource Planning	ME	3	-	3	40	60	100	3
6	MS 226 Elective- VIII	(FMEL05 ) : International Financial Management ( HREL05 ) : International Human Resource Management (DLEL03): Digital Purchasing and Supply Chain Management	ME	3	-	3	40	60	100	3
7	MS 227 Elective- IX	(FMEL06):Financial Derivatives and Risk Management	ME	3	-	3	40	60	100	3

		( HREL06 ): Human Resource Development Strategies and Systems (DLEL04 ): International Logistics								
8	MS 261	Comprehensive Viva-Voce	--	-	-	3	-	100	100	--
9	MS 262	MOOC's	--	--	--	--	--	100	100	--
TOTAL			--	23	-	26	280	620	900	23

### **ELECTIVES SHEET**

<b>MARKETING AND DIGITAL MARKETING MANAGEMENT ELECTIVES</b>	
MS 223 Elective-V	(DMEL03): International Marketing Management
MS 224 Elective-VI	(DMEL04): Digital Services and Retail Marketing
MS 225 Elective-VII	(DMEL05): Enterprise Resource Planning
<b>FINANCIAL MANAGEMENT ELECTIVES</b>	
MS 226 Elective-VIII	(FMEL05): International Financial Management
MS 227 Elective- IX	(FMEL06): Financial Derivatives and Risk Management
<b>HUMAN RESOURCE MANAGEMENT ELECTIVES</b>	
MS 226 Elective-VIII	(HREL05): International Human Resource Management
MS 227 Elective- IX	(HREL06): Human Resource Development Strategies and Systems
<b>BUSINESS ANALYTICS AND DATA MANAGEMENT ELECTIVES</b>	
BAEL03	Big Data Analytics
BAEL04	Advanced Office Automation
<b>DIGITAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVES</b>	
MS 226 Elective-VIII	(DLEL03): Digital Purchasing and Supply Chain Management
MS 227 Elective- IX	(DLEL04): International Logistics

<b>SYSTEMS MANAGEMENT ELECTIVES</b>	
SMEL03	Relationship Database Management
SMEL04	Data Mining & Warehousing
<b>BUSINESS ENTREPRENEURSHIP ELECTIVES</b>	
BEEL03	Entrepreneurial Marketing
BEEL04	Entrepreneurial Leadership

**MC- Management Core DMEL – Marketing and Digital Marketing Elective FMEL – Financial Management Elective HREL– Human Resource Management Elective BAEL – Business Analytics and Data Management Elective DLEL – Digital Logistics and Supply Chain Management Elective, SMEL - Systems Management Elective. L – Lecture P – Practical’s C –Credits I– Internal Assessment E – End Examination T – Total Marks WH – Weekly Hours.**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**R 21- REGULATIONS**

**I YEAR – I SEMESTER MBA SYLLABUS (w.e.f 2021-22)**

**MS111 - PRINCIPLES OF MANAGEMENT**

<b>Course Objectives:</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
1. To impart the concept of management and principles of management.	<b>4</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
2. To make aware of planning, organization and delegation functions.					
3. To understand the staffing to achieve corporate excellence.					
4. To gain knowledge on directing, motivation and leadership.					
5. To know controlling techniques and TQM concepts.					

**Course Outcomes:**

**After successful completion of the course, the students can**

1. Identify the various levels and skills of management and MBO.
2. Apply knowledge on effective planning and organization.
3. Compose the staffing required in an organization with Job analysis and induction.
4. Distinguish directing and supervision, motivation and leadership.
5. Apply controlling techniques of PERT/CPM for quality control.

**Unit I: INTRODUCTION:** Definitions of Management –Management Concept, Nature, and Importance Management and Administration – Managerial Levels, Roles and Skills – Henry Fayol’s principles of Management - Functions of Management - Management by Objectives (MBO).

**Unit II: PLANNING AND ORGANIZATION:** Planning Concept, Features and importance – Planning Process, Principles – Organization concept, structure, Formal and Informal Organizations – Line and Staff Organizations - Delegation, Centralization and Decentralization.

**Unit III: STAFFING:** Staffing Concept, Features, Need, Scope and Importance – Job Analysis – Job Description – Job Specification – Recruitment – Selection – Induction and Orientation.

**UnitIV: DIRECTING:** Directing and Supervision Concept - Motivation – Theories of Motivation – Leadership Concept – Leadership vs Manager ship – Management and Leaders – Functions and Styles of Leadership.

**Unit V: CONTROL:** Controlling Concept – Control Techniques PERT / CPM – Quality Control and Total Quality Management-Theory.

**Suggested Books:**

1. Koontz and Weichrich Essentials of Management – Tata McGraw-Hill
2. Agarwal R D Organisation and management – Tata McGraw-Hill.
3. Aswathappa K. Human Resource and personnel Management, Text and cases-TataMcGrahills.
4. Peter F Drucker, The Practice of Management - Tata McGraw-Hill.
5. Robbins Stephen. P and Mary Coulter – Management – PHI publisher.
6. JS.Chandan, Management: Theory & Practice – Vikas, New Delhi.



## MS 112-BUSINESS ECONOMICS

### Course Objectives:

1. To enable students Economics concepts and theories.
2. To help students understand and learn the correct usage demand analysis.
3. To get them acquainted with successful Profit Measurement factors.
4. To enable students to acquire various specific economics Tendencies.
5. To understand Economic Laws.

L	P	C	INT	EXT
4	-	4	40	60

### Course Outcomes:

#### After successful completion of the course, the students can

1. Use business economics concepts.
2. Compose effectively the demand analysis for the managerial interface.
3. Apply Profit Measurement factors are implied on business.
4. Improve clarity to Economics Tendencies like demonization, monetary, fiscal, and LPG
5. Get knowledge on Economic Laws in changing to Economic Dimensions.

**UNIT I: Introduction:** Definition and Characteristics of Economics – Economic Analysis in Business Decisions-Scope of Business Economics-Manual Economics and Traditional Economics-Functions and Responsibilities of Business Economics.

**UNIT II: Demand analysis:** Meaning and Objects of Demand Analysis – Law of Demand and Characteristics-Marginal utility analysis – Exceptions to the law of Demand-Law of Demand and Elasticity of Demand and Income Relationship.

**UNIT III: Profit Measurement;** Concept of Profit-Gross Profit & Net Profit-Reasons of Profit Maximization-Determine Break-even analysis in terms of sales value & physical units-Profit affected by Depreciation Methods (Straight Line Method, Declining Balance Method, Sum of years Digits Method-Theory &Problems.)

**UNIT IV: Economic Tendencies** –Liberalization – Privatization and Globalization – Tariff & Non-Tariff Barriers-Demonetization – Monetary and Fiscal Policy.

**UNIT V: Economic Laws:** Consumer Protection Act 1986 – SICA Act – 1985 – FEMA Act 1999 – Competition Act 2002 – MSME Act 2006.

### Suggested Books:

1. Dr S.Shankaran, Managerial Economics - Margram Publication – Chennai
2. RL Varshney and K L Maheshwari, Managerial Economics - Sultan Chand Publications -New Delhi.
3. VI Mote Samuel Paul G.S Gupta, Managerial Economics – concepts and cases - Tata McGraw Hill - New Delhi.
4. G.Prasad, Business and Corporate Laws, Jai Bharathi Publishers.
5. ManabAdhikari, Global Business Management (in an Economic Environment)- Macmillan. New Delhi.

L	P	C	INT	EXT
4	-	4	40	60

**Course Objectives:**

1. To highlight the key elements, contributing disciplines to organizational behaviour.
2. To enable the students to gain perceptual skills and enhance personality development.
3. To comprehend the group dynamics and develop teamwork.
4. To know the organizational culture and how to overcome organizational conflicts.
5. To help the students know about change management and how to manage organizational change.

**Course Outcomes:****After successful completion of the course, the students can**

1. Identify key elements and challenges of organizational behaviour.
2. Apply various theories and principles of learning to enhance individual perception and personality.
3. Track the types of group behaviour and develop interpersonal relations.
4. Distinguish between functional and dysfunctional aspects in organizational culture and climate.
5. Know how to overcome resistance to change and manage organizational change.

**UNIT – I Organizational Behaviour:** Meaning – importance – nature and scope – approaches – Key elements – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Models.

**UNIT – II Individual:** Perception – Process, factors influencing perception – barriers in perceptual accuracy – enhancing perceptual skills – Attribution - Learning – characteristics, theories and principles of learning. Personality – Stages of Development, determinants of personality.

**UNIT – III Group Dynamics:** Meaning, Determinants of group behaviour and types of groups – Group Dynamics – framework of group behaviour. Developing interpersonal relations, Transactional Analysis – Johari Window.

**UNIT – IV Organizational Culture:** Organization Design, culture and climate. Creating an ethical organizational culture – conflicts – Meaning, conflicts at individual, group and organizational level – sources of conflicts – functional and dysfunctional aspects.

**UNIT – V Organizational Change:** Organizational Change – change management and its dimensions, process. Pressures for change – resistance to change – overcoming resistance to change. Approaches to managing organizational change.

**Suggested Books:**

1. Fred Luthans, *Organizational Behavior*, Tata McGraw Hill.
2. Stephen P. Robbins, *Organizational Behavior*, Pearson Education, New Delhi, 2006.
3. Aswathappa.K., *Organizational Behavior*, Himalaya Publishing House, New Delhi.
4. Donald R. Brown & Don Harvey, *An Experimental Approach to Organizational Development*, Pearson Education.
6. Paton McCalman, *“Change Management”*, Sage Publications.
7. VenkataRatnam C.S, *“Negotiated Change”*, Sage Publications.

## MS 114-ACCOUNTING FOR MANAGEMENT

### Course Objectives:

- |  | <b>L</b> | <b>P</b> | <b>C</b> | <b>INT</b> | <b>EXT</b> |
|--|----------|----------|----------|------------|------------|
|  | <b>4</b> | <b>-</b> | <b>4</b> | <b>40</b>  | <b>60</b>  |
1. To enable students with Accounting concepts and theories.
  2. To help students understand and learn the correct usage of the concepts for financial analysis.
  3. To get them acquainted with successful marginal costing concepts.
  4. To enable students to acquire knowledge in budget and budgetary control aspects.
  5. To understand the contemporary developments.

### Course Outcomes:

#### After successful completion of the course, the students can

1. Use the concepts for analysis.
2. Compose effectively the financial analysis for a managerial interface.
3. Apply cost accounting concepts to business.
4. Improve clarity on budgeting and control techniques.
5. Get knowledge on contemporary developments.

**Unit I- Financial Accounting** – Meaning - Objectives - functions. - Accounting Concepts and conventions-Journal – Ledger– Trial Balance – Preparation of Final Accounts: Profit and Loss Account and Balance Sheet - (One Theory & Choice One Problem)

**Unit II- Financial Statement Analysis** – Objectives-Fund Flow Statement -Working Capital - Preparation of Fund Flow Statement & Cash Flow Statement – (Theory)

**Unit III- Marginal Costing** - Definition - the distinction between marginal costing and absorption costing -Breakeven Point Analysis - Contribution, Profit-Volume Ratio, the Margin of Safety – (Theory)

**Unit-IV-. Budget, Budgeting, and Budgeting Control** - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget -- Zero Base Budgeting. Standard costing and variance analysis-(Theory)

**Unit-V- Contemporary developments:** Meaning: Inflation Accounting – HR Accounting – Responsibility Accounting – Reporting to management – (Theory)

### Suggested Books:

1. M. Pandey: Management Accounting Vikas Publishing House.ND SN Maheswari, Management Accounting - Sultan Chand & Sons.
2. HorngrenSunderu Stratton, Introduction to Management Accounting - Pearson Education
3. Gupta, A., Financial Accounting for Management: An Analytical Perspective, Pearson,
4. B.Banerjee, Financial Policy & Management Accounting, PHI, New Delhi
5. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
6. Horngren, C.T., Introduction of Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.

## MS115–PRODUCTION & OPERATIONS MANAGEMENT

### Course Objectives:

L	P	C	INT	EXT
4	-	4	40	60

1. To familiarize the Production & Operations Management
2. To disseminate the concepts of Operations Planning & Control
3. To expose the students to Maintenance Management
4. To gain knowledge on Material Management
5. To know the Quality Management and Standards

### Course Outcomes:

**After successful completion of the course, the students can**

1. Apply knowledge of productions and operations functions in an integrated manner.
2. Use specialized knowledge in Operations planning and control to solve business processes.
3. Improve the techniques of Maintenance management in an Organization
4. Get knowledge on the materials handling aspects related to materials management.
5. Assess the quality standards and the measurements towards product and industry-wise.

**Unit I Production and Operations Management** -An Overview:- functions of operations - Production Systems - Facilities location - Layout Design - Product and Process Design - Materials Handling - Value Analysis-World Class Manufacturing.

**Unit II Operations Planning and Control:** Mass and Batch Production Planning - Projects Planning and Control - Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement.

**Unit III Maintenance Management:** Need for Maintenance Management – Maintenance Alternatives - Equipment life Cycle – Managing of Work Environment - Waste Management - Automation — Technology Management.

**Unit IV Materials Management:** An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems.

**Unit V Quality Management:** Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles - Total Quality Management.

### Suggested Books:

1. Chary, S.N. Production and Operations Management, Tata McGraw Hill, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, Prentice-Hall of Indian, New Delhi.
4. UpendraKachru, —Production & Operations Management, Excel Books.
5. Krishnaswamy. K.N., Cases in Production/Operations Management, Prentice Hall of India. New Delhi.

**Course Objectives:**

L	P	C	INT	EXT
-	4	2	40	60

1. To make the students aware of the basic hardware components of Computer
2. To provide the skill of installation of various software
3. To help the students to work with Microsoft Word
4. To teach students to work with MS Excel
5. To make the student create Professional PowerPoint Presentations,

**Course Outcomes:**

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

1. Identify various hardware components of a system.
2. Analyze the network configuration settings LAN and Internet
3. Apply knowledge for software installation.
4. Develop Professional word documents and Excel sheets using Office suite.
5. Design Templates and apply to Professional PowerPoint Presentations

**List of Experiments:**

1. PC Hardware Assembling and Software Installation
2. Hardware Troubleshooting and Operating System Installation
3. TCP/IP setting; Local Area Network and access the Internet
4. Installing an Office Suite software using a license key.
5. Productivity tool: MS Word: Creating your resume
6. Installation of Anti-Virus tools
7. Spreadsheet Orientation: MS Excel
8. Implementing different formulas and creating charts in Excel.
9. Working with MS Excel worksheet
10. Create a Business or Professional Presentation in PowerPoint
11. Working with Templates in PowerPoint
12. Illustrate Animation in Presentation

**Note:** A minimum of 8 (eight) out of 12 (twelve) experiments have to be performed and recorded by the candidate to attain eligibility for the Semester End practical examination.

**Text Books**

1. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
2. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012
3. Satish Jain-BPB's Computer Course Windows 10 with MS Office 2016 (BPB)

## MS 152-BUSINESS COMMUNICATION –LABORATORY

L	P	C	INT	EXT
-	4	2	40	60

### Course Objectives

1. To enable students to use phrases, idioms and corporate jargon in business contexts
2. To help students understand the nature, scope and barriers of communication
3. To develop an understanding of the types and processes of listening and reading skills
4. To enable students to draft business emails, letters, resume'
5. To facilitate a basic understanding of participation guidelines for GDs and answering strategies to interview FAQs

### Course Outcomes

#### After successful completion of the course, the students will be able to:

1. Demonstrate appropriate use of lexical resources in functional business contexts
2. Use consistent and appropriate language in different situations
3. Use listening and reading skills to infer lexical and contextual meaning and attempt comprehension passages
4. Draft business emails, letters and resume precisely
5. Proactively participate in group discussions and interviews with vivid communication

### List of Experiments

1. Vocabulary Building: Phrasal Verbs, Idioms and Academic Word List
2. Business Communication: Nature, Scope, Process and Barriers
3. Non-Verbal Communication: Cues and Impact
4. Listening Skill: Primacy, Types and Tips
5. Email Drafting: Basics, Etiquette and Prompt Words
6. Business Letters: Template, Common Mistakes
7. Resume' Writing: Knowing Self, Crafting, Action Verbs and Statements
8. Short Presentations: Structure, Timing and Delivery
9. Interview Skills: Process, Types and Preparation
10. Mock Interviews: Company Research, FAQs and Peer Assessment
11. Group Discussions: Categories, Guidelines and Assessment Rubric
12. Group Discussions: Table Topics, Individual Assessment

### Reference Books

1. Business Communication, II Ed, OUP, by Meenakshi Raman & Prakash Singh, 2012
2. Presentation Skills for Managers by Jennifer Rotondo, Mike Rotondo Jr.
3. Cambridge Vocabulary for IELTS Advanced with answers by Pauline Cullen
4. The McGraw-Hill Handbook of Business Letters by Roy Poe
5. How to Book of Writing Skills: Words at Work: Letters, email, reports, resumes, job applications, plain English by J H Hood
6. Business Writing Essentials: How to Write Letters, Reports and Emails by Whitmell Clare.
7. The Handbook of Communication Skills by Owen Hargie 2006, Routledge Publication

### Online Resources

1. <https://www.indiabix.com/verbal-ability/questions-and-answers/>
2. <https://takeielts.britishcouncil.org/take-ielts/prepare/free-ielts-practice-tests/listening>
3. <https://mini-ielts.com/listening>
4. <https://www.cambridgeenglish.org/learning-english/free-resources/virtually-anywhere/>
5. <https://writeandimprove.com/>
6. <https://learnenglish.britishcouncil.org/business-english/english-for-emails>

7. <https://www.geeksforgeeks.org/tcs-placement-paper-e-mail-writing/>
8. <https://q4interview.com/latest-email-writing-questions-with-answers-11.php>
9. <https://resumebuild.com/>
10. <https://shriresume.com/resume-builder>
11. <https://www.interviewbit.com/peer-mock-interview/>
12. <https://www.indiabix.com/hr-interview/questions-and-answers/>
13. <https://www.groupdiscussionideas.com/engineering-gd-topics-with-answers/>
14. <https://www.indiabix.com/group-discussion/topics-with-answers/>
15. <https://www.mbauniverse.com/group-discussion/topic.ph>

**Note:** A minimum of 8 (eight) out of 12 (twelve) experiments have to be performed and recorded by the candidate to attain eligibility for the Semester End practical examination

## I YEAR MBA – II SEMESTER

### MS 121 – ENTREPRENEURSHIP AND PROJECT MANAGEMENT

L	P	C	INT	EXT
4	-	4	40	60

#### Course Objectives:

1. To familiarize the Entrepreneur, Intrapreneur and Manager.
2. To disseminate the concepts of Entrepreneurship Development Programmes.
3. To understand the various institutional Support to entrepreneurship.
4. To gain knowledge on Project Preparation
5. To Analyse the project networks and financing the ventures.

#### Course Outcomes:

After successful completion of the course, the students

1. Understand the concepts of Entrepreneurship, Women entrepreneurship and Rural entrepreneurship.
2. Get the knowledge on EDPs its objectives and curriculum.
3. know the institutional support to Entrepreneurs at central level and state level.
4. Identify the steps in project identification and selection.
5. Analyse the project review techniques and identify the different source of finance.

**Unit – I Entrepreneur and Entrepreneurship:** Concept of Entrepreneur – Characteristics of an Entrepreneur- Functions of Entrepreneurs– Distinction between an Entrepreneur and Intrapreneur and a Manager – Types of Entrepreneurs - Concept of Entrepreneurship, Problems & Developing Women Entrepreneurship- Problems & Developing Rural Entrepreneurship.

**Unit II Entrepreneurship Development Programmes (EDPs):** Need for EDPs – Objectives of EDPs – Course content of EDPs – Curriculum of EDPs – Phases of EDPs.

**Unit III Institutional Support to Entrepreneurs:** Need for institutional support – National Small Industries Corporation (NSIC) - Small Industries Development Organization (SIDO) – Small Scale Industries Board (SSIB) – State Small Industries Development Corporations (SSICS) – Small Industries Service Institutions (SISI) – District Industries Centre (DIC).

**Unit IV Project Preparation:** Meaning of Project Report, Project Identification, Project Selection Formulation of a Project Report.

**Unit V Project Network Analysis & Financing Ventures:** Network Analysis – PERT and CPM, Sources of Finance, Concept of working Capital, Venture Capital and Seed Capital.

#### Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
4. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
5. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
6. E – Book, MSME at a glance – English version, Ministry of MSME.



L	P	C	INT	EXT
4	-	4	40	60

**Course Objective:-**

- 1.To equip the students with the basic understanding of research methodology
- 2.To disseminate the concepts of business analytics, provide insight into the application of modern analytical tools and techniques.
3. To familiarize the role of analytics for the purpose of management decision making.

**Course Outcomes:**

**After successful completion of the course, the students**

**1.**

**Unit-I Introduction:** Meaning and Importance of Research – Nature and Scope of Research Methodology, Research Process – Research Objectives – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

**Unit-II Research Design:** Concept of Research Design – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non – Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

**Unit-III Data collection analysis:** Data Collection; Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

**Unit-IV Introduction to Business Analytics:** Meaning and Importance of business analytics – Data for Business Analytics – Data reliability and validity – Analysis of Data – Introduction to SPSS.

**Unit V Business Analytics:** Business Analytics as Solution for Business Challenges – Master Data Management: Data Warehousing – Data Mining – Meta Data – Data Marts –Data Integration – Concept of OLTP and OLAP.

**Suggested Books:**

1. Mark Saunders, Philip Lewis, Adrian Thorn bill, Research Methods for Business Students, Pearson, ND
2. Churchill, Iacobacci& Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Bhattacharya D. K., “Research Methodology”, Excel Books, New Delhi. 2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
5. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2005.
6. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010. 5. K.V. Rao, “Research Methodology in Commerce and Management”, Sterling Publishers, New Delhi, 2012.
7. R.N Prasad and Seema Acharya, “Fundamentals of Business Analytics”, Wiley India Publication.
8. James R.Evans, Business Analytics Methods, Models and Decisions, Pearson, 2015.

## MS 123 - HUMAN RESOURCE MANAGEMENT

### Course Objectives:

L	P	C	INT	EXT
4	-	4	40	60

1. To outline key HRM functions and role of HR Manager.
2. To analyze the process of HR planning and factors influencing recruitment.
3. To understand the various training methods and appraisal programs.
4. To gain knowledge on Job evaluation and key elements of grievance procedure.
5. To Analyze the Quality of Work Life (QWL) and evolving role of HRM.

### Course Outcomes:

#### After successful completion of the course, the students

1. Understand the significance of HRM and methods of Job analysis.
2. Identify Purpose and significance of Recruitment and selection.
3. Able to understand different types of training methods and administering performance appraisal
4. Understand the carrier planning and development.
5. Gain knowledge on strategies to improve QWL, HRIS and HR Audit.

**UNIT – I Human Resource Management:** Nature – significance – functions of HRM – Qualities and Role of HR Manager – HRM Models – methods of Job Analysis – Line and Staff responsibility.

**UNIT – II Human Resource Planning:** Objectives, process, factors affecting HR Planning – Requisites for successful HR Planning. Recruitment; purpose – factors influencing-sources of recruitment. Selection; Significance – Process – Placement – Induction.

**UNIT – III Development and Performance Management:** Objectives of Training– Methods – Training Procedure – Evaluating Effectiveness of Training – Management Development Programme- developing and administering an Appraisal programme.

**UNIT – IV Job Evaluation** – Significance – Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure.

**UNIT – V Quality of Work Life (QWL)** – Meaning, conditions, specific issues in QWL – strategies for improvement of QWL. Changing Role of HR– HRIS and HR Audit – HR in Knowledge Era.

### Suggested Books:

1. Aswathappa.K., **Human Resource and Personnel Management**, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, **Personnel/ Human Resource Management**, Pearson Publications.
3. Edwin B.Flippo, **Personnel Management**, McGraw-Hill.
4. Dessler, Gary **Human Resource Management**, 10th Edition, Pearson Education.
5. P.Subba Rao, **Human Resource Management and Industrial Relations**, Himalaya Publishing House, New Delhi.
6. V.S.P.Rao, **Human Resources Management**, Excel Books, New Delhi.
7. T.V. Rao, “**Performance Management & Appraisal Systems**”, SAGE Publications.
8. Kaushal H, **Case Study Solutions Human Resource Development**, MACMILLAN.
9. Michael Muller- Camen, **Human resource Management**. Jaico Publishing House.
10. Lain Henderson, **Human Resource Management**, University Press.

## MS 124 – FINANCIAL MANAGEMENT

L	P	C	INT	EXT
4	-	4	40	60

### Course Objectives:

1. To outline key Finance Functions and role of Finance Manager.
2. To analyse the process of Financial Planning and factors influencing Investment Decision.
3. To understand various Financing methods for Financial Decisions
4. To gain knowledge on Dividend Decision and their methods.
5. To Analyse the Working Capital of an organization .

### Course Outcomes:

#### After successful completion of the course, the students

1. Understand the significance of Finance Management and role of Financial Manager.
2. Identify Purpose and significance of Investment Decision by using Capital Budgeting techniques.
3. Able to understand different types of Financing methods by Capital Structuring
4. Understand the different models in Dividend Decision.
5. Gain knowledge on Estimation of Working Capital .

**UNIT – I Foundations of Finance:** Introduction to Finance and Financial Management – Nature and scope of Financial Management – Functions of Financial Management – Objectives of Financial Management – Role of Financial Manager.

**UNIT – II Investment Decision:** Nature and significance of Investment Decision-Estimation of Cash Flows – Steps in Capital Budgeting Process – Traditional techniques – Discounted Cash Flow techniques – Capital Rationing.

**UNIT – III Financing Decision:** Concept of Leverage – Operating and Financial Leverage – Measurement of Leverages – Degree of Financial Leverage – Operating Leverage – Combined Leverage – EBIT - EPS Analysis – Indifference Point (Problems).

**Capital Structure:** Concept - Assumptions and Definitions – Factors determining Capital Structure - Capital Structure theories: Net Income Approach, Net Operating Income Approach, Traditional Position, M Hypothesis.

**Cost of Capital:** Concept of Cost of Capital – Cost of Debt – Cost of Preferential shares – Cost of Equity shares – Cost of Retained Earnings – Weighted Average Cost of Capital (Problems).

**UNIT – IV Dividend Decisions:** Meaning and significance of dividend – Concept of relevance and irrelevance theories – Walter’s Model – Gordon’s Model – MM Model.

**UNIT – V Working Capital Management:** Concept of Working Capital – Determinants of Working Capital – Operating Cycle - Estimation of Working Capital requirements – Components of Working Capital – Recent advances Fintech solutions.

### REFERENCES

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonthan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. “Financial Management”, Prentice Hall of India (P) Ltd, New Delhi.
4. Salmon,Ezra and Pringle, John.J. “An Introduction to Financial Management “, Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K “Financial Management”, Tata McGraw Hill Pub. Co. Ltd New Delhi.

7. Panday, I.M. “Financial Management”, Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna “Financial Management”, Tata McGraw Hill pub.Co.Ltd, New Delhi.
9. Tulsian, P.C. “Financial Management”, S. Chand.
10. Alice C Lee, J C Lee, C F Lee “Financial Analysis, Planning and Forecasting”, Cambridge University Press.

## MS 125 – MARKETING AND DIGITAL MARKETING

L	P	C	INT	EXT
4	-	4	40	60

### Course Objectives:

1. To outline key marketing concepts and its application to different markets through STP.
2. To Analyze different product offerings and price mechanisms.
3. To understand the various marketing channels and elements of promotion mix.
4. To gain knowledge on Digital marketing.
5. To Analyze the Digital and Social Media platforms.

### Course Outcomes:

#### After successful completion of the course, the students

1. Examine Marketing concepts and phenomenon to current business events in the Industry.
2. Identify product mix, product line and price structures offered by an organization.
3. Able to understand different types of marketing channels, conflicts and marketing communication process.
4. Understand the Digital Marketing process.
5. Get knowledge on Mobile Marketing and Social media marketing.

**UNIT I Introduction:** Marketing concept - Selling concept, Need and Significance of Marketing in Business - Identifying market segments - market segmentation - Target Markets - Positioning .

**UNIT II Product and Price:** Product - Product classification- Product mix decisions - Product line decisions - Product life cycle - Setting the price - pricing process - pricing methods.

**UNIT III Place and Promotion:** Marketing channels - Importance of marketing channels - Types, Causes and managing the conflict - Marketing Communication Process – Promotion Mix: Advertising –Personal Selling- Sales Promotion - Publicity.

**UNIT IV Introduction to Digital Marketing (DM):** Introduction to Digital Marketing & Website - Traditional Marketing Vs Digital Marketing - Digital Marketing Process - Digital transformation framework.

**UNIT V Digital Social Media Marketing:** Mobile Marketing, Video Marketing on YouTube Introduction to Social Media Marketing: Facebook, Instagram, Linked-in, Twitter, Google G Suit.

### Suggested Books:

1. Philip Kotler and Armstrong, Principles of Marketing, PHI
2. V.S Ramaswamy and S. Namakuari, Marketing Management.
3. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
4. Seema Gupta; Digital Marketing, McGraw Hill Education; First edition (November 2017)
5. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
6. Dave Evans., Susan Bratton, (2010) Social Media Marketing: The Next Generation of Business Engagement, Wiley.

**Course Objectives:**

1. This course will introduce you to business statistics, or the application of statistics in the workplace.
2. Statistics is how we gather, analyze, and interpret data. You can apply statistics to any number of fields, from anthropology to hedge fund management.
3. To do that, we will use statistical tools to analyze data
4. To draw conclusions, and make predictions of the future. The course will begin with data distributions, followed by probability analysis, sampling, hypothesis testing, inferential statistics, and regression.

**Course Outcomes:**

1. Able to apply Statistics in Business Environment
2. Understanding the need of Statistical tools in Business
3. Able to Analyze and Intrepret the data using statistical tools
4. Knowledge on Application of Statistical tools

**List of Experiments:**

<b>S. No.</b>	<b>Description</b>
1	Construction of Bar Diagram, Histogram, Pie Diagram, Frequency curve and Frequency polygon
2	Definition, Formula and Calculation of Mean, Median , Mode, Geometric Mean and Harmonic Mean for grouped and ungrouped data
3	Definition, Formula and Calculation of absolute measures of Dispersion, Range, Quartile Deviation, Mean Deviation, Standard Deviation
4	Definition, Formula and Calculation of relative measures of Dispersion, CD and CV for grouped and ungrouped data
5	Formula and calculation of raw moments, moments about origin, central moments and different types of coefficient of skewness and kurtosis
6	Calculation of Correlation and regression coefficient along with their test of significance.
7	Definition of Null and Alternative Hypothesis and different tests of significance
8	Application of t test for single mean, t-test for independent samples, paired t test, F-test, Chi-square test
9	Definition and steps of analysis of one way and two way classification.
10	Analysis of CRD and RBD as an example of one way and two way ANOVA
11	Definition of SRS, SRSWR and SRSWOR and difference between census and sampling
12	Procedures of selecting a simple random sample

**Note:** A minimum of 8 (eight) out of 12 (twelve) experiments have to be performed and recorded by the candidate to attain eligibility for the Semester End practical examination.

## Suggested Books:

1. [Statistics by Robert S. Witte and John S. Witte](#)
2. [Statistics for Business and Economics by- James T. McClave, P. George Benson and Terry T Sincich](#)
3. [Naked Statistics: Stripping the Dread from the Data by— Charles Wheelan](#)
4. [Think Stats Probability and Statistics for Programmers by – Allen B. Downey](#)
5. [Statistics II for Dummies by – Deborah J. Rumsey](#)

## MS162-DATABASE MANAGEMENT SYSTEM - LABORATORY (DBMS LAB)

### Course Objectives:

**L P C INT EXT**  
**- 4 2 40 60**

- To provide a strong formal foundation in database concepts and technology.
- To understand the practical applicability of database management system concepts.
- To describe the basics of SQL and construct queries using SQL.
- To understand data manipulation language to query, update, and manage a database
- To provide practical knowledge to understand advanced database concepts.

### Course Outcomes:

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

- Gain practical knowledge on designing and creating relational database systems.
- Build queries using SQL DML or DDL commands.
- Formulate the queries required to solve the issues in database.
- Apply various advanced queries execution such as relational constraints, joins, set operations, aggregate functions, and views on database.
- analyze and design a real database application.

### List of Experiments:

1. Create Tables (With and Without Constraints),
2. Perform the following on tables created in Expt.1:
  - i) Inserting
  - ii) Updating
  - iii) Deleting Records in a Table
3. Perform the following on tables created in Expt.1:
  - i) Saving (Commit)
  - ii) Undoing (rollback)
4. Perform the following on tables created in Expt. 1:
  - i) Altering a Table
5. Perform the following on tables created in Expt. 1:
  - i) Dropping/Truncating/Renaming Tables

6. For a given set of relation schemes, create tables and perform simple queries.
7. Perform Simple Queries with Aggregate functions.
8. Perform queries with Aggregate functions (group by and having clause).
9. Perform Queries involving-
  - i) Date Functions
  - ii) String Functions
  - iii) Math Functions.
10. Implement Joins on tables ( Inner Join, Outer Join).
11. Implement concept of subqueries.
12. For a given set of relation tables perform the following:
  - i) Creating Views
  - ii) Dropping views,
  - iii) Selecting from a view

### **Reference Books**

1. Kevin Loney, Oracle Database 10g The Complete Reference. Tata McGraw-Hill Publishing Company Limited.
2. Scott Urman, Oracle 9i PL/SQL Programming. Tata McGraw-Hill Publishing Company Limited.
3. Parteek Bhatia, SanjivDatta and Ranjit Singh, Simplified Approach to Oracle. Kalyani Publishers.

### **Web References**

1. <https://www.tutorialspoint.com/dbms/>
2. <http://www.studytonight.com/dbms/introduction-to-sql>
3. <http://nptel.ac.in/courses/105102015/37>

## II YEAR MBA – I SEMESTER

### MS 211 – STRATEGIC MANAGEMENT

L	P	C	INT	EXT
4	-	4	40	60

#### **Course Objectives:**

1. To understand the factor's importance of strategic management.
2. To learn the critical elements of the business environment.
3. To familiarize the types of strategies.
4. To acquire knowledge on strategy and global markets.
5. To understand the qualitative and quantitative measures of evaluation.

#### **Course Outcomes:**

##### **After successful completion of the course, the students can**

1. Identify the factors that shape a company's strategy.
2. Analyse the various elements of strategy and leadership.
3. Elaborate on the key elements of the value chain.
4. Evaluate various systems for strategy implementation.
5. Understand the establishment and measurement of strategic controls

**UNIT-I:** Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy.

**UNIT-II:** Environmental Scanning and leadership: SWOT Analysis-Strategic Leadership: Leadership and Style - Developing Human Capital and Social Capital.

**UNIT-III:** Strategy Formulation-Porter's Value Chain Analysis, Competitive Advantage of a Firm, Types of Strategies – Tailoring strategy to fit specific industry –Turnaround Strategy.

**UNIT-IV:** Strategy Implementation: Strategy and Structure-Strategies for competing in Globalizing markets– Organizational Values Impact on Strategy – Planning systems for implementation.

**UNIT-V:** Strategy Evaluation and control\_– Establishing strategic controls - Measuring performance using qualitative and quantitative - strategic information systems.

#### **REFERENCES:**

- 1 . Vijaya Kumar P: Strategic Management, Cengage Learning, New Delhi, 2010.
2. John A Pearce, AmitaMital: “Strategic Management”, TMH, New Delhi, 2012.
3. Sanjay Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi, 2012.
4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi, 2010.
- 5 .P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011.
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012.



## MS 212: CORPORATE GOVERNANCE & ETHICAL PRACTICES

L	P	C	INT	EXT
4	-	4	40	60

### Course Objectives:

1. To familiarize the concept of Corporate Governance and various issues in corporate governance.
2. To disseminate the concepts of the various models of Corporate Governance Systems.
3. To understand the need and scope of Corporate Social Responsibility.
4. To analyze the different ethical practices of Business Ethics.
5. To gain knowledge of ethical practices in the areas of management.

### Course Outcomes:

After successful completion of the course, the students

1. Understand the concepts of Corporate Governance.
2. Get knowledge of various models of Corporate Governance Systems.
3. Know the institutional support for Corporate Social Responsibility.
4. Identify the steps in the ethical practices of Businesses.
5. Analyze the knowledge of ethical practices in management areas.

**UNIT- I: Corporate Governance:** Meaning and Definition of Corporate Governance – Characteristics of Corporate Governance - Importance of Corporate Governance – Principles of Corporate Governance - Issues of Corporate Governance.

**UNIT-II: Corporate Governance System:** Anglo-American Model System – German Model System – Japanese Model System – Indian Model System – Good Corporate Governance.

**UNIT- III: Corporate Social Responsibility:** Meaning and Definition of CSR – Need for CSR – CSR Tools – Scope of CSR – CSR Provisions under Companies Act 2013.

**UNIT- IV: Ethical Practices of Business:** Concept of Business Ethics – Relation between Business and Ethics – 3C's of Business Ethics – Objectives of Business Ethics – Importance of Business Ethics – Ethical Decision Making.

**UNIT- V: Ethical practices in areas of management:** Ethical practices in marketing. Ethical practice in HRM, Ethical practices Production and operations management. Ethical practices in Finance.

### Suggested Books:

1. S. Singh, Corporate Governance: Global Concepts & Practices, Excel Books, New Delhi.
2. Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi.
3. C.S.V.Murthy, Business Ethics Text & Cases, HPH.
4. Chakravarthy, S.K. Foundations of Management Work – Contribution from Indian Thought, Himalaya Publishing House, New Delhi.
4. Satheesh Kumar, Corporate Governance, Oxford University Press.
5. Prabakaran S, Business Ethics and Corporate Governance, Excel Books, New Delhi.

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Objectives:**

1. To understand the increasing significance of logistics management and the importance of supply chain management.
2. To learn the critical elements of customer service and concepts of benchmarking.
3. To familiarize Sourcing, Transportation and Warehousing decisions.
4. To acquire knowledge on coordination in the supply chain and the role of IT in the supply chain.
5. To understand the differences between domestic LSCM and Global LSCM.

**Course Outcomes:****After successful completion of the course, the students can**

1. Identify LSCM activities and drivers of the supply chain in a business.
2. Analyze the various elements of customer service to create a service-driven logistics system.
3. Elaborate on the key decisions of logistics and supply chain.
4. Evaluate various Information technologies of Logistics and Supply chain.
5. Compare the logistics and supply chain in National and Global scenarios.

**UNIT I Logistics and Supply Chain Management:** Concepts - Logistical Activities - Mission of Logistics Management - Objectives of Logistics Management - Definition and Importance of Supply Chain - Issues in Supply Chain Management - Supply Chain Drivers.

**UNIT II Customer Service and Benchmarking:** Elements of Customer Service - Service Driven Logistics System - Customer focus in Supply Chain Management - Concept of Bench Marking - Bench Marking Process - benefits of Bench Marking and Competitive Bench Marking.

**UNIT III Decisions of Logistics and Supply chain:** Sourcing decisions - Transportation decisions - Warehousing decisions - Material handling and packaging decisions.

**UNIT IV Supply Chain Coordination and IT:** Coordination in the Supply Chain – Obstacles to coordination in Supply Chain – Role of IT in Supply Chain – Logistics Information Systems – Bar Coding – EDI – Artificial Intelligence – Intranet / Extranet – E-Commerce.

**UNIT V: Global Logistics and Supply chain:** Concept of Global Logistics - Global supply chain management vs Domestic supply chain management - Problems and Challenges of Global Logistics and Supply Chain Management –Global Logistics Management Process.

**References:**

1. Christopher Martin, Logistics & Supply Chain Management Creating Value adding Networks, Pearson Education.
2. Bowersox, Closs & Cooper, Supply Chain Logistics Management, McGraw-Hill.
3. G. Raghuram, Logistics and Supply Chain Management, Macmillan.
4. R.P. Mohanty and S.G. Deshmukh, Supply Chain Management, Jaico.
5. Rahul V. Altekar, Supply chain management concepts and cases, PHI.
6. K.Shridhara Bhat, Logistics & Supply Chain Management, HPH.

**MARKETING & DIGITAL MARKETING MANAGEMENT SPECIALIZATION**  
**DMEL01: PRODUCT AND BRAND MANAGEMENT**

L	P	C	INT	EXT
3	-	3	40	60

**Course Objective:**

1. To familiarize the students with the theory and practice of product Management.
- 2 To understand the concepts of product mix and product line.
- 3 To understand the concept of Brand, Building a brand and creating value.
- 4 To know the concept of brand positioning and the role of brand
5. To know the concept of brand building and developing loyalty

**Course outcomes:**

1. Create awareness regarding product development.
2. Enrich the students with product mix and line decisions
3. To create awareness regarding Brand building techniques.
4. Identify the steps in managing the brands
5. To analyze the strategies for developing loyalty and equity

**UNIT I: Product Management:** Concept - classifications of product - Fast Moving Consumer Goods and Markets (FMCG), - Product analysis –Product Life Cycle– Market Potential – New Product: Planning.

**UNIT II: Product Mix and Line Decisions:** Concept of Product Mix and Product line - Product Line Extensions-Concept of Product Positioning: Elements and Methods of Positioning, Communicating the Positioning Strategy, and Developing Positioning Strategy

**UNIT III: Concept of Brand:** Meaning, Definition - Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution-- Brand Building – Brand Value.

**UNIT IV: Managing the Brands:** Brand Creation - Brand Extension- Brand, Product relation – Brand assessment through Research – Brand Portfolio and Revitalization – Brand Development through Mergers and Acquisitions – Brand Licensing and Franchising – Role of Packaging and Labeling.

**UNIT– V: Brand Equity:** Concept of Brand Equity – Customer-Based Brand Equity – Brand Loyalty – Brand Personality –Brand Loyalty Programs – Building Global Brands – Branding Failures– Brand Positioning – 3Cs of Positioning.

**REFERENCE BOOKS:**

1. Kenneth B Kahn: **New Product Planning** (Sage)
2. Mathur. U.C: **Product & Brand Management** (Excel)
3. RamanujMajumdar: **Product Management in India** (Prentice Hall)
4. Kevin Lane Keller, **Strategic Brand Management**, Person Education, New Delhi.
5. Jean-Noel, Kapferer, **Strategic Brand Management**, The Free Press, New York.
6. Paul Temporal, Branding in Asia, John Wiley & sons (P) Ltd., New York,
7. S. Ramesh Kumar, Managing Indian Brands, Vikas Publishing House (P) Ltd., New Delhi.
8. Richard Elliott & Larry Perclu, Strategic Brand Management, Oxford Press.
9. Chernatony, Creating powerful brands, Elsevier Publication.
10. Tapan Panda, Brand Management, Excel Publication.
11. Y L R Moorthi, Brand Management-The Indian Context, Vikas Publication.

## DMEL02: DIGITAL & SOCIAL MEDIA MARKETING

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives:

1. To make students understand the increased business visibility and digital marketing trends
2. To help students reach a broader target audience to secure more leads and convert them into loyal customers.
3. To develop an understanding of the importance of digital market planning.
4. To provide deeper insights into Online Advertising importance of Search Engine Marketing
5. To make them familiar to extract the benefits for business through social media.

### Course Outcomes:

#### After successful completion of the course, the students can

1. Understand the applications of digital marketing in the globalized market.
2. Acquire knowledge on Channels of Digital Marketing.
3. Analyze the digital marketing plan.
4. Understand Search engine marketing and Online Advertising.
5. Understand Social Media Marketing.

**UNIT I: Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**UNIT II: Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

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

**UNIT IV: Search Engine Marketing and Online Advertising:** Importance of SEM, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**UNIT V: Social Media Marketing:** Understanding Social Media, Social Networking with Facebook, and LinkedIn, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

### Suggested Books:

1. Michael Miller, Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

# FINANCIAL MANAGEMENT SPECIALIZATION

## FMEL01: FINANCIAL MARKETS AND SERVICES

L	P	C	INT	EXT
3	-	3	40	60

### Course Objective:

1. To enlighten the students with the concepts about the Indian Financial system
2. To understand the concepts of financial markets and the types
3. To understand the practical dynamics of Financial Services.
4. To understand the role of merchant banking in the financial system and rating agencies
5. To know the concepts of merchant banking

### Course outcomes:

1. Enrich the students with the process of transfer of money from surplus to deficit.
2. To know the instruments, institutions and markets in the financial system.
3. Understand the role of services in the financial system
4. Role of public issues and credit rating agencies in the financial system\
5. Enrich the students with the importance of venture capital and the role of leasing and venture capital.

**UNIT– I: INTRODUCTION:** Concept and meaning of Financial System – Structure of Indian Finance System – Functions – Role of Financial System in Economic Development – Financial Sector Reforms.

**UNIT– II: FINANCIAL MARKETS:** Money Market – Capital Market – Structure of Money Market – Money Market instruments -Term deposits – REPO – Reverse REPO – Inter-corporate deposits, certificate of deposit.

**UNIT– III: FINANCIAL SERVICES:** Concept, Nature and Scope of Financial Services — Growth of Financial Services in India-Role of Financial Services in Economic Development.

**Mutual Funds:** Concept –Significance – Classification – Merits.

**UNIT– IV: MERCHANT BANKING:** Meaning – Origin – Types – Functions – Services – Responsibilities in Public Issue Management.

**Credit Rating:** Meaning – Functions – Credit Rating Agencies – Rating Methodology of CRISIL – ICRA – CARE.

**UNIT– V: VENTURE CAPITAL:** Origin and Concept – Features – Scope – Significance – Venture Capital in India - Concept of Lease Finance and Hire purchasing.

### Suggested Books:

1. David & Zenoff, Marketing of Financial Services, Ballinger Publishing.
2. Khan M.Y., **Financial Services**, Tata McGraw Hill Education Private Limited, New Delhi.
3. Vasant Desai, **Financial Markets and Financial Services**, Himalaya Publishing House, Mumbai.
4. Siddiah, T., **Financial Services**, Pearson.
5. TripatyNaliniPrava, **Financial Services**, Prentice Hall of India, New Delhi.
6. Guruswamy.S, **Financial Services**, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
7. V. Avadhani, **Financial Services in India**, Himalaya Publishing House, Mumbai, 2009.
8. Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi.

## FMEL02: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

<u>Course Objectives:</u>	<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
1. Introduce students to common stock, the stock market, stock options, and approaches to investing in the stock market and building stock portfolios.	<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
2. Understand the concept of Risk and Return					
3. Particular emphasis is given to three competing approaches to stock investment: Fundamental analysis, technical analysis and efficient market analysis.					
4. Provide students with a basic introduction to portfolio theory and study various methods of modelling the risk associated with a stock investment such as the capital asset pricing model and arbitrage pricing theory.					
5. Encourage students to apply stock and option valuation models in portfolio management					

### Course Outcomes:

1. Recognize and apply appropriate theories, principles, and concepts relevant to Securities analysis and portfolio management.
2. Evaluate the Risk and Return of the securities
3. Develop a reasoned argument for the solution of familiar and unfamiliar problems relevant to securities analysis and portfolio management.
4. Analyze and evaluate portfolio performance.
5. Formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management.

**UNIT-I: Investment:** Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement. Market Indices. Calculation of SENSEX.

**Unit-II: Return and Risk** – Meaning and Measurement of Security Returns. Meaning of Risk – Types of Risk – Measurement of Risk - **Valuation of Securities:** Basic Concepts: Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield to Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price – Earnings (P/E) Approach.

**UNIT-III: Approaches to Security Analysis: Fundamental Analysis:** Economy, Industry and Company Analysis – **Technical Analysis:** Charting Techniques - Dow Theory - Elliot wave – Relative Strength Index (RSI), Breadth of the Market.

**UNIT-IV: Portfolio Analysis and Selection:** Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe’s Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis (EMH).

**UNIT-V: Portfolio Evaluation & Revision:** Methods of Portfolio Evaluation – Sharpe’s, Treynor’s and Jensen’s measures of portfolio performance evaluation - Fama’s decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

### **Suggested Books:**

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 5<sup>th</sup> Edition, McGraw-Hill, New Delhi.
3. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi.
4. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi.

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION**  
**HREL01: TRAINING & DEVELOPMENT**

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>

**Course Objectives:**

1. To enlighten the students with the concepts of training and development
2. To understand the concepts of training need assessment
3. To know the practical dynamics of designing a training programme
4. To recognize the methods of training and use training aids
5. To ascertain the evaluation of Training and development programs

**Course outcomes:**

1. Develop the students on the current training and development practices.
2. To know the training need assessment, to conduct the training.
3. Understand the key factors of designing the training programme.
4. Role of computer and mobile technology in training
5. Enrich the students with the importance of the trainers & development tools

**UNIT– I: Training & Development:** Definition, Importance, Need & Objectives of Training and Development, Benefits of Training, Skills and Qualities of the effective trainer, Current Training and Development Practices.

**UNIT– II: Training Need Assessment:** Stages in Training Process, Training need analysis, Identification of Training needs, Steps to Conduct Training Needs Assessment.

**UNIT– III: Designing the Training Programme:** Instructional Objectives and session Plan, Training process, key factors in designing a Training Programme.

**UNIT– IV: Methods of Training & Training aids:** On and Off the job methods of Training - Computer-based learning - Distance learning - Intelligent tutorial system - Virtual reality training - Blended learning, Mobile technologies - Adventure learning - Embedded learning - Action learning.

**UNIT–V: Evaluation of Training and Development:** Ascertaining the reactions of the participants, Measuring training effectiveness and impact, Types of evaluation techniques, Costing training programs and development programs, Development tools and techniques.

**Recommended Text Book:**

1. Dr Rishipal, “Training and Development Methods”, S.Chand and Company.

**Suggested Books:**

1. T.V. Rao, “Human Resource Development”, SAGE.
2. Dale, “Organisation & Development”, SAGE.
3. Dr B.Rathan Reddy, “Effective Human Resource Training and Development Strategy”, HPH.
4. P.Subba Rao, “Essentials of HRM and IR”, Himalaya Publishing house.
5. Penny Hackett, “Introduction to Training”, University Press.
6. Michael Jinks, “Training”, Blandford Press.
7. John .H.Proctor&M.William, “Training: A Handbook for Line Managers”.
8. Lynton R, Pareek.U. “Training for Development”, Vistaar ,NewDelhi.
9. P.L. Rao,” Training & Development”, Excel Books, New Delhi.
10. Gold stein & Ford: Training for Development (Prentice Hall)
11. Udai Pareek& TV Rao: Designing & Managing H R Systems with Spl Emphasis on HRD (Oxford & IBH)

## HREL02: ORGANIZATION CHANGE AND DEVELOPMENT

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives:

1. To make students with a model based on the understanding of organizational change.
2. To aware students, thorough the various factors involved in facilitating and managing change.
3. To make students know about organizational development.
4. To make students realize the significant role of interventions in organizational development.
5. To understand the significance of issues in organizational development.

### Course Outcomes:

#### After successful completion of the course, the students can

1. Demonstrate the knowledge and role of change in the organization.
2. Identify different insights in managing change in an organizational context.
3. Explain changing trends in organizational development.
4. Understand the impact of interventions on organizational development.
5. Describe the role of issues in organizational development.

**UNIT I: Introduction to organizational change:** Nature of change, forces of change, the content of change, types or styles of change, Change Agents - Planned Change - Unplanned Change – Lewin's Three Step Model.

**UNIT II: Resistance to organizational change and Change Process:** Resistance to Change - Individual Factors - Organizational Factors – Techniques to Overcome Resistance to Change, Effectiveness of Change Programs - Change Process - Job Redesign.

**UNIT III: Introduction to organizational Development:** OD –Concept and definition, values, assumptions and beliefs in OD– foundations of OD – models or theories – Participation and empowerment – teams and teamwork.

**UNIT IV: Organizational Development Interventions:** Interventions and types of interventions. Individual Interventions - Team Interventions – Comprehensive Interventions – Structural interventions.

**UNIT V: Power Politics and Organizational Development:** Research on OD – future of OD. Issues in consultant–client relationship; Mechanistic & Organic systems.

### Reference Books:

1. Wendell I. French & Cecil H.Bell, Jr. – Organization Development – PHI.
2. French, Bell and Zawacki – Organization Development Theory, Practice and Research, Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter, the change Masters, Simson &Schaster.
4. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
5. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
6. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
7. Naper, Rodhey, W &GershenfeldMattik, (1996). Groups Theory & Experience, AITBS, India.



# BUSINESS ANALYTICS & DATA MANAGEMENT SPECIALIZATION

## BAEL01: WEB DESIGNING

<b>Course Objectives:</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
1. To introduce the fundamentals of the Internet and the history of the web.	<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
2. To construct basic Websites using HTML and cascading style sheets.					
3. To develop the ability to logically plan and develop web pages.					
4. To learn to write, test and debug web pages using HTML and JavaScript.					
5. To build dynamic web pages using JavaScript objects.					

### Course Outcomes:

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

1. Describe the concepts of the World Wide Web, and the requirements of effective web design.
2. Develop web pages using the HTML and CSS features with different layouts as per the need of applications.
3. Support the development of web pages.
4. Write scripts using JavaScript on a web page.
5. Use JavaScript System Objects.

**UNIT-I:** Web Fundamentals – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications.

**UNIT-II:** Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy.

**UNIT-III:** Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags.

**UNIT-IV:** Cascading Style Sheets (CSS) Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images.

**UNIT-V:** JavaScript Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects.

### References :

1. Uttam K Roy: —Web Technologies— Oxford University Press, 2010.
2. Jon Duckett: —HTML & CSS: Design and Build Websites— John Wiley & Sons, 2014.

## BAEL02: DATA MINING

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives :

1. To understand the Data Mining techniques and general data features.
2. To learn data preprocessing and association rule mining techniques.
3. To know about classification techniques.
4. To know about clustering techniques.
5. To explore the need and application of Map Reduce and various search algorithm

### Course Outcomes:

Upon completion of this course, the students will be able to

1. Explain the fundamental concepts of data mining and the features of data.
2. Discover and measure interesting patterns from different kinds of databases.
3. Demonstrate different classification techniques.
4. Demonstrate various clustering techniques.
5. Design algorithms by employing Map Reduce technique for solving problems.

**UNIT I:** Introduction:- Structured vs unstructured data, Master data vs transactional data, Systems of Record vs. Systems of Reference, Data Life Cycle, Data hierarchies.

**UNIT II:** Data modelling: Database modelling, Entity Relation models, Data Normalization, Structured Query Language

**UNIT III:** Data Warehousing: Enterprise data model, Data Warehouse architecture, Master Data Management, Data Governance processes to support finance and accounting reporting processes, Data Stewardship, Analytical & Operational Master Data Management.

**UNIT IV:** Data Quality, Data Quality Dimensions: Uniqueness, Consistency, Precision, Timeliness, Integrity, completeness, Maturity Model

**UNIT V:** Data Security and controls: Data Security Framework, Managing PII Data, Secure Software Development Lifecycle.

### **SUGGESTED READING:**

1. Data Modeling Essentials, Third Edition, by Graeme C. Simsion and Graham C. Witt
2. Master Data Management in Practice, Dalton Cervo, Mark Allen, Wiley Corporate F&A
3. Managing Data in Motion: Data Integration Best Practice Techniques and Technologies, by AprilReeve, Morgan Kaufmann Publishers © 2013 Citation

**DLEL01: DIGITAL LOGISTICS AND WAREHOUSING MANAGEMENT**

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>

**COURSE OBJECTIVES:**

The main objectives of this course are to

1. Convey the concept of supply chain management and the differences between logistics and supply chain management.
2. Impart knowledge of Containerization and its types, concept of container freight stations and role of Container Corporation of India Ltd in logistics
3. Generate interest in the students about warehousing, its types and functions.
4. Inform about site analysis for the warehouse and its design considerations.
5. Create an understanding of strategies for warehousing and industry synergies.

**COURSE OUTCOMES:**

After successful completion of the course, the students can be able to

1. Know about the supply chain management, logistics and differences between them.
2. Identify the types of containerization and container freight stations.
3. Understand warehousing types and their functions.
4. Extricate the design considerations of the warehouse and site analysis for it.
5. Understand the concept warehousing strategy and industry synergies.

**UNIT-I: Introduction:** Definition, objectives, importance, the role of supply chain management, and the difference between logistics and supply chain management. The concept of transportation is the backbone of logistics.

**UNIT-II: Containerisation:** Concept, need, benefits, types of Containerization, the concept of container freight stations (CFS).Approval of CFS guidelines and implementation. Role of Container Corporation of India limited in logistics.

**UNIT-III: Warehousing:** Concept, nature, scope and types of warehousing, types of warehouse operations, warehouse location, growth of e-fulfilment and its effect on warehousing, Functions of ware house.

**UNIT-IV: Warehouse Location and Design:** Introduction, site analysis, product mix considerations, ware house design, AISLE width decision.

**UNIT-V: Warehousing Strategy:** Introduction, industry synergies, factors of operating and location flexibility, factors of scale economies, Outsourcing in Ware housing.

**Text Books**

1. Basics of Warehouse and Inventory Management: by Villivalam Rangachari Rangarajan, Notion Press; 1st edition. February 2022.
2. EDWARD FRAZZLE (2002) World Class Warehousing and Material Handling. Tata McGraw-Hill Publication: New Delhi.
3. Bowersox, D.J., D.J. Closs, M.B. Cooper, and J.C. Bowersox. 2013. Supply Chain Logistics Management. 4th ed. New York, NY: McGraw-Hill.

**Reference Books**

3. JAMES A THOMPSON & JERRY D SMITH (1998) The Warehouse Management Handbook. Tompkins press.
4. DAVID E. MULCHY & JOACHIM SIDON (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications.

## DLEL02: GLOBAL TRANSPORT ECONOMICS

L	P	C	INT	EXT
3	-	3	40	60

### COURSE OBJECTIVES:

The main objectives of this course are to

1. Convey the concept of Transport demand, factors affecting it, and measurement of price and income elasticity.
2. Impart knowledge of sources of supply, pricing policy and discrimination, customer needs, and cost-based pricing.
3. Generate the interest in the students about Road transport, Railways, and Airline cost-level structures, Economic forecasting transport demand
4. Inform about public-private partnership (PPP) funding, public-sector investments, risk factors, and solutions to primary private-sector concerns
5. Create an understanding of the Indian transport policy, globalized transport policy, governance, and Market integration forces in transport policy.

### COURSE OUTCOMES:

After successful completion of the course, the students can be able to

1. Know about the transport demand and factors affecting it with the knowledge of measurement of price elasticity.
2. Identify the sources of supply, pricing policy, and cost-based pricing along with customer needs
3. Distinguish the different transport costs structures like road, rail, and airlines.
4. Extricate the importance of public-private partnership funding, public sector investments, and risk factors involved
5. Understand the concept of Indian transport policy, globalized transport policy, and its governance.

### UNIT-I: Market Demand

Transport as a Derived demand- Factors determining demand- Demand factors not influenced by the operators-Operators attempt to influence demand- Price elasticity of demand-Measurement of price elasticity-Income elasticity - Service elasticity.

### UNIT-II: The supply of Transport

Sources of supply-Elasticity of supply-Pricing policy-Price discrimination-Merits and demerits of price discrimination-Customer needs-Cost based pricing

### UNIT-III: Transport of Cost levels and Structures

Road transport Cost level structure-Railways Cost level structures-Air lines Cost level structure - Economic forecasting transport demand

### UNIT-IV: Public-Private Partnership (PPP Investment)

PPP funding- Public sector investments-Value for money-Transfer of risk and commercial risk-Private sector enthusiasm for PPPs—Solutions to primary private sectors concerns

### UNIT-V: Funding an Integrated Transport Policy

The Indian concept of Transport policy-Globalized Integrated transport policy-Governance of an Integrated Transport Policy-Market Integration Forces Transport Policy

**Text Book:**

1. STUART COLE (2019) Applied Transport Economics- Policy, Management and Decision Making. 3rd edition, The Chartered Institute of Logistics & Transport: UK.

**Reference Book:**

1. EMILE QUINTET & R. W. VICKERMAN (2005) Principles of Transport Economics Paperback – Import.

**Websites**

1. <http://www.kuleuven.be/traffic/dwn/H111part4.pdf>

2. <http://ocw.mit.edu/courses/civil-and-environmental-engineering/1-201j-transportation-systems-analysis-demand-and-economics-fall-2008/lecture-notes/>

3. <http://www.tcd.ie/civileng/Staff/Brian.Caulfield/4A8/Lecture%201%20%20Transport%20Econom>

**SYSTEM MANAGEMENT**  
**SMEL01 - DATABASE MANAGEMENT SYSTEMS**

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>

**Course objectives:**

1. To understand the Data Models and Database languages
2. To learn Relational Model with extended operations
3. To know about Domain constraints and assertions
4. To know about Object Relational databases.
5. To explore Database System Architectures

**Course outcomes:**

- CO1:** Assimilate the data models and overall system structure.  
**CO2:** Explain the SQL basic structure with Relational Model  
**CO3:** Apply triggers that functional dependencies.  
**CO4:** understand the Querying with complex types and objectives.  
**CO5:** Examine the Database System Architectures

**Unit : I DATABASE MANAGEMENT SYSTEMS** Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity –Weak Entity Sets –reduction of E- R Diagram to tables.

**Unit : II** Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

**Unit: III** Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition.

**Unit: IV** Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

**Unit: V** Database System Architectures: Centralized Systems, Client server systems, Distributed systems,–Transaction model–Commit potocols –coordinator selection – concurrency control –deadlock handling –multi database systems.

**Reference Books**

1. Chopra, R., Database Management Systems, S. Chand, 2010.
2. Gupta, G. K., Database Management Systems, Tata McGraw-Hill Education, 2011.
3. Panneerselvam, R., Database Management Systems, 2ndEdition, PHI Learning, 2011.
4. Rob, P., Coronel, C. and Morris, S., Database Principles: Fundamentals of Design, Implementation and Management, 9thEdition, Cengage Learning, 2012.
5. Rob, P.,Rao, A. and Coronel, C., Database Management Systems, Cengage Learning, 2011.

## SMEL02 - E-BUSINESS

L	P	C	INT	EXT
3	-	3	40	60

### Course objectives:

1. To understand the basics of internet programming.
2. To develop the potential knowledge Management of Ecommerce Applications.
3. To know about Supply Chain Management and ERP tools.
4. To know the E-Security Protocols for E-Business.
5. To explore the E-Commerce Industries.

### Course outcomes:

**CO1:** Gain knowledge on internet programming languages.

**CO2:** Explain the Application of E-commerce in Different Sector.

**CO3:** Understand the Economics in E-commerce with tools and Modules.

**CO4:** Examine the security Protocols in hacking of online payment.

**CO5:** Explain the various online E-Commerce sector and consumer protection.

**UNIT I** Introduction: Introduction to World Wide Web – Intelligent Web Designing – Software Tools – IP, TCP, HTTP, HTML, and Cryptography – Consumer Interface Technologies – OALP and Data Mining

**UNIT II** Principles – Potential – Knowledge Management – Data Warehousing – Application of E-Commerce in Different Sector – Service, Industry, Domestic – Multidisciplinary Approach to E-Commerce, Customer Relation Management.

**UNIT III** Business Model – E-Marketing – Intelligent Agents – Economics in E-Commerce – Equilibrium Price – Supply Chain Management – ERP Tools and Modules – Opportunities and Challenges – Mobile Commerce

**UNIT IV** Online Payment – E-Security – Security Protocols – How sites are hacked – Internet Governance – Firewall Legal Issues: Software Intellectual Property Law – Contract Law for E-Business – Cyber Law Issues - Interpol

**UNIT V** E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment Consumer Protection: Privacy and Information Rights – Warranties and New Products.

### Reference Books

1. Chaffey, D., E-Business and E-Commerce Management, 3rd Edition, Pearson, 2009.
2. Joseph, P.T., E-Commerce: An Indian Perspective, 4thEdition, PHI, 2012.
3. Kalakota, R. and Whinston, A., Frontiers of Electronic Commerce, Pearson, 2011.
4. Schneider, G.P., Electronic Commerce, Cengage Learning, 10thEdition, 2012.
5. Turban, E., King, D. and Lee, J., Electronic Commerce: A Managerial and Social Networks Perspective 2012, Prentice Hall, 2011.
6. Turban, E., Lee, J., King, D.,Liang, T.P. and Turban, D., Electronic Commerce 2010, 6thEdition, Pearson, 2012.

# BUSINESS ENTREPRENEURSHIP SPECIALIZATION

## BEEL01 INNOVATION AND STARTUP MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

### Course objectives:

1. To understand Technology in Management of innovation
2. To learn factors that affecting economic innovation at the firm level Leadership
3. To know about Six Forces of Change and Start-up Equation
4. To know the requirements for estimating Startup.
5. To explore Stages of growth in a new venture

### Course outcomes:

**CO1:** Assimilate the methods of managing innovation with in firms & its implications.

**CO2:** Explain the innovation in Emerging Economies and innovation at the firm level.

**CO3:** Apply brainstorming techniques to generate innovate business ideas.

**CO4:** Examine the Startup capital Resource requirements to make the financial assumptions.

**CO5:** Formulate the Stages of growth in a new venture and Reasons for new venture failures.

### UNIT I

**Introduction to Innovation management:** Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, managing for Intellectual Property Right

### UNIT II

**Micro and Macro Perspectives of Innovation:** Systems Approach to Innovation-Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level Leadership and Innovations- Open Innovation- Innovation Framework.

### UNIT III

**Start-up opportunities:** The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Start-up Equation

### UNIT IV

**Startup Capital Requirements and Legal Environment:** Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- The Legal Environment

### UNIT V

**Start-up Survival and Growth:** Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.

### References:

- 1) Couger, C-Creativity and Innovation (IPP, 1999)
- 2) Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
- 3) Jonne&Ceserani-Innovation & Creativity (Crest) 2001.
- 4) Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- 5) Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.



**BEEL02 – ENTREPRENEURIAL DIGITAL BANKING AND INSURANCE  
MANAGEMENT**

**Course Objectives:**

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>

1. To impart the concept of Banking System in India.
2. To understand the Industrial and Agricultural Banking System.
3. To examine the various Digital banking Tools.
4. To outline the Insurance in India Framework.
5. To analyze Life and Non-Life Insurance.

**Course Outcomes:**

**After successful completion of the course, the students**

1. Able to know the functioning of RBI and Retail Banking.
2. Understand the support of International Financial Institutions and Development Banks.
3. Aware of Digital Banking Products and Digital Payment Systems.
4. Able to understand the resolutions of IRDA Act.
5. Know the performance of LIC and GIC and Insurance in Public sector and Private sector banks.

**UNIT – I Banking System:** Introduction – Definition – Structure of Banking System in India – RBI Functions – Types of Banks – Foreign Banks - Concept of Retail Banking Services – Banker and Customer Relationship.

**UNIT – II Industrial and Agricultural Banking System:** Development banks – International Financial Institutions – IBRD – IFC – IDA – Role and Functions of Development banks in India – IDBI – SIDBI – NABARD – EXIM - IFCI – NHB.

**UNIT – III Digital Banking:** Introduction to Digital Banking and its products – Customer awareness of Digital products – cards – ATM’s – CDM – Cash Recyclers – POS Terminals – Digital Payment Systems – RTGS – NEFT – IMPS – Features of Internet Banking and Mobile Banking.

**UNIT – IV Insurance Framework:** Evolution of Insurance in India – IRDA Act & Resolutions – Life and Non-Life Insurance - Agricultural Insurance.

**UNIT – V: Insurance in India:** LIC – GIC – Insurance in Public Sector Banks – Insurance in Private Sector Banks – Insurance Market.

**Suggested Books:**

1. T.Sreekrishna, Banking Awareness, KY Publications, Amaravathi, Andhra Pradesh, 2018.
2. O.P.Agarwal, Banking and Insurance, Himalaya Publishing House.
3. Principles of Banking; Indian Institute of Banking Finance; Macmillan
4. T.Sreekrishna, Retail Banking Services, KY Publications, Amaravathi, Andhra Pradesh, 2018.
5. B S Bodla, M C Garg, K P Singh, Insurance – Fundamentals, environment and procedures, Deep and Deep Publications.

## II YEAR MBA – II SEMESTER

### MS 221 - INTERNATIONAL BUSINESS

L	P	C	INT	EXT
4	-	4	40	60

#### Course Objectives:

1. To understand the concept of International Business and IB Environment.
2. To outline the various Global Business Regulations.
3. To gain knowledge on entry and growth strategies of global business.
4. To analyze the foreign exchange markets and opportunities.
5. To understand the different global business operations.

#### Course Outcomes:

After successful completion of the course, the students

1. Able to know business at global level and impact of IB environment.
2. Understand the multi-lateral trade negotiations.
3. Get knowledge on global business strategies
4. Examine the foreign exchange market mechanism
5. Able to understand the business operations at global level.

**Unit I International Business an Overview:** Concept of International Business - Stages of International Business – International Business Environment – Economic, Political, Legal, Demographic, Socio and Cultural environment.

**Unit II Global Business and Regulations:** Tariff and Non-Tariff Barriers - Multilateral Trade Negotiations – GATT– World Trade Organization – Structure and Functions- TRIPs and TRIMs – UNCTAD.

**Unit III Global Business Strategies:** Global Market entry strategies – Exporting, Licensing, Franchising, and Contract Manufacturing - Strategies for Growth: Startups, Mergers, Acquisitions, Takeover, Joint Ventures & Strategic Alliances.

**Unit IV Foreign Exchange and global Business:** Foreign Exchange Markets - Foreign Exchange market mechanism - Exchange rate determination - Disequilibrium in BOP- Methods of Correction and its effect on Global Business.

**Unit V Global Business Operations:** Global Manufacturing Management: Strategy, Make or Buy Decisions – Global Marketing Management – Globalization of Markets: Market Segmentation - Distribution strategy - Pricing Strategy.

#### Text Books:

- 1 Aswathappa, K, “International Business”, Tata Mc Graw Hill, New Delhi.
- 2 Bhalla V.K. International Economy, Liberalization Process, New Delhi, Anmol.
- 3 Francis Cherunilam, International Business, Text and Cases, Prentice Hall of India.
- 4 Daniel John D and redebough, Lee. H., International Business, Addison Wesley India.

## MS 222 – TALENT AND KNOWLEDGE MANAGEMENT

L	P	C	INT	EXT
4	-	4	40	60

### Course objectives:

1. To understand the framework of Talent Management in the context of business realities.
2. To gain insights on concepts and application of competency management.
3. To get an overview of knowledge management in modern organizations.
4. To learn about Industry perspectives in knowledge management.
5. To gain knowledge on stages of knowledge management process.

**Course outcomes:** After completion of the unit student is able to

1. Identify and acquire talent that meets current and future needs of organization by sourcing the right candidate for the right position.
2. Understand and develop the key skills necessary for an employee to attain given targets.
3. Know important concepts of Knowledge management and Information Technology.
4. Recognize the significance of knowledge management in manufacturing and service industries.
5. Gain knowledge on current practices, tools in knowledge management to deal with the challenges of organization in managing of knowledge.

**Unit :I:** Introduction: Meaning and importance of talent management; Talent Management Grid; Creating a talent management system; Institutional strategies for dealing with talent management.

**Unit : II:** Competency Management: Competency–meaning, characteristics, types–Steps in developing a valid competency model; Talent management information systems; Developing a talent management information strategy.

**UNIT :III:** Introduction to KM & Role of IT: Meaning, Importance of Knowledge Management. —Data –information – Knowledge – Wisdom interrelationship; Organizational knowledge: Characteristics and components of organizational knowledge.

**UNIT :IV:** Future of Knowledge Management & Industry Perspective: Knowledge management in manufacturing and service industries – Knowledge management in finance – Knowledge management in marketing – customer relationship process.

**UNIT :V:** Knowledge Management Process: Stages of Knowledge Management process ; Knowledge Capital Vs. Physical Capital ;Study of Road Blocks to the implementation of knowledge management;10 step KM Road Map of AmritTiwana.

Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press.
3. Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
4. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
6. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
7. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd

# MARKETING & DIGITAL MARKETING MANAGEMENT SPECIALIZATION

## MS 223 Elective-V (DMEL03) - INTERNATIONAL MARKETING MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

### Course Objective:

1. To enlighten the students with the Concepts of International Marketing Management,
2. To gain knowledge of the role of information systems in International Marketing.
2. To make the student understand the Strategies, INDIA's Foreign Trade.
3. To enlighten the student with the export Procedure and documentation.
4. To gain insights into the aspects of international integration.

### Course Outcomes

1. Identify the reasons for the growth of international marketing and reasons.
2. Recognize the significance of information systems in the growth of international marketing
3. Know the importance of the India's foreign trade with other nations and the export and import policies.
4. Gain knowledge of export procedure and documentation.
5. Recognize the importance of international integration.

**UNIT- I: International Marketing Concept:** Importance and challenges – Scope- Domestic Marketing vs International Marketing – Barriers of International Marketing: Tariff & Non-Tariff Barriers – Problems of International Marketing – Reasons of international Marketing – International Orientations: ethnocentrism, polycentrism, regiocentrism and Egocentrism.

**UNIT- II: International Marketing Intelligence:** Information Requirements – sources of information - International Marketing Information System and Marketing Research – Understanding Global Consumers- International Marketing Entries.

**UNIT- III: India's foreign Trade:** Import & Export policies- Directions of INDIA's Exports – Institutional Support for Export Promotion – Export Promotion Councils – Free Trade Zones – ECGC – Commodity Boards.

**UNIT- IV: Export Procedure and Documentation:** Export procedure – Registration Procedure – stages of Shipment – Clearance of Goods for Exports – Shipping & Transportation – Negotiation of Documents — Bills of Exchange - Letter of credit.

**UNIT- V: International Marketing Integration:** International product Decisions-International Pricing – International Promotion – International Distribution.

### Suggested Books:

1. Warren J. Keagan, Mark Green, Global Marketing 3/e, Prentice Hall.
2. Philip R. Cateora, John Graham, International Marketing, Irvine – Sage Publications.
3. R.Srinivasan, International Marketing, Prentice Hall.
4. S.A.Sherlekar, S.A.Sherlekar, Global Marketing Management, Himalaya publishing House.
5. R. Srinivasan, International Marketing, Prentice Hall India.
6. Francis Cherunilam, International Marketing, Himalaya
7. B.Bhattacharya, Going International, Response Strategies of the Indian Corporate Sector, Wheeler Publishing.

## MS 223 Elective-V (DMEL04) – DIGITAL SERVICES AND RETAIL MARKETING

L	P	C	INT	EXT
3	-	3	40	60

### **Course Objectives:**

1. To explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. To describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
3. To describe how service designs and standards will help to develop good interaction with customers.
4. To understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry
5. To understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.

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

CO1. Understand fundamental knowledge of the various services and importance of services in real life.

CO2. Impart knowledge of customer relationship marketing and how marketer to maintain proper relations with customers.

CO3. Gain knowledge on how to release new services and also know about promotional channels.

CO4. To understand & analyse the need of strategic approach in retailing accordingly, the necessity of effective segmentation to make necessary decisions.

CO5. To understand and able to assess the importance of location, layout designing, Merchandising Management to cope up with external and internal environment

**UNIT-I: Introduction to Service Marketing:** Services and Services marketing, Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, Gaps model of Service Quality, Positioning a service in the market, planning and branding service products, new service development.

**Unit-II: Consumer Focus:** Consumer Behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

**UNIT-III: Aligning Service Design and Standards:** Service innovation and design – challenges, types of service innovations, stages in service innovation and development, service blue printing, high performance service innovations, Customer defined service standards, factors, types and development.

**UNIT-IV: Introduction to Retailing:** Meaning of Retailing, Retailing Management Decision Process, Product Retailing v/s Service Retailing, Types of Retailers, Retailing Environment – Introduction, Elements and issues, Strategic Retail Management, Merchandise Management.

**UNIT-V: Retail Marketing Issues and Strategies:** Introduction, types of Retail stores Location, Factors effecting Retail Location Decisions, Integrated Marketing Communication in Retail – Customer Service – Customer Satisfaction – Customer Loyalty – Customer Relationship Management – Store Management.

## **References:**

1. Christopher Lovelock, Jochenwirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015.
2. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
3. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
4. Retail Management: A Strategic Approach, 11e Paperback – 2011 by Berman / Mathur (Author)
5. Retail Management: A Strategic Approach, Gilbert, Pearson Education India.

## **MS 223 Elective-V (DMEL05) – ENTERPRISE RESOURCE PLANNING**

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **Course objectives:**

1. To understand the basic concept of ERP systems.
2. To study the steps and concept of enterprise.
3. To develop a process driven towards ERP life cycle.
4. To evaluate forthcoming ideas
- 5 To enumerate the good transformation in ERP-SCM relations

### **Course outcomes:**

1. Demonstrate a good understanding of the basic issues in ERP systems
2. Analyze the strategic options for ERP identification and adoption
3. Design the ERP Implementation of life Cycle
4. Understand the need of future performance of ERP
5. Adjudicate the good transformation in ERP-SCM

**UNIT-I: Introduction to ERP:** An overview of ERP, What is ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Advantage of ERP

**UNIT-II: An Overview of Enterprise:** Concept of Enterprise, Integrated Management Information, Business Modeling, ERP for MSME, ERP Order Companies.

**UNIT-III: ERP Implementation Lifecycle:** Issues in Implementing ERP packages, Pre-evaluation Screen techniques, Package Evaluation, Project Planning, Gap Analysis, and Reengineering.

**UNIT-IV: Future Directions in ERP:** New Markets, New Channels, Faster Implementation Methodologies.

**UNIT-V: ERP-SCM Relations:** E-Procurement, E-Logistics, Internet Auctions, E-Markets, Electronic Business Process Optimization.

### **Recommended Text Books:**

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; and CRM by Khalid Sheikh, publisher: McGraw-Hill
2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM and CRM system Implementations (An article from: Journal of Operations Management) by KJ.B. Hendricks; V.R.Singhal; and J.K.Stratman, Publisher: Elsevier
3. ERP and Supply Chain Management by Christian N.Madu, Publisher:CHI
4. Implementing SAP ERP sales & Distribution by Glynn C.Williams, Publisher McGraw-Hill.

## FINANCIAL MANAGEMENT SPECIALIZATION

### MS 223 Elective-VI (FMEL03) - INTERNATIONAL FINANCIAL MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

#### COURSE OBJECTIVE:

1. The course emphasizes the managerial aspects of international finance
2. To impart the skills needed by multinational financial managers.
3. To enlighten the student with concepts of exchange rates.
4. To gain insights into the risks involved in foreign exchange exposure and ways of management
5. To impart the student with investment decisions and techniques.

#### Course outcomes

1. Identify the reasons for the growth and challenges of international finance.
2. Recognize the significance of Balance of payments.
3. Know the importance of the India's foreign exchange and the process of determination.
4. Gain knowledge of foreign exchange risks and the management.
5. Recognize the importance of investment decisions in multinational environment.

**UNIT-I:** International Monetary System and Financial Markets: An overview of Global Financial Markets –Evolution - Foreign exchange market.

**UNIT-II :** Structure of Forex markets – Major participants – Types of transactions and settlements - Balance of payments (BoP) – Functions of BoP – Accounting components of BoP.

**Unit-II:** Determination of exchange rates:– International parity conditions – Purchasing power parity – Forward rate parity and interest rate parity – Fisher effect.

**Unit-IV:** Foreign Exchange Exposure and Risk: Economic exposure – Transaction exposure and translation exposure–Management of exposure: Futures, Forwards and swaps.(Theory).

**Unit-V:** Cross Border Investment Decisions: Working capital management in Multinational companies (MNCs) – Capital budgeting for MNCs – Capital structure of multinational firms.

#### Suggested Books

- 1.Eiteman,;Stonehill and Moffett: Multinational Business Finance(Pearson) AlanC.
- 2.Shapiro: Multinational Business Financial Management (WileyIndia)
- 3.P.G. Apte : International Financial Management (TMH)
- 4.Madura:International Corporate Finance (Cengage)



**Course Objectives:**

L	P	C	INT	EXT
3	-	3	40	60

1. To create awareness in detail regarding financial instruments
2. To familiarize the students with the characteristics of financial derivatives and their relationships with the underlying assets.
3. To enable the students to understand issues pertaining to pricing and hedging with options on individual stocks and indexes
4. To introduce the second-generation derivative products such as interest rates and the management of credit risks.
5. To provide a detailed understanding of the valuation principles and models for derivatives and use them for a wide range of hedging, trading and arbitrage purposes.

**Course Outcomes:**

1. Use knowledge of key concepts in Finance to facilitate financial decision making.
2. Differentiate between various trading strategies using options and futures
3. Develop a strong understanding of derivative instruments and their applications.
4. Think critically about financial risk management problems and provide potential solutions.
5. Analyze the value of options using option pricing models and demonstrate the use of swaps in risk management.

**UNIT– I:** Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

**UNIT– II:** Futures and Forwards: Meaning, Importance, Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle, Arguments for and Against Hedging –Basic Risk, Minimum Variance Hedge Ratio, Hedging through Stock Index Futures.

**UNIT– III:** Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities. Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

**UNIT– IV:** Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility. Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

**UNIT– V: Risk Management with Derivatives:** Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, **Management of Derivatives Exposure:** Introduction, nature of derivatives trading, setting of Risk vision, reasons for managing derivatives risk and types of risk in derivative trading.

**Suggested Books:**

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
4. John C. Hull: Options, Futures and Other Derivatives, Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.

# HUMAN RESOURCE MANAGEMENT SPECIALIZATION

## HREL03 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

### **Course Objectives:**

1. To examine the role of IHRM at global companies.
2. To understand the cultural dimensions of IHRM.
3. To analyze international labour market and staffing approaches.
4. To develop sustainable international HR operations.
5. To identify the need of expatriate training.

### **Course Outcomes:**

Upon successful completion of the course, the student will be able to:

1. Identify the differences between HRM and IHRM and models of IHRM.
2. Able to know the cross cultural communication and negotiations.
3. Understand the IHRM approaches to conduct international business.
4. Aware of types of international assignments.
5. Understand the cross cultural training required for IHRM.

**UNIT– I:** An Overview of IHRM & Company formations of IHRM- Difference between IHRM & HRM - Issues in IHRM - Barriers to effective Global HRM – Model of international HRM.

**UNIT– II:** Cultural Dimensions of IHRM – Understanding Culture – Determinants of Culture – Cultural Sensitivity – Cross Cultural Communication – Cross Culture Negotiations.

**UNIT– III:** International Staffing – Attracting an effective work force – International Labour Market PCNs, HCNs, TCNs – International staffing approaches – Ethnocentric , Polycentric, Geocentric, Regiocentric.

**UNIT– IV:** Sustaining International Business Operations – Transferring staff for international business activities – Types of international assignments – transfer of competence and knowledge.

**UNIT– V:** Training and Development – Reasons for training – Schematic representation of training and development – Expatriate training – Cultural awareness training and Assignment Performance - Cross Cultural Training.

### **Reference Books:**

1. Peter J.Dowling, Denice E.Welch –“*International Human Resource Management-Cengage Learning*”.
2. P.L. Rao, *International Human Resource Management Texts and Cases*- Excel Books.
3. Monir H. Tayeb- *International Human Resource Management-A multinational Perspective*- Oxford University Press.
4. Chris Brewster, Paul Sparrow, Guy Vernon, *International Human Resource Management*, Universities Press.
5. Edwards, *International Human Resource Management*, Pearson Publications.
6. Gupta S.C., *International Human Resource Management*, MACMILLAN.

## HREL04 – HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives:

1. To effectively manage and plan key human resource functions within organizations.
2. To examine current issues, trends, practices, and processes in HRD.
3. To analyze HRD applications in workplace.
4. To develop human capital issues in the organization.
5. To identify HRD aspects in different organizations.

### Course Outcomes:

Upon successful completion of the course, the student will be able to:

CO1: Identify objectives, functions, systems, organization and climate of HRD.

CO2: Analyze and design HRD Policy, strategy and systems by implementing HRD principles.

CO3: Define and solve worker related HRD problems in the area of empowerment, work life balance, dislocation, counselling, competency development and teambuilding.

CO4: Apply human capital issues in the organization.

CO5: Analyze the HRD trends, technologies and toolkit for HRD system effectiveness.

**UNIT I: Human Resource Development:** Evolution of HRD, goals, Importance, functions, challenges of HRD, Relationship with HRM, Micro and Macro Perspectives of HRD, HRD Climate, HRD Process, Skills and Competencies of HRD Professionals, Challenges to HRD professionals, Role of HRD Manager, HRD Matrix.

**UNIT II: Frame work of Human Resource Development:** Assessing HRD needs, Designing HRD Programmes, Implementing HRD Programmes and Evaluating HRD Programmes.

**UNIT-III: HRD Applications:** Career concepts: Stages and models of career development, Balanced scorecard, Quality of work life, Quality Circles, HRD and Employee Engagement, Management Development: Concept, Meaning, Importance and Scope of Management Development, Management Development versus Organization Development.

**UNIT IV: Human Capital Development and HRD Audit:** Human capital concept, evolution, Philosophy and Principles, Human Capital Asset Life Cycle Development, HRD Audit: Concept, Reasons, Methodology, HRD Scorecard, HRD and OD.

**UNIT V: HRD in Practice:** HRD in large, small, manufacturing and service organizations, Global Developments and Implications for HRD in India, HRD Outsourcing, BPO - ITES.

### **Suggested Books:**

1. Ram Kumar Balyan & Suman Balyan, Human Resource Development: Text and Cases, Himalaya Publishing House, Mumbai.
2. Dr. D. K. Bhattacharya, Human Resource Development, Himalaya Publishing House, Mumbai.
3. TV.Rao, Human Resource Development Audit, Sage Publications.
4. TV. Rao, Future of Human Resource Development, Macmillan.
5. T. V. Rao, HRD Audit, Response Books (A Division of SAGE Publications)
6. T. D. Tiwari & Anuja Thakkar, New Dimensions on HRD, Wisdom Publications, New Delhi.
7. Kalyani Mohanti & Padmalita Routray, HRD & Organizational Effectiveness, Excel Books

**BUSINESS ANALYTICS AND DATA MANAGEMENT SPECIALIZATION  
BAEL03: BIG DATA ANALYTICS**

<b>Course objectives:</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
1 To gain insights on the concept of big data, importance and various sources of data.	<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
2 Learn about big data analytics and its business implications					
3 Understand several key big data technologies used for storage, analysis and manipulation of data.					
4 To understand the key terminology of Hadoop Distributed File Systems (HDFS).					
5 To gain knowledge on Map reduce framework					

**Course outcomes:** After completion of the unit student is able to

1. Get an overview of Big data in the real world.
2. Know how to Optimize business decisions and create competitive advantage with Big data analytics
3. Identify the key concepts of Hadoop framework,
4. Know about basic file system processes in hadoop.
5. Understand the architecture of Map Reduce framework.

**Unit I :An overview to big data :** Introduction to Big data: Characteristics of Data, Evolution of Big Data, Definition of Big Data, Challenges with BigData, Traditional Business Intelligence (BI) versus Big Data.

**Unit II:Big Data Analytics:** Big data analytics: Classification of Analytics, Importance and challenges facing big data, Terminologies Used in Big Data Environments, The Big Data Technology Landscape.

**Unit III Hadoop Framework:** Introducing Hadoop, RDBMS versus Hadoop, Distributed Computing Challenges, History and overview of Hadoop,Hadoop Distributors.

**Unit IV The Hadoop Distributed Filesystem -** Hadoop Distributed File System (HDFS): The Design of HDFS, HDFS Concepts, Basic Filesystem Operations,and Hadoop Filesystems.

**Unit V Map Reduce Fundamentals:** Map Reduce Framework: Exploring the features of Map Reduce, Working of Map Reduce, Exploring Map and Reduce Functions, Techniques to optimize Map Reduce jobs, Uses of Map Reduce.

**Text Books:**

1. Tom White — Hadoop: The Definitive Guide| Third Edit on, O’reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis|, Springer, 2007.

**References**

1. Jay Liebowitz, —Big Data and Business Analytics| Auerbach Publications, CRC press (2013)
2. Tom Plunkett, Mark Hornick, —Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop|, McGraw-Hill/Osborne Media (2013), Oracle press.
3. Anand Rajaraman and Jeffrey David Ulman, —Mining of Massive Datasets|, Cambridge University Press, 2012.

**Web References:**

1. [https://www.sas.com/en\\_us/insights/analytics/big-data-analytics.html](https://www.sas.com/en_us/insights/analytics/big-data-analytics.html)
2. <https://www.searchbusinessanalytics.techtarget.com/definition/big-data-analytics>
3. <https://www.webopedia.com>

## BAEL04- ADVANCED OFFICE AUTOMATION

### Course Objectives:

- To give basic information about the computer and office functions.
- To give knowledge about information flow model.
- To familiarize with the use of MS Office – MS word, MS Excel, & MS Power point.
- To know the advanced functions in MS Excel & MS Power point.
- To enable the students to usage of Email etiquette.

L	P	C	INT	EXT
3	-	3	40	60

### Course outcomes:

- Recognize the basic concept of office automation in Office structure.
- Understand the Approaches of optimization of office information work flow model.
- Understanding the Process of Merging Rules in MS word.
- Demonstrate the mechanics and usage of Excel pivot chart from pivot table.
- Apply the knowledge of Email etiquette and usage of search engines.

**UNIT I Introduction:** Modern Office and Productivity, Office Automation, Matching Computer and office Function, Impact of Automation on Productivity, Economic Considerations, Impact of Office Automation in office Structure.

**UNIT II Approaches to Office Automation:** Information Flow Model Development and optimization, Analysis of Office Structure, Optimization of Information Flow Model, Impact of Office Structure Development, Technical Aspects of Office Automation, Human Considerations.  
**Application Softwares**

**UNIT III Working with Microsoft Office Suite: MS WORD:** Merging Documents , Typing new address list Importing address list from Excel file ,Write and insert field , Merging with outlook contact , Preview Result , Merging to envelopes , Merging to label , Setting rules for merges , Finish & Merge options **MS-EXCEL:** Creating Simple Formulas ,Setting up your own formula Date and Time Functions, Financial Functions, Logical Functions, Lookup and Reference Functions Mathematical Functions , Statistical Functions, Text Functions.

**UNIT IV MS EXCEL Advanced:** Understand PivotTables, create a Pivot Table, Framework Using the PivotTable and PivotChart, Create Pivot Chart from pivot Table. Inserting slicer, Creating and Recording Macros, Assigning Macros to the work sheets, Saving Macro enabled workbook **MS PowerPoint:** Shapes, Clipart and Picture, Word Art, Smart Art, Change the Order of Objects, inserting slide header and footer, Inserting Text boxes, Inserting shapes, using quick styles, Inserting Word art, Inserting symbols, Inserting Char

**UNIT V Internet and E-Commerce:** E-Mail Etiquette - Usages of Search Engines and Portals – Website and Web Based E-mail, FTP and Net Meeting – Wi-Fi Environment in Modern Offices- E-Commerce advertisements.

### References

1. Vijayaraghavan. G., Computer Applications for Management, 1st Edition (2006), Himalaya Publishing Company.
2. Rayudu, C.S., E-Commerce and E-Business, 1st Edition (2004), Himalaya Publishing Company.
3. Agarwala, N. Kamlesh, Business on the Net, Macmillan Publishers
4. George Reynolds, Information Technology for Managers, Course Tech., 2009.
5. Shelly, Cashman and Vermaat, Microsoft Office 2007, Course Tech., 2007.
6. Shelly and Vermaat, Discovering Computers, Course Tech., 2010.
7. Brown, DeHayes, et al, Managing Information Technology, Prentice Hall, 2011

# DIGITAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT SPECIALIZATION

## DLEL03 - DIGITAL PURCHASING AND SUPPLY CHAIN MANAGEMENT

L	P	C	INT	EXT
3	-	3	40	60

### Course objectives:

- To make aware of the concept of digital purchase.
- To understand the different types of purchasing operations.
- To gain the knowledge on strategic supply sources.
- To enable the students to understand legality and ethics in purchasing.
- To know the concept of supply chain information system.

### Course outcomes:

- Distinguish the supply chain versus value chain
- Apply the knowledge to prepare the purchase orders based on various types of purchases.
- Understood the concept of various sources of suppliers.
- Apply the legality and ethics in digital purchasing.
- Understand the importance of supply chain information system.

**Unit I: Introduction:** Introduction to Digital Purchase - supply chain and value chain- -real time collaborative technology- - Purchasing objectives-strategic supply management

**Unit II: Purchasing Operations and Structure:** Purchasing process-Improving the procure to pay process-stock checks-approval of contract & purchase order preparation-types of purchases

**Unit III: Strategic Sourcing:** supply risk management-global sourcing-- supplier evaluation and selection-identify potential supply sources- Purchasing Analysis.

**Unit IV: Strategic Source & Legal Authority:** Strategic source, purchasing law and ethics-legal authority Patents & Intellectual property.

**Unit V: Critical Supply Chain Elements and Future Direction:** Supply chain elements: Lean supply chain management- supply chain information systems, performance measurement & evaluation of purchasing

### Text Book:

- 1.JAMES PATTERSON, ROBERT MONCZKA, ROBERT HANDFIELD & LARRY GIUNIPERO (2015) Purchasing and Supply Chain Management. 6th edition, Cengage Learning.
2. Procurement and Supply Chain Management,Kenneth lysons&Brian farrington TENTH Edition,pearson.

### Reference Books:

1. MICHAEL H. HUGOS, Essentials of Supply Chain Management. 3rd edition, John Wiley & Sons.
2. ARJAN VAN WEELE, (2014) Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice, 6th Edition.
3. Jeffrina Demberere, Robert Kariuki Waitthaka, Denish Ateto Matunga,E-Procurement Practices and Supply Chain Performance

## DLEL04 - INTERNATIONAL LOGISTICS

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives:

- 1.To gain the knowledge on supply chain management and logistics
- 2.To understand the Transportation role in logistics
- 3.To know the structure of shipping and principles.
- 4.To Impact the awareness of Air transport and practices.
- 5.To gain knowledge of warehousing facilities and Inventory management.

### Course Outcomes:

#### After successful completion of the course, the students can

1. Apply the knowledge on internal transportation.
2. Distinguish the freight booking, shipping.
3. Enlighten the knowledge of documents for shipping of Goods.
4. Enrich the techniques in cargo handling and operations.
5. Identify the total cost for warehousing facilities.

### UNIT I: Marketing logistics:

Concept, objectives and scope, international supply chain management and logistics; Transportation activity-internal transportation interstate goods movement; Factors influencing distribution logisticis.

### UNIT II: Transportation:

Containerization; CFS and inland container depots; Dry ports; Road-Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.

### UNIT III: General structure of shipping:

Characteristics – Types of shipping- freight structure and practices; chartering principles and practices; Documents for shipping of goods

### UNIT IV: Air transport:

Air transportation- total cost concept, advantages, freight structure and operations; Cargo handling- Information Support System.

### UNIT V: Inventory Control Warehousing:

Inventory management- inventory control techniques; Significance and types of warehousing facilities; Total cost approach to logistics.

### Text Book

1. Asopa, V.N SHIPPING MANAGEMENT CASES AND CONCEPTS, Macmillan, New Delhi.

### Reference Books

1. Desai,H.P INDIAN SHIPPING PERSPECTIVIES, Anupam Publications, Delhi.
2. Khanna, k.k. PHYSICAL DISTRIBUTION, Himalaya publishing, Delhi
3. Lambert, Detal STRATEGIC LOGISTIC MANAGEMENT, Tata McGraw Hill, New Delhi.
4. SHIPPING DOCUMENTS AND REPORTS, UNCTAD

### Websites

1. <http://export.gov/logistics/>
2. <http://www.intl-logistics.com/>
3. <http://www.joc.com/international-logistics>

## SMEL03 - RELATIONAL DATABASE MANAGEMENT SYSTEMS

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives:

1. To understand the features and Importance of DBMS
2. To understand the Relationship Model
3. To gain knowledge on DBMS based on the Relational Model.
4. To know about the Data Control facilities
5. To understand Languages supported by Oracle.

### Course Outcomes:

- Co1: Understand the Database System Applications and Database Design.  
Co2: Identify the E-R diagrams and issues.  
Co3: Examine the mapping operation through navigation.  
Co4: Understand the facilities of data manipulation.  
Co5: Explain the Languages supported by Oracle Precompiler.

**UNIT I:** Database System Applications – Purpose – View of Data– Database Languages – Relational Databases – Database Design – Object based and Semi Structured Databases – Data Storage and Querying – Database Users and Administrators–Transaction Management – Database Architectures – History of Database System.

**UNIT II:** Entity-Relationship Model: E-R model – constraints – E-R diagrams – E-R Design Issues – Weak Entity Sets – Extended E-R features.

**UNIT III:** DBMS Navigation, Efficiency - DBMS based on the Relational Model: The mapping operation – one to one, one to many and many to many.

**UNIT IV:** Data Manipulation facilities - Data Definition facilities - Data Control facilities. Introduction - Meaning- Importance – Implication- Scope-features.

**UNIT V:** Embedded SQL: Languages supported by Oracle Precompiler, Embedded SQL statements.

### Reference Books:

1. Naveen Prakash, Introduction to Data Base Management Tata McGraw-Hill Publications, 2006.
2. Database System Concepts – SilberschatzKorthSudarshan, International (6thEdition) McGraw Hill Higher Education, 2011.
3. Jose A.Ramalho – Learn ORACLE 8i BPB Publications 2007
4. David Mcclanahan, Oracle Developers's Guide, Oracle Press, 2005



## SMEL04 -DATA MINING AND WAREHOUSING

### Course Objectives:

6. To understand the concept of data warehousing
7. To understand the concept of Data mining
8. To gain knowledge on Dynamic algorithm.
9. To know about the knowledge discovery process
10. To understand the big data Approach.

### Course Outcomes:

- Co1: Understand the data warehousing Architecture.  
Co2: Identify the techniques of Data Mining.  
Co3: Examine the algorithms FP Tree growth algorithm.

- Co4: Distinguish the different classifications  
Co5: Explain the big data approach.

L	P	C	INT	EXT
3	-	3	40	60

**UNIT I:** Data Warehousing Introduction – Definition-Architecture-Warehouse Schema-Warehouse server-OLAP operations. Data Warehouse technology – Hardware and operating system.

**UNIT II:** Data Mining - Definition – DM Techniques – current trends in data mining - Different forms of Knowledge – Data selection, cleaning, Integration,Transformation.

**UNIT III:** AR Algorithms: Pincher search algorithm – Dynamic Item set algorithm – FP Tree growth algorithm.

**UNIT IV :** Classification: Decision Tree classification – Bayesian Classification – Classification by Back Propagation.duction and Enrichment.

**UNIT V:** Big Data Introduction: Overview - Characteristics- Types of Big Data-Traditional Versus Big Data Approach.

### Reference Books:

1. C S R Prabhu, “Data Warehousing – concepts, techniques and applications “, 2<sup>nd</sup> Edition, Prentice Hall of India, 2002.
2. Jaiwei Han, Micheline Kamber, “Data Mining: Concepts and Techniques”, Harcourt India / Morgan Kaufmann publishers, 2008.
3. Radha Shankarmani, M Vijayalakshmi, “Big Data Analytics”, Wiley Publications, first Edition, 2016
4. Arun K Pujari, “Data Mining Techniques”, University press, 2008.
5. Pieter Adriaans, Dolf Zantinge, Data Mining, Addison Wesley, 2007.
6. Sean Kelly, Data Warehousing in Action, John Wiley, 2003.
7. Sam Anahory, Dennis Murray, Data Warehousing in the real world, Addison Wesley, 2005.

<b>L</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>3</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>

**Course Objectives:**

1. To gain the knowledge on Entrepreneurial Marketing and innovativeness.
2. To understand the challenges and segmentation of markets.
3. To know the structure of pricing strategies and price discriminations.
4. To Impact the awareness of Participate in established channel structure.
5. To gain knowledge Sales promotion techniques.

**Course Outcomes:**

1. Understand the features of Entrepreneurial Marketing.
2. Examine the Considerations and Challenges in building a strong brand.
3. Recognize the pricing strategies and price discriminations.
4. Analyze the different channels of distribution.
- 5: Examine the various Medias to promote the sales.

**UNIT-1: An Overview of Entrepreneurial Marketing:** firms from a marketing perspective - Features of Entrepreneurial Marketing- Proactive orientation - Innovativeness- Focus on the Customer Utilizing opportunity Risk Management Value Creation.

**UNIT-2: Entrepreneurial Market Research & Product:** Value of Market Research for an entrepreneurial firm - Segmentation, Targeting and positioning - Branding. Considerations and Challenges in building a strong brand - Need for new product development - Types of new products.

**UNIT-3: Entrepreneurial Pricing:** Pricing – Pricing Methods & Strategies – Factors affecting pricing – Pricing for a new product – price discrimination.

**UNIT 4: Entrepreneurial Channelization:** Channelization, Channels of Distribution - retailer: bypassing the distributor. Using Sales Agents. Participate in established channel structure. Set up your own intermediaries. Deciding on the distribution Channel

**UNIT-5: Entrepreneurial Promotions:** Advertising – advertising Media – Social Media - Publicity – Personal selling – sales promotion – Sales promotion techniques.

**References:**

- Entrepreneurial Marketing: Beyond Professional Marketing: Beyond Professionalism to Creativity, Leadership, and Sustainability, Philip Kotler, 2023.
- Entrepreneurial Marketing: An Effectual Approach Book by Edwin J. Nijssen, 2nd Edition, 2017.
- Entrepreneurial Marketing: A Practical Managerial Approach, Robert D. Hisrich and Veland Ramadani
- Entrepreneurial Marketing: A Blueprint for Customer Engagement, first edition Beth oldstein - babson college,

## BEEL04- ENTREPRENEURIAL LEADERSHIP.

L	P	C	INT	EXT
3	-	3	40	60

### Course Objectives:

1. To recognize Critical Link between Leadership and Entrepreneurial
2. To identify the Politics and Ethics for Entrepreneurial Leadership.
3. To understand the Entrepreneurial Culture and Leadership.
4. To gain knowledge Entrepreneurial Growth Strategies and Leadership.
5. To know the Contemporary Issues in Entrepreneurial Leadership.

### Course Outcomes:

- Co1: Understand the Characteristics of Entrepreneurial Leadership.  
Co2: Identify the different styles of leadership styles.  
Co3: Examine the Entrepreneurial Culture and Leadership  
Co4: Analyze Challenges for Decision Making and Entrepreneurial Leadership  
Co5: Explain Leadership Issue for Future Entrepreneurs

**UNIT-Introduction:** Nature, Characteristics of Entrepreneurial Leadership - Forms of Entrepreneurial leadership- Types of Entrepreneurial Leaders-Critical Link between Leadership and Entrepreneurial Success- Forms of Family Business, Social and Sustainable Entrepreneurship- Entrepreneurial Dreams and aspirations.

**UNIT-II-Leadership Traits:** Characteristics and Motives -Charismatic and Transformational Leaders in Entrepreneurship- Leadership Styles in Entrepreneurship -Situational Leadership and Social Responsibility- Influence - Power- Politics and Ethics for Entrepreneurial Leadership.

**UNIT-III-Motivation and Coaching Skills of the Entrepreneurial Leader** - Entrepreneurial Culture and Leadership - Entrepreneurial Leadership and Governance - The Creative and Innovative Leader.

**UNIT-IV Entrepreneurial Leadership Process** – Challenges of entrepreneurial leadership in organizations-Corporate Entrepreneurship- Decision Making and Entrepreneurial Leadership- Entrepreneurial Growth Strategies and Leadership.

**UNIT-V Strategic Leadership in Entrepreneurship** - Leadership in a Diverse World - Developing Leaders and Planning Succession- Contemporary Issues in Entrepreneurial Leadership - Leadership Issue for Future Entrepreneurs.

### References:

1. Richard J. Goossen and R. Paul Stevens, "Entrepreneurial Leadership: Finding Your Calling. Making a Difference, Kindle Books.
2. Richard J. Goossen. 'Entrepreneurial Excellence: Profit from the Best Ideas of the Experts, Kindle Books.
3. Danna Greenberg. Kate McKone-Sweet, and H. James Wilson, "The New Entrepreneurial Leader: Developing Leaders Who Shape Social and Economic Opportunity. Berrett-Koehler Publishers: September 2011. (full text book available at<http://wtf.tw/ref/greenberg.pdf>).
4. Derek Lidow, Startup Leadership: How Savvy Entrepreneurs Turn Their Ideas into Successful Enterprises, Wiley, 2014.
5. Robert T. Kiyosaki, '8 Lessons in Military Leadership for Entrepreneurs, Plata Publishing-2014.