



Koneru Lakshmaiah Education Foundation

(Category -1, Deemed to be University estd. u/s. 3 of the UGC Act, 1956)

Accredited by NAAC as 'A++' ♦ Approved by AICTE ♦ ISO 9001-2015 Certified

Campus: Green Fields, Vaddeswaram - 522 302, Guntur District, Andhra Pradesh, INDIA.

Phone No. 08645 - 350200; www.klef.ac.in; www.klef.edu.in; www.kluniversity.in

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XXVII – Academic Council – Annexure 3.5

KL Business School

19th Board of Studies Meeting held on 14th June, 2019

The following Members are present:

1. Dr. Vijay Kumar Reddy, HOD, MBA, KL Business school, KLEF, Chairman BOS
2. Dr. T Uma MaheswaraRao, Professor, KL Business school, KLEF, Member
3. Dr.M. Kishore Babu, Professor & Director, International Relations, KL Business school, KLEF, Member
4. Sri.K. Rajasekhar, Director, Corporate Strategy, KL Business school, KLEF, Member
5. Dr. D SrinivasaRao, Professor, KL Business school, KLEF, Member
6. Dr.A.V.S. Kamesh, Professor, KL Business school, KLEF, Member
7. Dr.M.S. Narayana, Professor, KL Business school, KLEF, Member
8. Dr. Subramanyam, Professor, KL Business school, KLEF, Member
9. Dr.P.RajaBabu, Associate Professor & Alternate HoD (MBA), KL Business School, KLEF, Member
10. Dr.L. Ramesh, Associate Professor & Deputy HoD (BBA), KL Business School, KLEF, Member
11. Dr. Prasanna Kumar , Associate Professor, KL Business School, KLEF, Member
12. Dr.A. Vasudeva Reddy, Associate Professor, KL Business School, KLEF, Member
13. Dr. N. Bindu Madhavi, Associate Professor, KL Business School, KLEF, Member
14. Prof. Sanjay Sharma , Professor, NITIE, Mumbai, External Member
15. Dr Uday Lakshmi , Vice President and Head - Training & Development, Adani Electricity Limited, Mumbai, External Member
16. Mr.P.Ravi iKiran , president, CII Vijayawada, External Member
17. Prof S Ganesan , Head- Logistics & Supply Chain, Educational Initiatives, External Member
18. Mr.Pavan Kumar , Business Relationship Manager, TS & AP, ACCA, Member
19. Dr.M.Subramanian , Academic Head (Financial Services & Business Analytics), Inurture Education Solutions Private Limited, Bangalore, Member
20. Mr.Michael Wagner, Vice president, Miles Education, External Member
21. Mr. KiranJangam, Regional Manager- North, Operations , Miles Education, External Member


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22. Dr.V. VenuMadhav, HOD, Department of Commerce, KLEF, Member
 23. Dr.S. Padma, HoD, Dept of Management, KLEF Hyderabad, Member
 24. Dr.P.V. Ravi Kumar, HOD, Dept. of English -KLEF, Member
 25. Dr.E. Deepa, Assistant Professor, Dept of Management, KLEF, Member
 26. Ms. Yashawini, CEO, Hodzaa Sizzlers, Alumni
 27. Mr. A. Sundar Chaitanya, People Soft HR Analyst, Harvard University, Alumni
 28. Mr. V. Sandeep, General Manager, Leaap International Pvt Ltd, Alumni

Members are absent : Nill

AGENDA and RESOLUTIONS

AGENDA ITEM-1

Agenda Item Description
Introduction of contemporary specialization courses for MBA Y19 batch.

Courses included in the curriculum for MBA Y19 batch:

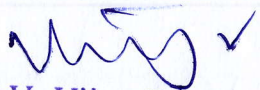
Course Code	Course Title
19MB52M0	Digital and Social Media Marketing
19MB52F0	Wealth Management
19MB52H0	Organizational Design and Development
19MB52U0	Introduction to Advanced Technologies
19MB52L0	World Class Manufacturing
19MB62C0	Entrepreneurship & Family Business

Recommended by:

Dr. A Srikanth, Associate Professor Department of MBA, KLEF and Dr. N Ratna Kishore, ANU, academician, Mr. K Ramana, JOCIL, Guntur, Manager Operations

Reason: To impart the knowledge of emerging business practices and enhance employability skills. The proposal was approved by the members of the board of studies and forwarded to the Academic Council.

Annexure-1: Syllabus for Contemporary Specialization Courses introduced for MBA Y19 Batch


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AGENDA ITEM-2

Agenda Item Description

Introduction of Financial Management specialisation for MBA Y19 admitted.

The following Financial Management specialization courses were incorporated in the curriculum of MBA Y19 batch students, to enhance employability skills, as per the **Courses included in the curriculum for MBA Y19 batch:**

Financial Management Specialisation Courses	
19MB52F3	Behavioural finance
19MB61F6	Managing Personal Finance
19MB61F7	Strategic Financial Management
19MB61F10	Infrastructure Finance
19MB61F11	International Financial Management
19MB61F12	Financial Statement Analysis
19MB61F13	Personal Taxation

Recommended by:

Dr. N. Subrahmanyam Professor, KLBS , Dr. K Hema Divya, Associate Professor, Department of MBA, KLEF

Reason: To enhance employability skills

The proposal was approved by the members of the board of studies and forwarded to the Academic Council.


Annexure-II: Syllabus for Financial Management specialization courses introduced for MBA Y19 Batch

AGENDA ITEM-3

Agenda Item Description

Introduction of Marketing Management specialisation for MBA Y19 admitted batch.

Courses included in the curriculum for MBA Y19 batch:


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Marketing Management Specialisation Courses	
19MB52M1	Product and Brand Management
19MB52M2	Promotion and Distribution Management
19MB52M3	Global Marketing Management
19MB52M4	Advertising and Sales Promotion
19MB61M9	Rural and Agricultural Marketing
19MB61M10	Event and Entertainment Management

Recommended by:

1. Dr. P. Vijay Kumar Reddy, KLBS
2. Dr. A. Uday Sankar, Associate Professor, Department of MBA, KLEF.

Reason: To enhance employability skills.

The proposal was approved by the members of the board of studies and forwarded to the Academic Council.

Annexure-III: Syllabus for Marketing Management specialisation courses introduced for MBA Y19 Batch

AGENDA ITEM-4

Agenda Item Description
Introduction of Human Resource Management specialisation courses for MBA Y19 batch.

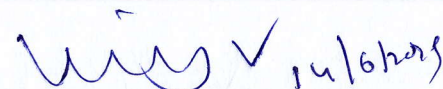
Courses included in the curriculum for MBA Y19 batch:

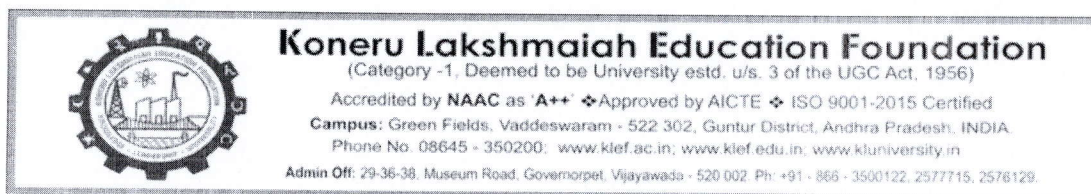
Human Resource Management Specialisation	
19MB52H1	Talent and Competency Management
19MB52H2	Dynamics of Employee Relations
19MB52H3	Performance Management & Reward Systems
19MB52H4	Labour Legislation
19MB61H7	International Human Resource Management
19MB61H8	People Analytics
19MB61H14	Conflict Management & Negotiation

Recommended by:

1. Dr. Atanu Talukdar, Professor, Department of MBA, KLEF
2. Dr. D. Sundari, Associate Professor, Department of MBA, KLEF

Reason: To enhance employability skills.


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The proposal was approved by the members of the board of studies and forwarded to the Academic Council.

Annexure-IV Syllabus for Human Resource Management specialisation courses introduced for MBA Y19 Batch

AGENDA ITEM-5

Agenda Item Description
Introduction of Business Analytics specialisation for MBA Y19 batch.

Courses included in the curriculum for MBA Y19 batch:

Data Analytics Specialisation	
19MB52U1	Data Visualization (R/Excel/Tableau)
19MB52U2	Econometrics with Business Applications using R
19MB52U4	Data Warehousing & Data Mining
19MB61U5	Advanced Business Analytics
19MB61U6	Business Analytics in Marketing
19MB61U7	Business Analytics in Finance
19MB61U8	Business Forecasting with R
19MB61U9	Advanced Excel
19MB61U10	Big Data Analytics and Its Application

Recommended by:

1. Dr. D. Srinivasa Rao, Professor, Department of MBA, KLEF
2. Dr. A. Srikanth, Associate Professor, Department of MBA, KLEF


Reason: To enhance employability skills.

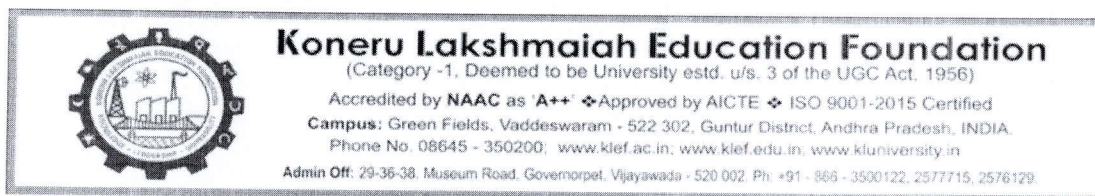
The proposal was approved by the members of the board of studies and forwarded to the Academic Council.

Annexure-V Syllabus for Business Analytics specialisation courses introduced for MBA Y19 Batch

AGENDA ITEM-6

Agenda Item Description
A revised program structure of MBA for the AY 2019-2020, for approval.


 Dr. P.V. Vijay Kumar Reddy
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A proposal was presented based on the feedback from academic peers and faculty for revised Program Structure MBA Program during the AY 2019-20. The proposal was approved by the BoS members and forwarded for academic council approval.

Annexure-VI: MBA Program Structure for 2019 Batch

AGENDA ITEM-7

Agenda Item Description
Approval of the scholars admitted into Ph.D. Program in Management during December 2019, allotment of research guides by doctoral committee.

The proposal was approved by the members Board of Studies and forwarded for academic council approval.

AGENDA ITEM-8

Agenda Item Description
Introduction of Logistics Specialization for BBA Y 19 Batch students

Courses included in the curriculum for MBA Y19 batch:

Category of the course	Logistics Specialization-Courses		Effect from
Professional Elective	L19c03	Fundamentals of Logistics	III year Odd semester
Professional Elective	L19C06	Materials Management	III year Elective (Oddsem)
Professional Elective	19LG12A0	Warehouse Automation	III Year elective (Odd sem)
Professional Elective	L19C07	Warehousing and Distribution Centre operations	III year elective (Evensem)
Professional Elective	19LG12A1	Best Practices in Transportation	III year elective (Evensem)

Recommended by:

1. Dr. S.S Kumar, Assistant Professor, KLBS

Reason:

1. To enhance employment opportunities,
2. To bring developments in the Transportation and Warehouse industry

WVS 14/6/2019
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The proposal for introduction of Logistics Specialization Courses for BBA 19 Batch students was approved by the members of the board of studies and forwarded to the Academic Council for approval

Annexure-VI – Enclosed syllabus copy

AGENDA ITEM-9

Agenda Item Description
Introduction of courses Excel for Business Applications (19BU11C2) and Managing personal Finance for BBA Y19 batch students .

Courses included in the curriculum for MBA Y19 batch:

1. Excel for Business Applications (19BU11C2)
2. Managing personal Finance (19BB32C2)

Recommended by:

1. Mr Subba Reddy (parent) F/o of Lohitha (Roll No: 1900560531)
2. Dr. Naga Sundari (Academic Peer), HOD, Associate Professor, Maris Stella College

Reason:

1. To enhance skills that could satisfy the demands of the corporate world.

The proposal introduction of Professional core and Finance Electives course were approved by the members of the board of studies and forwarded to the Academic Council for approval

Annexure- VII Enclosed syllabus and pre-requisites of courses are enclosed.

Vijay 14/6/2019
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Members of BoS

S.No.	Name	Designation	Organization	Position in the Meeting	Signature
1.	Dr.P.V.Vijay Kumar Reddy	Head Dept. of MBA	KL Business School, KLEF	Chairman-BoS	<i>[Signature]</i>
2.	Dr. T Uma MaheswaraRao	Professor	KL Business School, KLEF	Member	<i>[Signature]</i>
3.	Dr.M.KishoreBabu	Professor & Director, International Relations, -	KL Business School, KLEF	Member	<i>[Signature]</i>
4.	Sri.K.RajaSekhar	Director, Corporate Strategy	KL Business School, KLEF	Member	<i>[Signature]</i>
5.	Dr. D SrinivasaRao	Professor	KLEF	Member	<i>[Signature]</i>
6.	Dr.A.V.S.Kamesh	Professor	KLEF	Member	<i>[Signature]</i>
7.	Dr.M.S.Narayana	Professor	KLEF	Member	<i>[Signature]</i>
8.	Dr.Subramanyam	Professor	KLEF	Member	<i>[Signature]</i>
9.	Dr.P.RajaBabu	Associate Professor & Alternate HoD (MBA)	KL Business School, KLEF	Member	<i>[Signature]</i>
10.	Dr.L.Ramesh	Associate Professor & Deputy HoD (BBA)	KL Business School, KLEF	Member	<i>[Signature]</i>
11.	Dr.Prasanna Kumar	Associate Professor	KL Business School, KLEF	Member	<i>[Signature]</i>
12.	Dr.A.Vasudeva Reddy	Assistant professor	KL Business School, KLEF	Member	<i>[Signature]</i>
13.	Dr N RinduMadhavi	Assistant Professor	KL Business School, KLEF	Member	<i>[Signature]</i>
14.	Prof. Sanjay Sharma	Professor	NITIE, Mumbai	External Member	<i>[Signature]</i>
15.	Dr Uday Lajmi	Vice President and Head - Training & Development	Adani Electricity Limited, Mumbai	External Member	<i>[Signature]</i>
16.	Mr.P.RaviKiran	President	CII Vijayawada	External Member	<i>[Signature]</i>
17.	Prof S Ganesan	Head- Logistics & Supply Chain	Education Initiatives	External Member	<i>[Signature]</i>
18.	Mr.Pavan Kumar	Business Relationship	TS & AP, ACCA	External Member	<i>[Signature]</i>

[Signature]
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		Manager			
19.	Dr.M.Subramanian	Academic Head (Financial Services & Business Analytics)	Innurture Education Solutions Private Limited, Bangalore	Member	
20.	Mr.Michael Wagner	Vice president	Miles Education	External Member	
21.	Mr.KiranJangam	Regional Manager- North, Operations & Sales	Miles Education	External Member	
22.	Dr. V.VenuMadhav	HoD, Dept. of Commerce	KLEF	Member	
23.	Dr.S.Padma	HoD, Dept of Management	KLEF-Hyderabad	Member	
24.	Dr.P.V.Ravi Kumar	HoD	Dept. of English - KLEF	Member	
25.	Dr.E.Deepa	Assistant Professor, Dept of Management	KLEF-Hyderabad	Member	
26.	Ms. Ysaswini	CEO	Hodzaa Sizzlers	Alumni	
27.	Mr. A. SundarChaitanya	People Soft HR Analyst	Harvard University, USA	Alumni	
28.	Mr. V. Sandeep	General Manager	Leaap International Pvt Ltd	Alumni	

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Annexure-I

Contemporary Specialization Courses

Course Code	Course Title
19MB52M0	Digital and Social Media Marketing
19MB52F0	Wealth Management
19MB52H0	Organizational Design and Development
19MB52U0	Introduction to Advanced Technologies
19MB52L0	World Class Manufacturing
19MB62C0	Entrepreneurship & Family Business

Contemporary Specialization Courses

19MB52M0: Digital and Social Media Marketing

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To explicate the technology catalysis in delivering value	1	2
2	To understand the technological importance of SEO	1	2
3	To understand online consumer behavior and concept of cyber branding	1	2
4	To gain a knowledge on Mobile marketing	1	2

Syllabus

Introduction-Evolution of digital marketing-The digital consumer & communities' online-Digital marketing landscape- generation Y expectation and influence Search Engine Marketing-PPC and Online Advertising-Social Media Marketing-Social Media Strategy-Site optimization- Key word advertising-internet marketing metrics Customer engagement-Affiliate marketing & strategic partnerships-Email marketing-Content strategies- Consumer segmentation, targeting and positioning by online tools. CRM & CX in digital marketing-Digital marketing, data, and analytics-Social listening Web analytics-Social media analytics- Electronic customer relationship- Key CRM applications- Next generation CRM. Mobile Marketing-Integrating Digital and Social.-Media Strategies- Social media analytics-viral marketing - Inbound marketing.

Recommended Textbook:

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014

References:

1. Vandana Ahuja ,Digital Marketing Paperback Oxford University Press
2. Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.

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19MB52F0:Wealth Management

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO	Course Outcome	PO	BTL
1	Understand an overview of various aspects related to wealth management	1	2
2	Explore the relevance and importance of insurance in wealth management	3	2
3	Acquaint the learners with issues related to taxation in wealth management	4	2
4	Understand various components of retirement planning	4	2

Syllabus

Introduction, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager.

Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent.

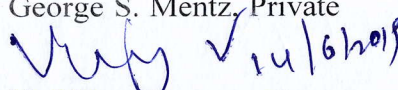
Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT. Investment Planning: Investment vehicles of wealth management, types of Investment Risk, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based Financial Planning, Active and Passive Investment Strategies. Legalities, role of wealth management in banking, Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust – Deductions – Exemptions Retirement Planning/Income Streams and Tax Savings Schemes, Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre and Post-retirement Strategies – Tax Treatment

Textbook:

1. Wealth Management: Pawan Jhabak Himalaya Publishing House.
2. Financial Institutions and Markets LM Bhole Mc Graw Hill.

Reference Books

1. Padhuka's Handbook on Direct Taxes-Compendium For Users (For Assessment Years 2018-19 And 2019-20)
2. Wealth Management and Financial Planning Treatise, Prof. George S. Mentz, Private Wealth Management Guide – George Mentz, JD


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19MB52H0: Organizational Design and Development

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course Outcomes with PO/PSO:

CO#.	Course Outcome	PO	BTL
1	Understand the concept of Organization Design, its types, structures and design.	3	2
2	Explain various Organizational structures.	1	3
3	Examine various interventions strategies	2	4
4	Understand various issues pertaining to OD	2	2

Syllabus

The concept of Organizational Design – Understanding organizations, Types of Organization Structures and their Design - Reason for different structures; Organization Design Differentiation - Differentiation in Organizational Design and Design Effectiveness. The Core Parts of Organizational Structure – Functional Design, Divisional Design, Generic Hybrid Designs, Common Organizational Designs – The Simple Structure, Bureaucracy, Matrix structures; Organization Design Integration - Main Elements of Integration in Organization Design – Coordination - Vertical and Horizontal Coordination Mechanisms, Coordination and Teamwork, Effective Design. New Design Options – Learning organization, Virtual Organizations, the Boundary less Organization, the Lean Organization New Forms and Multi-unit organizations- joint ventures, mergers, strategic alliances/partnerships, outsourcing. Contemporary Hybrid Designs, Conglomerates and Business Groups. Organizational Development - Values, assumptions and beliefs, Managing the OD Process – Action Research and organization development-OD Interventions – An Overview of OD Interventions – Team Interventions – Intergroup and Third – Party Peacemaking Interventions; Comprehensive OD Interventions – Structural Interventions and the Applicability of OD – Training Experiences; Key considerations and issues - Issues in Consultant -Client Relationships - Power, Politics and Organization Development-the Future and Organization Development.

Recommended Textbook(S):

1. Wendell L French, Cecil H Bell, Jr. & Veena Vohra, (2009) Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Ed., Pearson Education.

Reference Books:

1. Stephen's Robbins, Timothy A. Robbins & Neharika Vohra (2012): Organizational Behaviour, 14th edition, Prentice Hall Pearson.
2. The Learning organizations- Managing Knowledge for Business Success, University Press (India Ltd), written in co-operation with IBM Consulting Group.
3. Richard M. Burton, Borgeobel and Gerardine Desanctis(2011):Organizational Design – A step-by-step Approach, 2nd edition, Cambridge University Press

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19MB52U0: Introduction to Advanced Technologies

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite:

Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Able to Understand and apply the DBMS and the associated concepts.	1	3
2	Able to Understand and apply SQL and the associated concepts.	1	3
3	Able to Understand and apply the PYTHON and the associated concepts.	7	3
4	Application of Integration of Python with SQL for various management situations	7	3

Syllabus


DBMS: Introduction to Database Management System, Advantages Data Models: Entity-Relational Model, Relational Model, Normalization, DBMS vs RDBMS. SQL : Introduction, Data Types, Operators, Expressions, Data Definition Language(DDL)-CREATE,INSERT, Data Manipulation Language (DML) -ALTER(Modify, Rename, drop),UPDATE,DELETE, Data Query language (DQL)-SELECT Data Control language(DCL),Arithmetic Operations in SQL, Other commands -JOINS,ORDER BY,GROUP BY; Introduction to PL/SQL, No SQL. PYTHON: Significance of Python, History of Python, Python Features, Setting path to Windows, Python Identifiers, Reserve Words, variables, Operators, Mathfunctions, stringfunctions, lists, tuples, Functions for practicewrite(),read(),mkdir(),chdir(),rmdir();Data Analysis Using python: Learning about Numpy and its basics; Data manipulation Using Pandas. Integration of Python with SQL: Application of Python in real world, Integration of Python with SQL -PyMySQL.

Textbook(S):

1. Fundamentals of Database Systems,6th Edition by Elmasri and Navathe.
2. Learning SQL, Second Edition, by Alan Beaulieu,2009, Published by O'Reilly Media, Inc.
3. Python Data Science Handbook,by Jake VanderPlas,Published in 2017.

Reference Book:

1. Python3 from tutorial point.


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19MB52L0: World Class Manufacturing

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

CO#.	Course Outcome	PO	BTL
1	Understand the importance of technology advancements in transforming organizations as world class hubs	5	2
2	Understand various cutting edge technologies and models	5	3
3	Comparing Indian manufacturing processes with global processes	6	4
4	Understand the implications of WCM as strategy	6	2

Syllabus


Information Age and Global Competitiveness - The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry. Cutting Edge Technology: Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model. Philosophy of World Class Manufacturing Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM. Competitive Indian Manufacturing - Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure. Globalization and World Class Manufacturing - Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System The Future WCM Manufacturing Strategy: Futile Search for an Elusive Link, Manufacturing Strategic Intent Classification, Translating Intent into Action

Recommended Textbook(S):

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.

Reference Books:

1. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann
2. The Toyota Way by Jeffrey K. Liker, Publisher: Tata McGraw Hill
3. Askin, R.G. and J.B. Goldberg. 2002. *Design and Analysis of Lean Production Systems*. John Wiley & Sons Inc. ISBN 0-471-11593-2
4. Askin, R.G. and C.R. Stanridge. 1993. *Modeling and Analysis of Manufacturing Systems*. John Wiley & Sons Inc. ISBN 0-471-51418-7
5. Nicholas, J. 1998. *Competitive Manufacturing Management*. Irwin/McGraw Hill. ISBN 0-256-21727-0


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19MB62C0: Entrepreneurship & Family Business

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	1,6	6
2	Understand and explain the concept of family business and managerial implications of family business and family myths	1	2
3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business	3	3
4	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	4	2

Syllabus

Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development; Woman as Entrepreneur. Creating and Starting the venture: Environmental Analysis - Search and Scanning, Assessment of Opportunities; Business Idea, Sources of new Ideas, Techniques of generating ideas; The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Financing and Managing the New Venture: Sources of Capital, Venture Capital. Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions; Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions : Different Dreams and challenges. Narcissism, Envy And Myths In Family Firms Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance. Leadership Transition Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. Transition And Change 10 Lewin's idea of change – model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus. Institutional support to Entrepreneurship: Government policies and schemes for entrepreneurial development; Role

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of MSME, Directorate of Industries, District Industries centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporation (SSIDCs), Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Textbook:

1. Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, TMH, 10th Edition, 2017.
2. Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
3. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

Reference Books:

1. Baringer and Ireland, Entrepreneurship, 6th Edition, Pearson, 2018
2. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, 1 edition, 2010
3. "Corporate Entrepreneurship: Building The Entrepreneurial Organization" by Paul Burns published by Palgrave Macmillan, 3rd Edition 2013
4. Drucker F Peter “Innovation and Entrepreneurship”, 1985.Heinemann, London.


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Annexure-II

Financial Management Specialisation	
Code	Course Title
19MB52F3	Behavioural finance
19MB61F6	Managing Personal Finance
19MB61F7	Strategic Financial Management
19MB61F10	Infrastructure Finance
19MB61F11	International Financial Management
19MB61F12	Financial Statement Analysis
19MB61F13	Personal Taxation

19MB52F3: Behavioural Finance

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To Examine how the insights of behavioural finance theories shed light on the behaviour of individual investors	1	2
2	To examine finance professionals in investment decision-making and corporate financial decision-making.	2	3
3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debiasing' techniques.	2	3
4	To investigate the implications of behavioral finance for the construction of good corporate governance mechanism	4	3

Syllabus

Information Perception and Intertemporal Choice: Cognitive information perception, peculiarities (biases) of quantitative and numerical information perception, Weber law, subjective probability, overconfidence, representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) Prospect Theory, Human Preferences and Market efficiency: Decision-making under risk and uncertainty, Expected utility theory, Prospect theory, Barnewall Two-Way Model, Bailard, Biehl, and Kaiser Five-Way Model, Allais and Elsbeg's paradoxes, rationality from an economics and evolutionary prospective, different ways to define rationality: dependence on time horizon, individual or group rationality, examples from experimental economics: ultimatum and public goods games, experiments in isolated societies, bounded rationality, investor rationality and market efficiency. Behavioral Factors and Financial Markets: Fundamental information and financial markets, market predictability, the concept of limits of arbitrage, Asset management and behavioural factors, active portfolio management: return statistics and sources of systematic underperformance, technical analysis and behavioural

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factors. Weather, emotions, and financial markets: sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for externals factors influence, Emotional content of news articles and their correlation with market dynamics, Social trends and market dynamics: music, fashion, demographics, Group Behaviour: Conformism, herding, fatal attractions

Textbook:

1. M. M. Sulphey, (2014) Behavioural Finance, PHI Learning
2. Lucy Ackert and R. Deaves, (2011) Understanding Behavioural Finance, Cengage Learning
- Shefrin, H., (2007) Behavioural Corporate Finance, Tata McGraw Hill Irwin Publishers

Reference Books

1. Pompian, Michael M, (2006) Behavioral Finance and Wealth Management. Wiley: New Jersey.
2. William Forbes, ((2009)) Behavioural Finance, Wiley India Pvt Ltd
3. Plous, S., (1993) The Psychology of Judgment and Decision Making, McGraw-Hill
4. Shefrin, H., (2006) Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Oxford University Press
5. Paul V. Azzopardi, (2010), Behavioural Technical Analysis, Harriman House Ltd
6. Shleifer, A., (2000) Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.


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19MB61F6: Managing Personal Finance

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Understand the need for effective financial planning	2	2
2	Understand various financial tax saving schemes to save money to get tax benefits	4	2
3	Understand the basic concepts of money management, tax planning, consumer credit, housing and other consumer decisions, insurance, investments, retirement planning etc.	5	2
4	Understand savings and investment plans.	7	2

Syllabus

Financial planning process: Introduction-Importance of Financial Planning- Process of financial planning -The planning environment-Determinants of personal income- Financial statements and plans-Concept of Time value of money - Preparing a personal balance sheet - Preparing the income and expense statement-Using personal financial statements - Ratio Analysis. Managing Taxes: Introduction-Importance of tax planning-Basic concepts of income tax - Personal taxation -Income tax benefits on certain long term investments -Tax planning-Ethical consideration in tax planning. Making decisions regarding houses and automobiles:- Meeting housing needs-The rental option - The home buying process - Financing the housing transaction - Housing finance institutions in India - Housing schemes in India- Automobile purchase planning. Planning for Investments:- Types of investment vehicles-Factors considered in the choice of investments- Developing the investment strategy - Investment Process- Insurance planning - Buying a life insurance - Life insurance products in India- Health Insurance-Need-Types and Sources of health care plans-Providers of Health care-Long term care insurance-Disability income insurance-Health Insurance in India; Mutual Funds:- Mutual funds – Types of mutual fund products – Objectives of investing in Mutual funds.

Recommended Textbook(S):

1. Jack R Kapoor, "Personal Finance" McGraw Hill Publications, New Delhi, 2008.
2. KC Mishra and Steward Doss, "Basics of Personal Financial Planning" Cengage Learning, First Edition 2009.

Reference Books

1. Joehnk, Billingsley and Gitman "Planning Your Personal Finances" Cengage Learning India Private Limited, Delhi, 2012.
2. Mark Hirschey and John Nofsinger "Investments Analysis" and Behavior" McGraw Hill Publications, New Delhi, 2008.

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19MB61F7: Strategic Financial Management

L-T-P-S: 2-1-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Acquaint the students with concepts of Financial management from strategic perspective	1	2
2	Understand various Techniques and Models of Strategic Financial Management.	1	2
3	Apply the Concepts of Strategic Financial Management to measure the value of firm	5	3
4	Evaluate various cost concepts for business	5	5

Syllabus

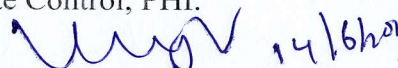
Financial Policy and Strategic Planning –Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development. Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method, Corporate and Financial Restructuring – Corporate restructuring - Mergers and Amalgamations –Cost of Merger – Takeovers – Strategic Business Alliances – Managing an Acquisition – Divestitures – Financial restructuring: Debt Restructuring, Equity restructuring, Portfolio restructuring, Split up of conglomerates, spin off and swaps, Strategic Cost Management: Strategic Perspective of Cost Management – Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing.

Textbook:

1. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007
2. Pradip M.Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications, New Delhi

Reference Books

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2011
3. Weston, Siu & Johnson, Takeovers, Restructuring and Corporate Governance, Pearson, 2002.
4. Shiva Rama, Strategic alliances, Response Books.
5. Weston, Chung, Hoag, Mergers, Restructuring & Corporate Control, PHI.


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19MB61F10: Infrastructure Finance

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Enlighten the students with the concepts of infrastructure finance, Public Private Partnerships etc.	6	2
2	Familiarise with the financing methods of infrastructure projects, contractual agreements and risk mitigation of projects	1	2
3	Apply the tools of project valuation	5	4
4	Evaluate the project viability	5	5

Syllabus

Infrastructure: Introduction, Unique features of infrastructure projects-Stakeholders, benefits, historical and projected requirements - Key role of government in building and maintaining infrastructure assets – infrastructure finance – types - Sources for infrastructure project finance. Pre-fund Raising Phase – Project Structuring, Preliminary Clearances, Key Project Contracts, Project financing Proposition – Sponsor's, Lender's and other Stakeholders' Perspective, Project Financing Structures – Full Recourse and Limited Recourse financing Models with case studies. Evolution of public-private partnerships - The Rationale for Public Private Partnerships - Different Kinds of Public Private Partnerships such as BO, BOO, BOT, BOLT etc. - Government and Developer's Perspectives - Discussion of the PPP experience in different sectors, electricity, telecommunication, civil aviation, roads and railways with a special emphasis on India - Dispute Resolution in Public Private Partnerships. Risk Analysis and Mitigation in Projects: Key risks - risk determination, allocation and mitigation in Project Structure, Key Project Contracts and Lenders' Due Diligence - Key considerations - Appraisal criteria applied by Banks and Institutions, Project viability and evaluation - returns analysis - Valuing the Project and Project Cash Flow Analysis - Analysis of Operating Cash Flows and Their Behavior in Different Project Life-Cycle Phases - Inputs for Calculating Cash Flows- Optimal Capital Structure for the Deal

Textbook:

1. John D. Finnerty, Project Financing: Asset-Based Financial Engineering, Third Edition. Hoboken: John Wiley & Sons, Inc., 2013.

Reference Books

1. NGO Walter (Editor), The Infrastructure Finance Challenge (London: Open Book Publishers, 2017).
2. Stefano Gatti (2006) Project Finance in Theory and Practice, Academic Press is an imprint of Elsevier 30 Corporate Drive, Suite 400, Burlington, MA 01803, USA.

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19MB61F11: International Financial Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO	Course Outcome	PO	BTL
1	To excel in environment of international finance and its implications on international business.	3	2
2	To perform in the functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.	3	3
3	To apply the techniques of reducing risks and to identify risk management strategies.	2	3
4	To explore the sources of long term finance and design financial strategies and to integrate	4	3

Syllabus

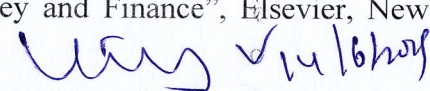
International Financial System: Evolution of international financial system: Bretton woods system, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions-IMF, ADB, IBRD, Bank for International Settlements; international banking-euro bank. International financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs. Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER), BOP trends in India; current account deficit, capital account convertibility, Parity Conditions- Purchasing Power Parity, Interest Rate Parity. International debt crises, currency crises-Asian currency crisis, and Greek debt crisis. Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment- licensing, management contracts, joint venture, Greenfield investment, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, Risk Management in Multinational Corporations: Types of risk- risk management through hedging-natural hedges, hedges with currency derivatives.

Textbook:

1. V.A.Avadhani: "International Financial Management" Himalaya Publication, 2013

Reference Books

1. Sharan V., "International Financial Management", PHI Learnings, New Delhi, 2012.
2. P.K.Jain, Surendra S Yadav, Peyrard: "International Financial Management", MacMillon, 2013 JNTUK Master of Business Administration
3. Michael Melvin, Stefan C.Norrbin: "International Money and Finance", Elsevier, New Delhi, 2013


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19MB61F12: Financial Statement Analysis

L-T-P-S: 2-1-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Articulate financial statement analysis and financial reporting	2	2
2	Solve the financial statement problems	4	4
3	Examine the cash inflows and outflows or usage and sources of funds	5	5
4	Evaluate and judge the financial statement analysis and financial reporting so that there will not be any scandals or window dressing	5	5

Syllabus

Introduction to Financial Statement Analysis and financial reporting: Introduction to Financial Statement Analysis, Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements analysis.


Types of Financial Statements: Interpretation of Balance Sheet items and limitations of the Balance Sheet, Interpretation of P& L account and its limitations, techniques of financial statement analysis: Common Size Statement, comparative statement and trend analysis. The Statement of Funds flow and Cash flows: Funds flow analysis sources and application of funds, meaning of working capital, changes in working capital, Cash flow statement; Operating activities, Investing activities and Financing activities, direct and indirect method. Financial reporting: Overview of Financial reporting, Window dressing, recent scandals in financial reporting, recent scandals in financial reporting, recent scandals in financial reporting.

Recommended Textbook(S):

1. Jonathan Berk and Peter Demarzo, "Financial Management", 3rd Edition, Pearson India Education, 2017
2. Stanley B. Block, Geoffrey A. Hirt and Bartley R. Danielson, "Foundations of Financial Management", 13th Edition, TATA McGRAW-HILL Edition 2011
3. Prasanna Chandra, "Fundamentals of Financial Management", McGraw Hill, 6E, 2014
- Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012

Reference Books

1. Narayanaswamy, R., "Financial Accounting – A Managerial Perspective", 5th Edition, Prentice Hall of India. 2015
2. Subramanyam, K. R. and John, J.W., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014


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19MB61F13: Personal Taxation

L-T-P-S: 2-1-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Understand the fundamental principles of Income tax and Calculate Residential status and incidence of tax.	1	1
2	Develop skill to compute Income from salaries and house property	2	2
3	Able to Analyze problems relating to Income from profits and gains from business/profession and capital gains.	3	2
4	Evaluate the provisions relating to income from other income, clubbing, and setoff and carried forward provisions and Income from individual and deductions available to person.	1	3

Syllabus


Introduction to Indian taxation system, overview of direct and indirect taxes. A brief introduction about income tax, wealth tax and goods and service tax. Introduction to income tax, definitions, residential status and incidence of taxation, and incomes exempt from tax. Basis of charge and concept of total income, Computation of income from salaries, and computation of income from house property, Computation of income from business or profession and computation of capital gains: computation of long term and short term capital gains, Exemptions available under section 54, 54B, 54EC, 54ED, 54F. Computation of income from other sources, clubbing of incomes, set-off and carried forward of losses. Assessment of income of individuals: Deductions available to individuals under chapter VIA i.e., from Section 80 C to 80U

Recommended Textbook(S):

1. V.K. Singhania, Monica Singhania, Student guide to Income tax, Taxman publications, 2012.

Reference Books:

1. Gaur and Narang, Elements of Income tax, Kalyani publications, 2009.
2. Bhagawathi Prasad, Direct taxes, New Age Publications, 1998


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Annexure –III

Marketing Management Specialisation	
Code	Course Title
19MB52M1	Product & Brand Management
19MB52M2	Promotion & Distribution Management
19MB52M3	Global Marketing Management
19MB52M4	Advertising and Sales Promotion
19MB61M9	Rural & Agricultural Marketing
19MB61M10	Event & Entertainment Management

19MB52M1: Product and Brand Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the components of Product Management.	1	2
2	Design, implement and evaluate Product Iteration	2	6
3	Evaluate Branding Strategies, Brand Portfolio	6	5
4	Evaluate sources of “Brand equity” and Apply branding strategies in different sectors	6	5

Syllabus

Introduction to Product Management, Product Management Process: Product Vision, Techniques for Creating the Product Vision, Designing MVP Prioritized backlog, UX Design Process: Sketching Wire-framing / Mock-up / Prototyping; Iteration. Product Achievement Process. Product Matrix.


Understanding the Brands; Brand Management Process; Brand Hierarchy; Brand personality, Brand image; Brand Identity, Brand positioning, Brand loyalty and Consumer loyalty, Brand Architecture, Brand leadership. Managing Brands; Brand creation; Brand extensions, Brand – product matrix; Brand portfolio & Multi Brand portfolio, Brand Revitalization, Techno branding. Ingredient Branding. Measuring Brand equity, Brand Assessment & Financial Aspects, Branding in different sectors: Branding in customer, industrial, retail and service sectors; Digital Branding & sustaining brand in long term.

Textbook:

1. Kapferer, Jean .Noel. *Strategic Brand Management*. 4th Edition, Kogan page, 2008

Reference Books

1. Gary Metcalfe, *Product Strategy*, Mastering the Basics and dominating the competition, 2018
2. Mastering Disruption and Innovation in Product Management, ChristopherFuchs, Franziska J. Golenhofen, 2018


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3. Kevin Lane Keller, *Strategic brand Management*, 4th ed., Pearson education 2012, New Delhi
4. Harsh V, Verma, *Brand Management*, 2nd Edition, Excel Books, New Delhi.
5. Aaker, David, A. *Managing Brand Equity*. New York. Free Press, 2001.
6. Compendium of Brand Management, S A Chunawala, Himalaya Publishing House, 2009

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19MB52M2: Promotion and Distribution Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	To study logistics supply chain networks and strategies.	1	1
2	To understanding of logistics operating areas and their interrelationship	1	2
3	To Understand the importance and implications of a customer-focused logistics strategy.	2,3	2
4	Develop an in-depth understanding of logistics operating areas and their interrelationships	2,3	3

Syllabus

Marketing Communications: The nature of marketing communications - The integration of marketing communication - Integrated marketing communication planning process - Model of marketing communications decision process - Establishing objectives and budgeting for the promotional programme. Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools - Personal selling process and approaches - Evaluating, motivating and controlling sales force effort. Distribution Management: Role and functions of channels of distribution- Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members- conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions –structure – hierarchy – Transport & Logistics organizations


Suggested Readings

Textbook:

1. S.A. Chunnawalla, K.C.Sethia "Advertising", 2010, HPH.

Reference Books:

1. SHH Kazmi&SatishBatra "Advertising & Sales Promotion", 2009, Excel Publishers.
2. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2nd Ed.
4. Krishna K. Havaladar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
5. Roddy Mullion "Sales Promotion", 2010, KoganParge Publishers.
6. Panda &Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.


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19MB52M3: Global Marketing Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the concepts relating to the global market.	1	2
2	Learning and applying marketing strategies for global markets	3	3
3	Understand and Applying global marketing decisions.	4	2,3
4	Infer various management concepts for betterment of global marketing	5	3

Syllabus


Introduction to Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism. Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries. Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies – Global Channels of Distribution. Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones. Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

Textbook:

1. Wareen J. Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.

Reference Books

1. Gillispe, International Marketing, Cengage, ND Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi


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19MB52M4: Advertising and Sales Promotion

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understand the basic concepts of Advertising and analyze the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of advertising media.	1,4	4
2	Analyze the design and execution of advertising campaigns	4	4
3	Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	1,4	3
4	Analyze the emerging trends in sales promotion techniques	4	4

Syllabus


Introduction to Advertisement – Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertising Approaches- DAGMAR, AIDA- Ad. Agencies – Selection and remuneration – Advertisement campaigns –Advertisement Media - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting Design and Execution of Advertisements - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns- Bait & Switch Advertising- Surrogate Advertising – Measuring impact of advertisements. Introduction to Sales promotion - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion tools & techniques – Trade oriented, consumer oriented and Sales force oriented – Financial Incentives, Product based offers, other consumer promotions. Sales Promotion Campaign - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion – Sales Promotion Budget - Evaluating Sales promotion– Relationship between Sales promotion and advertising - Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

Textbook:

1. Ken Kaser-Advertising and Sales promotion, Cengage Learning, 2012
2. S.H.H Kazmi, Satish K Batra, Advertising and Sales Promotion, Excel Books India, 2009

Reference Books

1. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.


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19MB61M9: Rural and Agricultural Marketing

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

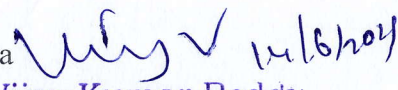
CO No	Course Outcome	PO	BTL
1	Explore the various facets of rural marketing, Understand rural markets potential and develop an insight into rural marketing regarding different concepts and basic practices in this area.	1,5	2
2	Understand the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies	1,2	2
3	To adapt the students with the appropriate concepts and techniques in of Rural marketing mix.	1	6
4	Be able to understand the role and importance of communication in Rural and agricultural marketing	1	2

Syllabus

Introduction to Rural Market, Definition & Scope of Rural Marketing. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints. Rural Consumer Vs Urban Consumers – comparison. Characteristics of Rural Consumers. Rural Market Environment: a) Demographics – Population, Occupation Pattern, Literacy Level; b) Economic Factors – Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, Consumer Behaviour: meaning, Factors affecting Rural Consumer Behavior- Social factors, Cultural factors, Technological factors. Relevance of Marketing mix for Rural market/Consumers. Product Strategies. Rural Product Categories – FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. Agricultural Marketing – Concept --- Nature and Types of Agriculture produce --- concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions. Distribution Strategies for Rural consumers: Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets. (Case study based), Communication Strategy - Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media; Challenges in Rural Communication.

Textbook:

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India


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References:

1. Arora, R.C. : Integrated Rural Development
2. Rajgopal : Managing Rural Business
3. Gopaldaswamy, T.P. : Rural Marketing
4. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers. ISBN: 978-81-317-6035-2
5. Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill. ISBN: 81-7992-085-2
6. Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN: 978-81-317-3263-2.


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19MB61M10: Event and Entertainment Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	To understand the concept & significance of event tourism and event management	1	1
2	To understand the various dimensions of event and entertainment services & their impact	1,2	2
3	To comprehend the linkages of event tourism industry.	2,4	2
4	Apply appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.	4	3

Syllabus

Planning, Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination. Site Management, Selection, Planning and Development, Infrastructure management, Management of logistics, Crowd Management, Attendee care and comfort, Control, Participants, Management, Risk Preparedness. Financial Management: Raising Funds, Investment, Fund Flow Management and Working Capital Decisions. Pricing strategies. Human resources planning for event: man power planning – job analysis in event operation – recruitment sources, methods – skills testing and selection of people for specific event. Event Promotion: Trends and Challenges – Marketing Communication: image, Branding, advertisement, Publicity, Public Relations – The five „W“s of Event Marketing – Marketing equipments and tools.

Textbook:

1. Lynn van Der Wagen, Human Resource Management for events: managing the event workforce (Events Management), Butterworth – Heinemann publication, 2006

Reference Books:

1. BUHALIS & e. Laws(EDS) (2001) tourism distribution channels: Practices, issues and transformation London: continuum.
2. Lawson, F (2000). Congress, convention & exhibition facilities: Planning, Design & Management Oxford: Architectural press.
3. Rogers, T. (1998, 2003). Conference & Conventions: A Global industry. Oxford: Butterworth – Heinemann
2. Swarbrook, J & Horner, S. (2001). Business Travel and a Tourism. Oxford: Butterworth – Heinemann.

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Annexure-IV

Human Resource Management Specialisation	
19MB52H1	Talent and Competency Management
19MB52H2	Dynamics of Employee Relations
19MB52H3	Performance Management & Reward Systems
19MB52H4	Labour Legislation
19MB61H7	International Human Resource Management
19MB61H8	People Analytics
19MB61H14	Conflict Management & Negotiation

19MB52H1: Talent and Competency Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understanding the importance of Talent Management in any organization and be ably facing the challenges that may crop up.	1	2
2	Explain various Talent Management strategies that can be successfully implemented for effective accomplishment of set objectives.	2	2
3	Extend the knowledge on Talent Management to Competency mapping as well and apply them across scenarios.	3	3
4	Relate the learnt concepts on competency to various competency models and thereby ably utilize them in analyzing case studies.	4	4

Syllabus

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System, Talent Management Process: Essentials and Stages, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management. Talent Management and Organizational Environment, Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India. Competency: Meaning and Characteristics, Behavior indicators, Types of competencies, Competencies Applications – Competency Frameworks, Competency Maps, and Competency Profiles.

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Competency management framework / competency model: Lancaster Model of managerial competencies Competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development, competency mapping, integration of HR function.

Textbook:

1. Lance A Berger, Dorothy R Berger, 2011, The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.
2. Shukla Ravinder, 2009, Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers.

Reference Books:

1. R.N.Misra, Talent Management, Discovery Publishing House Pvt. Ltd.
2. Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd edition, Sanghi, Seema. Sage Publications Pvt. Ltd.
3. Competency based HRM Shermon, Ganesh. Tata McGraw Hill.
4. 360 degree feedback, competency mapping & assessment centers Sharma, Radha R. Tata McGraw Hill


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19MB52H2: Dynamics of Employee Relations

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand the employee relations and its complexities	1	2
2	Make use of knowledge to strengthen relations	1	3
3	Utilize the knowledge for team building	2	3
4	Develop competencies to become effective Relation officer	2	3

Syllabus

Employee Relations – Introduction, Definitions of Employee Relations, The Employment Relationship, Psychological Contract, Forms of Attachment, Compliance and Commitment, Quality of Employee Relations, An Industrial Relations System, Framework of Employee Relations, globalization – multinational corporations and employee relations. Promotion of Harmonious Relations – Code of Discipline, Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline. Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers' Participation in Management in India. Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience. Group and its formation. Use of Groups in Organizations vs. Industrial Performance - Inter group Problems in Organizations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group, Team development and team building. Team formation and development, interventions for team functioning, culture and diversity impact on team functioning, team building – preparing the environment for teamwork, Theory and Model of Interpersonal Behaviour of C. William Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility. Working with virtual teams

Textbooks:

1. Employee Relations, Mike Leat, Heriot-Watt University Edinburgh press, United Kingdom
2. VenkatRatnam, C.S. – Industrial Relations, Oxford University Press.
3. Group Dynamics and Team Interventions: Understanding and Improving Team, Timothy M. Franz, Wiley publications.

Reference Book:

1. S. C Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
2. P.R.N. Sinha, InduBala Sinha and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.

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3. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
4. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
5. RatnaSen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
6. Michael Armstrong, Employee Reward, Universities Press (India) Ltd
7. Organization Psychology - Eder Scheim.
8. T-Group Development and OD - Dharani P Sinha.
9. Interpersonal Underworld - G. William Shutz
10. Organizational Behavior-Robbins, Judge & Sanghi, Pearson Education Publication.

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19MB52H3: Performance Management and Reward Systems

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Identifying the purpose of a performance management system	2	2
2	Outline the process of designing and implementing a performance management system	2	3
3	Demonstrating competence in various areas employee compensation and designing and evaluating compensation plan.	6	4
4	Demonstrating knowledge of a variety of pay systems including job and performance based pay; knowledge and skill based pay; team based pay and executive pay.	6	4

Syllabus

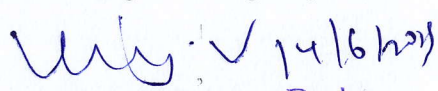
Introduction: Performance Management process, strategic planning, Performance Appraisal & Potential Appraisal. Performance Management System implementation: Defining performance and choosing a measurement approach – Measuring results and behaviors – Gathering performance information, implementing performance management system.

Performance management techniques: Competency mapping, Balanced Scorecard, 360° feedback, Assessment centers, Performance Management Skills – Counseling, Coaching and Mentoring. Performance Consulting: The Need for Performance Consulting – Designing and Using Performance Relationship Maps – Mapping the Components of Performance – Identifying Business Needs in Operational Terms – Developing Models of Performance Required to achieve Business Goals. Compensation, types of compensation, conceptual framework of compensation management, Theories of wages Compensations Philosophies.

Strategic Compensation Planning: Developing a total compensation strategy – Job evaluation systems, the compensation structure – Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual and team incentive plans. Managing Employee Benefits: Nature and types of benefits, employee benefits programs – designing a benefits package. Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions. International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries -- Executive compensation.

Textbooks:

1. Performance Management, Herman Aguinis, Pearson Education, 2008.
2. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition
3. Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.


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Reference Book:

1. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
2. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
3. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
4. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
5. B D Singh, Compensation And Reward Management, Excel Books, 2008
6. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

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19MB52H4:Labour Legislation

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understand the changing Labor legislation in India	1	2
2	Interpret legal aspects of Employee Compensation.	2	4
3	Handle Industrial disputes in Indian organizations.	3	4
4	Implement legal aspects of employee benefits	1	4

Syllabus

Introduction & Overview of Labour legislation in India; Evolution and Growth of Labour law in India; The Industrial Disputes Act, 1947 – The Factories Act, 1948; The Industrial Employment (Standing Orders) Act, 1946. Legislations related to Wages: The Employees Compensation Act, 1923 – The Payment of Wages Act, 1936 – The Minimum Wages Act, 1948, The Child Labour Prevention and Regulation Act, 1986, The Maternity Benefit Act, 1961. Legislations related to Social Security: The Concept of Social Security; various laws for provision of Social Security for Industrial workers; The Employees State Insurance Act, 1948 – The Employee's Provident Fund & Misc. Act, 1952 - - The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972. Compliances: Returns and Forms for all labour Legislations. Challenges and issues for HR in implementing Labour law.

Textbook:

1. Taxmann(2019)- Labour Laws, Kindle Edition

Reference Books:

1. ManoharLal, Industrial Relations & Labour Legislation
2. P.K.Padhi,(2012) Labour and Industrial Laws, PHI Publication
3. Garg, K.C., Sharma, Mukesh; Sareen, V.K. (2002). *Commercial and Labour Laws*. Ludhiana: Kaiyani Publishers.
4. Kumar H.L.,(2000). *Practical Guide to Labour Management*. New Delhi: Universal Law Publishing

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19MB61H7: International Human Resource Management

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understanding internationalization of HRM and its future	1	2
2	Understanding Global HR Practices	1	2
3	Analyzing the policy and practice aspects of International Human Resources	6	4
4	Ability to train and develop global leaders and expatriates	3	6

Syllabus

Overview of International Human Resource Management: The drivers of internationalization of business. Introduction to IHRM Definition, Organizational and cultural context of IHRM - Development of IHRM - Difference between IHRM and Domestic HRM - Models of IHRM - Matching Model, Harvard Model, Contextual Model, 5P Model, European Model - IHRM trends and future challenges. Global HR Practices: Sourcing Human Resources for Global Markets-Staffing, Recruitment and Selection - International Training, Development and Careers - International Performance Management - International Compensation - IHRM in Cross-Border Mergers & Acquisitions, International Alliances. Developments in IHRM Policy and Practice- Women Leading and Managing Worldwide-Global Work-life Management in Multinational Corporations-Regulation and Change in Global Employment Relations-Social Responsibility, Sustainability and Diversity of Human Resources.The Development of Global Leaders and Expatriates-Leading Organizations in the global environment-Global Leaders and Developing Global Leaders-Expatriate Development.

Textbook:

1. Peter J Dowling, Marion Festing and Allen D. Engle, SR. (2013)-International Human Resource Management, 6th Edition, Cengage Learning EMEA.

Reference Book:

1. Anne-Wil Harzing and Ashly H. Pinnington (2011), International Human Resource Management, Sage South Asia Edition.

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19MB61H8: People Analytics

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understand the transformation of Business Analytics to People Analytics	1,3	2
2	Application of Analytics in Talent acquisition and engagement	1,2	3
3	Assess Performance management using analytics	1,2	4
4	Understand the application of big data in people analytics	1,2	2

Syllabus

The People Analytics Age - Migrate from Business Analytics to People Analytics - The Seven Pillars of People Analytics Success - Workforce Planning Analytics.

Talent Sourcing Analytics - Talent Acquisition Analytics - Onboarding and Culture Fit - Talent Engagement Analytics. Analytical Performance Management - Employee Lifetime Value and Cost Modeling - Using Retention Analytics to Protect Your Most Valuable Asset - Employee Wellness, Health, and Safety to Drive Business Performance and Loyalty. Big Data and People Analytics - Future of People Analytics.

Textbook:

1. Jean Paul Isson, Jesse S. Harriott (2016), People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons, Inc., Hoboken, New Jersey.

Reference Book:

2. Fitz-enz, Jac. (2010). The new HR analytics : predicting the economic value of your company's human capital investments, AMACOM, a division of American Management Association, 1601 Broadway, New York, NY 1001

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19MB61H14: Conflict Management and Negotiation

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understand basic concepts of Conflict Management	1	2
2	Learning and applying conflict management design and resolution methods.	3	3
3	Apply concepts and process of Negotiations.	5	2
4	Learning and Understand International and Cross-Cultural Negotiation	6	2

Syllabus

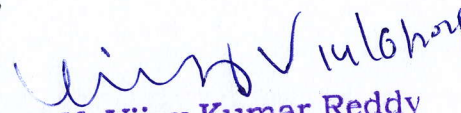
Introduction of Conflict: Nature – Classification - pros and cons of conflicts – Styles - intrapersonal conflicts - interpersonal conflicts; Measurement of conflict; Team conflicts - Group conflicts. Learning from conflicts. Conflict Management Design: Traditional approaches - Complementary forms - mediation, moderation, supervision, coaching - prevention through communication, setting up in house management system, Conciliation, Arbitration, Adjudication. Introduction to Negotiation: Communication and Power in negotiations – Finding and using negotiation leverage - Key Negotiating Temperaments – Interests and goals in negotiation – cultural and gender differences in negotiation – Qualities of mind, heart & courage for successful negotiations- Collective Bargaining- process. Relationships in Negotiations – Multiple Parties and Teams – International and Cross-Cultural Negotiation – Pre and Post negotiation evaluation – Ethics in negotiation.

Textbook(S):

1. Managing conflicts in the workplace, David Liddle, person publications
2. Essentials of Negotiation, Roy Lewicki, Bruce Barry, David Saunders, Tata McGraw Hill, 6th Ed. 2010

Reference Books:

1. Negotiation in Social Conflict, Dean and Peter, Tata McGraw Hill, 6th Ed. 1993
2. The Negotiation Handbook, Cleary Patrick J., PHI Learning,
3. Negotiation Analysis: The Science and Art of Collaborative Decision Making, Metcalfe David Raiffa, Howard Richardson john, PHI Learning,


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Annexure –V

Data Analytics Specialisation	
19MB52U1	Data Visualization (R/Excel/Tableau)
19MB52U2	Econometrics with Business Applications using R
19MB52U4	Data Warehousing & Data Mining
19MB61U5	Advanced Business Analytics
19MB61U6	Business Analytics in Marketing
19MB61U7	Business Analytics in Finance
19MB61U8	Business Forecasting with R
19MB61U9	Advanced Excel
19MB61U10	Big Data Analytics and Its Application

19MB52U1: Data Visualization using R/Excel/Tableau

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Able to Understand and apply the Data Visualization for simple calculations.	1,6	3
2	Able to Understand and apply the Data Visualization for Sorting, filtering by importing from different data sources.	1,6	3
3	Able to Understand and apply the Data Visualization for different types of data	1,6	3
4	Able to apply the Data Visualization for various management situations.	1,6	3

Syllabus

Data Visualization Using Tableau: Significance of Tableau, Advantages of Tableau over R and Excel, Components and Applications, Installation and Usage, File and Data types, show me button (Brain of Tableau), Simple calculations. Data Sorting – Introduction, Types of Sorting- Manual Sorting and Computer Sorting; Filters: Types of filters; Data Sources: Extracting data, Editing data, Joining and Blending; Data Worksheets: Add, Rename, Save and Delete; Chart types: Text table, Heat Map, Symbol vs Filled Map, Types of Bar chart, Area chart, Circle View, scatter plot, Gantt chart, Bullet graph; Managing Dashboards. Data Visualization Applications: Advanced techniques in Data Visualization: Advanced Data Visualization, Advantages Competitive tools to Tableau, Exercise on Real-time Examples.

Textbook(S):

1. Tableau Dashboard Cook Book by Jen Stirrup, by PACKT Publishing in 2014
2. Tableau your Data by Daniel G Murray, Wiley Publishing in 2013

Reference Books:

1. Data Visualization using Tableau, Tutorial Point.

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19MB52U2: Econometrics with Business Applications using R

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Understand Econometric Methodology	2,3	3
2	Model Business Problems with Econometrics	4,6	3
3	Apply Econometric Models to Business	5,6	4
4	Draw Conclusions and Decision Making	5,7	4

Syllabus

Introduction to Econometrics, Methodology of Econometrics, Applications of Econometrics in Business Management: Finance, Marketing, Insurance, International Trade. Introduction to Classical Linear Regression Model – Multiple Linear Regression Model: Business Applications. Dummy Variable Regression Models: Business Applications. Mediation and Moderation Models: Business Applications.


Qualitative and Limited Dependent Variable: Logit and Probit- Models; Multinomial Models : Unordered responses, Multinomial and conditional logit; Non Linear Regression: Non-Linear Least Squares, Quantile Regression, Generalized Additive Models. Time Series and Dynamic Models: Smoothing and Trend Estimation, Stationary Models: AR, MA, ARIMA. Modeling Volatility: ARCH Model. Cointegration Regression and ECM.

Textbook(S):

1. Christian Kleiber, Achim Zeileis, Applied Econometrics with R, Springer(2008)
2. Gujarathi, Damodar, Basic Econometrics, McGraw Hill (2017)

Reference Books

1. Christiaan Heij, Econometric Methods with Applications in Business and Economics (2012), Oxford University Press
2. Florian Heiss, Using R for Introductory Econometrics(2017), Amazon


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19MB52U4: Data Warehousing and Data Mining

L-T-P-S: 3-0-0-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Able to Understand the Data Warehouse Architecture, Data Warehouse Components.	1	2
2	Able to Understand the Data Mining and their associated concepts	1	3
3	Able to apply the statistical concepts associated with Data Warehousing and Mining	7	3
4	Able to Understand Clustering and their associated concepts	7	3

Syllabus

Data Warehouse Architecture, Data Warehouse Components, Steps for the Design and Construction of Data Warehouses, A Three-Tier Data warehouse Architecture, OLAP, OLAP queries, metadata repository, Data Preprocessing – Data Integration and Transformation, Data Reduction, Data Mining Primitives. Mining Association Rules in Large Databases, Association Rule Mining, Market Basket Analysis: Mining A Road Map, The Apriori Algorithm: Finding Frequent Itemsets Using Candidate Generation, Generating Association Rules from Frequent Itemsets, Improving the Efficiency of Apriori, Mining Frequent Itemsets without Candidate Generation, Multilevel Association Rules, Approaches to Mining Multilevel Association Rules, From Association Mining to Correlation Analysis. What is Classification? What Is Prediction? Issues Regarding Classification and Prediction, Classification by Decision Tree Induction, Bayesian Classification, Bayes Theorem, Naïve Bayesian Classification, Classification by Back propagation, A Multilayer Feed-Forward Neural Network, Defining a Network Topology, Classification Based on Concepts from Association Rule Mining, Other Classification Methods, k-Nearest Neighbor Classifiers; Prediction, Linear and Multiple Regression, Nonlinear Regression, Other Regression Models, Classifier Accuracy. What Is Cluster Analysis, Types of Data in Cluster Analysis, Methods of Clustering- Agglomerative and Divisive, Hierarchical Clustering, Distance Methods, K-means clustering; Density-Based Methods, Wave Cluster: Clustering Using Wavelet Transformation, CLIQUE: Clustering High-Dimensional Space, Model-Based Clustering Methods, Statistical Approach, Neural Network Approach.

Textbook:

1. Data Warehousing, Data Mining, & Olap by Berson (2004), printed by Tata McGraw-Hill Education.

Reference Books:

1. Data Mining and Data Warehousing by S. K. Mourya, Shalu Gupta, Alpha Science International Limited in 2013.
2. Data Mining and Warehousing by Khusboo Saxena, Sandeep Saxena, Akash Saxena, Published in 2018 by BPB publishers.
3. *Quantitative Data Analysis, an Introduction*, WWW. GAO/PEMD-10.1.11.

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19MB61U5: Advanced Business Analytics

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Ability to clean, shape and structure data	3	3
2	Extract Information from data	6	3
3	Build Models and Implement them on data	5	4
4	Apply supervised learning algorithms	7	4

Syllabus


Data: Meaning and Types – Basic concepts related to data; structured, semi-structured and unstructured data - Data in organizations – Big Data – Role of Data in Decision Making – Data types by levels of measurement. Data Analysis: Meaning and Rationale - Data Preparation: cleaning, munging, normalization and transformation. Data Analysis Types – Descriptive, Explorative and Confirmative – Uni-variate and Bi-variate Data analysis methods, Analysing Likert's Data. Multivariate Data Analysis Methods- I: Multiple Regression – Binary Logistic Regression –Mediation and Moderation Analysis: Factor Analysis, Implementation of Methods with R. What Multivariate Data Analysis Methods-II :- Cluster Analysis, Decision Tree Analysis – CHAID - Implementation of Advance Methods with R.

Textbook:

1. Robert Kabacoff, R in Action, Manning Pub(2016)
2. U.Dinesh Kumar, Business Analytics, Wiley Publications (2018)

Reference Books

1. James.R.Evans, Business Analytics 2/e, Pearson
2. Avril Coghian: A Little Book of R for Multivariate Analysis, CRA


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19MB61U6: Business Analytics in Marketing

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	To Understand the application of R for Marketing Data	1, 7	2
2	To examine the Product and Sales Performance of a firm	1, 7	4
3	To Analyze the effectiveness of pricing Strategies adopted by retailers	1, 7	4
4	To Analyze the impact of location, promotion strategies and other areas of Marketing.	1, 7	4

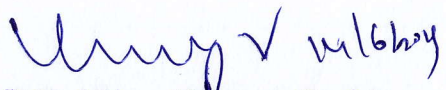
Syllabus

Introduction to Business Analytics & R: Introduction to Business Analytics, Business Analytics Vs Marketing Analytics, Types of Business Analytics; Recap of Marketing Concepts, Evolution of Marketing and Marketing Mix. Introduction to R, Operators in R, Basic Data types in R, Descriptive Analytics Using Marketing Data. Product and Sales Analytics: Define Product, Product Mix, Analyzing Sales of a Company (One Sample T-test), Comparing Sales of two Companies (Independent Sample T-test), Effect of Training on Sales Performance of a Company (Paired T-test), Comparing Sales Performance of more than two Companies (ANOVA-One Way), Impact of Customer demographics on the Sales of a Product (Gender, Age, Income, Education background etc.) for targeting, Developing a New Product Using Conjoint Analysis, Opinion of Customers on the New Product using logistic Regression, Impact of Private labels on Store Sales Using Linear Regression, Sales Forecasting Using Time-Series Analysis. Price and Promotion Analytics: What is Price? Price vs Cost, Pricing Strategies by retailers, evaluating a pricing Strategy using ANOVA, Price Elasticity of Demand Using Linear Regression, Price Optimization. Significance of location, Channels of Distribution, Promotion Mix, Affect of location on the sales of a Product Using ANOVA, Impact of Adv Cost on the Sales of a Company Using Correlation and Linear Regression Analysis. Impact of location and AdvCost on the Company Sales Using Multiple Regression Analysis, Impact of Sales Promotions on Sales of a Company Using ANOVA, Impact of Brand Equity on Sales of a Company. Marketing Mix on Customer Satisfaction Using SERVQUAL scale Using Factor Analysis and Regression Models, Market Segmentation Using Cluster Analysis, Customer Analytics-Evaluating Customer life time value, Market-Basket Analysis in Retailing, Web Analytics using Text mining and Spatial Regression.

Text Books:

1. GAITHER, N., & FRAZIER, G. (2008). *Operations Management*. John Wiley & Sons Inc.
2. Winston, W. L. (2014). *Marketing Analytics :Data -Driven Techniques With Microsoft Excel*. Indiana: John Wiley & Sons.
3. Chapman, C., & Feit, E. M. (2015). *R for Marketing Research and Analytics*. Switzerland: Springer International Publishing.

Reference Books:


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19MB61U7: Business Analytics in Finance

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	To analyse the time series data using R	3	4
2	To predict the stock market movements using Technical Analysis in R	3	3
3	To analyse portfolio optimization models and the pricing of fixed income securities using R	7	4
4	To analyse credit Risk Modelling using Logistic Regression in R	7	4

Syllabus


Data – Types of financial data .Time Series Analysis in R : Importing stock price Data, Converting of data in to time series data –Decomposition of Time series data in R. Calculation of Returns in R-Daily, Weekly, Monthly & Annual, Graphing techniques, Descriptive Statistics of Returns. Technical Analysis in R: Importing Stock Price Data, Technical Indicators like Support Resistance Levels, Momentum Indicators, Volume Indicators, trend Indicators. Data Analysis using R – Technical Analysis using Quant mod package in R.model-Sharpe Model- CAPM model. Fixed Income Securities in R-Measuring market risk for fixed Income securities –Immunization of Fixed income Portfolio- Pricing a Convertible Bond.Credit Risk Modelling using Logistic Regression in R – Credit Default Data Analysis, Fitting Model & predicting the probabilities, checking accuracy. Segmentation of the Financial Customer Data using Cluster Analysis.Factor Analysis of Bank Data.

Textbook:

1. George Daroczi , Michael Puhle , MartonMichaletzsky ,ZsoltTulassay, Kata Varadi and Agnes VidovicsDancs, Introduction to R for Quantitative Finance, Packt Publishing 2013.

Reference Books:

1. Introductory econometrics for Finance by Chris Brooks 2nd Ed.
2. Basic econometrics by Gujarati


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19MB61U8: Business Forecasting with R

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome	PO	BTL
1	Acquaint with the statistical concepts needed to analyze time series data.	3	3
2	Understand the basic time series models used in business forecasting.	2	3
3	Use R Program to generate forecasts by implementing both classical and modern models	1	4
4	Familiar with accuracy estimation and interpretation of forecasting models.	5	4

Syllabus

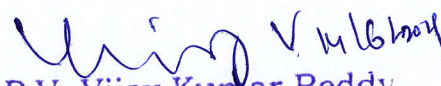
Introduction to Forecasting ; Importance of Forecasting; Types of Forecasting; Data Types in Forecasting; Statistical Concepts in Time Series Analysis, Basic R Functions for Time Series Analysis. Exploring Data Patterns; Time Series and their components. Moving Averages and Exponential Smoothing and Smoothing of Annual Time Series; Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models. Autocorrelation and Auto regression- Autoregressive Models – ARIMA/SARIMA time-series models - ARCH/GARCH Models; Time-Series Forecasting of Monthly or Quarterly Data- Accuracy Statistics and Forecast Model Selection - Hybrid Models. Hierarchical Forecasting- Adjustments to Statistical Forecasts- Event Variables- Outlier Variables and other Model Inputs.

Textbooks

1. Time Series Analysis and It's Applications, Robert Shumway and David. S.Stoffer, Springer(2014)
2. Time Series Analysis With Applications in R, Jonathan Cryer and Kung-Sik Chan, Springer(2016)

Reference Books

1. Forecasting: Principles and Practice: Rob Hyndman and George Athanasopolous, 2016, Amazon
2. A Little Book of R for Time Series, Avril Coghlan, 2015, CRA


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19MB61U9: Advanced Excel

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO #	Course Outcome	PO	BTL
1	Understand the basic concepts of EXCEL and able to apply various functions.	1	2
2	Able to apply the various advanced functions of EXCEL using Data Analysis Tool Pack	1	3
3	Able to apply the financial functions for analyzing the financial performance.	7	3
4	Application of EXCEL Functions in Project Analysis	7	3

Syllabus

Introduction to Excel: Create a workbook, enter data in a worksheet, and format a worksheet. Format numbers in a worksheet, create an excel table, Filter data by using an Auto filter, sort data by using an Auto filter. Essential Worksheet operations: using Help F1, Key Board shortcuts. Working with cells and ranges: Formatting cells, Name manager. Visualizing data using conditional formatting, working with date & times, creating formulae and functions creating charts and graphical representations. Advanced Excel: Lookup Functions: VLOOKUP Function, VLOOKUP Function with range_lookup (True /False), HLOOKUP Function, HLOOKUP Function with range_lookup (True /False), Index Function, Match Function, Pivot Tables for data analysis: Create data base for pivot, analyzing data with pivot tables, producing reports with pivot tables. Data Visualization: Creating Combination Charts, Discriminating series and Category Axis, Data Labels, Band Chart, Gantt Chart, Pivot Charts. GOAL Seek. Analyzing data with analysis tool pack: Descriptive Statistics (AVERAGE, GEOMEAN, HARMEAN, MEDIAN, MODE, QUARTILE, STDEV, VAR, SKEW, KURT), Covariance(COVAR), correlation(CORREL), Regression, RandomNumber Generation, t-test, z-test, ANOVA. Financial Functions: Present value of a series of Future Payments, Calculation of Interest Rates, Calculation of Term of Loan, Decisions on Investments, Cash flows at Beginning/Middle/Irregular Periods, Internal Rate of Return (IRR), Determining IRR of Cash Flows for a Project, Unique IRR, Multiple IRR, No IRR, Cash flows patterns on IRR, Decisions based on IRR, Modified IRR, NPV, Payback Period, Return on Future Value(FV). Applications of Excel: Selecting the best project using Descriptive Statistics, Capital Budgeting techniques.

Textbook:

1. Jacobs. K, 2007, Microsoft Office Excel 2007: The L Line, The Express Line to Learning, New York; John Wiley and Sons

Reference Books:

1. Stephen L Nelson and E C Nelson, "Excel Data Analysis for Dummies", II edition, 2014: John Wiley and Sons.
2. Advanced Excel Functions by Tutorial Point
3. Data Analysis with Excel by Tutorial Point

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19MB61U10: Big Data Analysis and Its Application

L-T-P-S: 2-0-2-0

Credits: 3

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Able to Understand R in association with Hadoop.	1,7	2
2	Able to Understand and apply Hadoop and the associated concepts.	1,7	3
3	Able to Understand and apply the data analytics and the associated concepts.	1,7	3
4	Application of Hadoop for various management situations	1,7	3

Syllabus


Introduction to R and R Studio, R Data Structures; Understanding Hadoop, Installing Hadoop, Understanding Hadoop Features, Learning the HDFS and Map Reduce Architecture, Understanding Hadoop Subprojects, Understanding the basics of MapReduce. Introducing Hadoop MapReduce, Understanding Hadoop MapReduce Fundamentals, Writing Hadoop MapReduce Example, Learning different Ways to Write Hadoop MapReduce in R, Introducing RHIPE: Architecture of RHIPE, RHIPE Samples, Introducing RHadoop: Architecture of RHadoop, Installing RHadoop, RHadoop Examples, Understanding the basics of Hadoop Streaming, Understanding how to Run R Hadoop Streaming with R, Exploring the HadoopStreaming R package.cycle, Understanding data analytics problems, Understanding Big Data Analytics with Machine Learning, Introduction to Machine Learning, Types, Supervised Machine Learning Algorithms (Linear Regression and Logistic), Unsupervised Machine Learning (Clustering). Importing and Exporting Data from different Data Bases (DBs): Understanding MySQL, Excel, MongoDB, SQLite, Hive and HBase.

Textbook:

1. Big Data Analytics with R and Hadoop(2013) By Vignesh Prajapathi, Printed by Packt Publishing.

Reference Books:

1. Big Data For Dummies (2013), by Judith Hurwitch and others, Published by John Wiley & Sons, Inc.
2. Real-Time Big Data Analytics: Emerging Architecture, Kindle Edition by Mike Barlow


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Course : Fundamentals of Logistics

Course Code :L19c03

L-T-P-S : 3-0-0-0

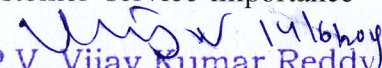
Credits : 03

COURSE OUTCOMES (COs):

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Introduction of Logistics, Objectives - Elements - The work of logistics, Retail logistics-Emerging concept in logistics.	PO1	2
CO2	Logistics Management: Definition and Evolution, Achievement of competitive advantage through logistics Framework-Role of Logistics management, Integrated Logistics Management - Model – Flow of process activities.	PSO3	1
CO3	Third party logistics provider, Stages-Role of logistics providers, Designing & Implementing logistical strategy	PO1	2
CO4	Quality customer service & integrated logistics, importance elements- the order cycle system, distribution channels-Functions performed- Types designing- Logistical packaging.	PSO2	2

Syllabus

:Logistics: Definition - Introduction of Logistics- Fundamentals of Logistics- Objectives - Elements - The work of logistics - Logistics interface with marketing- Retail logistics- Emerging concept in logistics. Logistics Management: Definition and Evolution - Achievement of competitive advantage through logistics Framework-Role of Logistics management-Integrated Logistics Management - Model – Flow of process activities (in brief). Outsourcing logistics: Reasons: Third party logistics provider-Fourth party Logistics providers (4 pl)- Stages-Role of logistics providers Logistics Strategy: Strategic role of logistics – Role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies :Designing & Implementing logistical strategy Quality customer service & integrated logistics: Customer service-importance


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elements- the order cycle system-distribution channels-Functions performed-Types
designing- Logistical packaging.

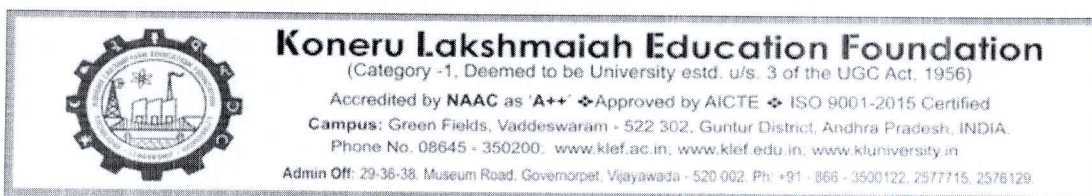
Text Books :

1. David B. Grant, Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, Kindle Edition.
2. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGrawhill/Irwin, First Edition, 1998
3. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.

Reference Books :

1. Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004.
2. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005.
3. Donald Waters : Logistics. Palgrave Macmillan, New York, 2004 Krishnaveni Muthiah : Logistics.
4. Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999.


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Course : **Materials Management**

Credits : 04

Course Code : **L19C06**

L-T-P-S : 3-0-1-0

COURSE OUTCOMES (COs):

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Implement the best practices of the Materials Management	PO1,PO5	2
CO2	Apply knowledge of purchasing in Materials planning	PO5,PO1	2
CO3	Perform lifelong learning and professional development to enrich the quality through materials management strategies.	PO1,PO5	3
CO4	Analyze, interpret and solve problems related to operations research	PO1,PO5	3

SYLLABUS

Introduction:Materials Management-Evolution, Importance,Scope and Objectives-Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL-Supply Chain Management- Objectives, Components, Significance, Trade off Customer Service &Cost. Purchasing: Purchasing in Materials management-system concept- purchasing and procurement activities under Materials management-Value Analysis and value Engineering- Purchasing and quality Assurance- Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global Sourcing-Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation Inventory - Need of Inventory -Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS (Numerical expected on Basic EOQ, EOQ with discounts & ABC) Material Requirement Planning (MRP) - Advantages over conventional planning (Order Point Method) –Input and output of MRP system-Forecasting-Overviewofquantitativeandqualitative methods of forecasting-Master Production

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Schedule-Bill of Materials-BOM Explosion-Material flow in MRP. MRP II. Concept of ERP. (Numerical likely on BOM Explosion, estimating Net requirements) Quality control of material: Incoming material quality control- statistical quality control- governmental purchasing practices and procedures-Inventory control& Cost Reduction techniques: Inventory turns ratios-Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process. Materials handling and storage systems, Physical distribution logistics- transportation, Traffic and claims management- operations research and related techniques- Principles of Materials Handling system - Materials Handling Equipment – Safety issues.

RECOMMENDED TEXTBOOK(S):

1. Course Material Prepared by LSC
2. Materials management: procedures, text and cases - A.K.Datta
3. Materials management: An integrated approach - P.Gopalakrishnan
4. Introduction to Materials management - J.R. Tony Arnold & Stephen N.Chapman

REFERENCES:

1. Purchasing and Materials Management - K S Menon
2. Handbook of Materials Management -Gopalakrishnan
3. Materials & Logistics Management - L.C.Jhamb


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Course : Warehousing Automation

Course code : 19LG12AO

L-T-P-S ; 0-0-6-0

CREDITS : 03

COURSE OUTCOMES (COs):

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Apply the Knowledge of the common and latest automation solutions for ware housing	PO1	3
CO2	Understand and identify the costs and prerequisites for each automation solution and the expected benefits of the different solutions	PO1	3
CO3	Able to complete the analysis and to select the most appropriate solution for ware house automation	PO1	4
CO4	Identify the costs and prerequisites for each automation solution and the expected benefits of the different solutions	PO1	3

1. Overview of the Traditional Warehouse Operations - Warehouse Automation Systems: Over-view, Applications, Costs, Benefits, ROI - Receiving Automation: Pallet Inverter - Palletizers Applications, Costs, Benefits, ROI - Receiving Automation: Pallet Inverter - Palletizers

2. Storage and Retrieval Automation: Vertical and Horizontal Carousels - Vertical Lift Module - Orbital Shuttle Systems - AS/RSM - mini Load - AS/RS - Unit Load - Garments on Hangers

3. Material Flow Automation - Conveyors - Lifts - Automated Guided Vehicles - Monorail

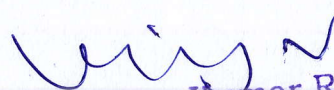
4. Picking/Outbound Automation: Pick/Put To Light - A Frame - Automated Order Selection - Pick-N-Go - Outbound Sorters - Automatic Truck Loading.

5. Automating Data Collection: RFID - Automated Measurements Systems - Unique Solution Providers: Kiva Robot - Auto Store - Additional Automation Around the Warehouse Building Management System: Weight scales - Delivery Drones - Delivery Robots

Text Books :

1. Course Material Prepared by LSC

2. Industrial Automation and Robotics: A.K. Gupta and SK Arora


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Course Title : **Best Practices in Transportation**

Credits : 03

Course code : **:19LG12A1**

L-T-P-S : 0-0-6-0

Syllabus :

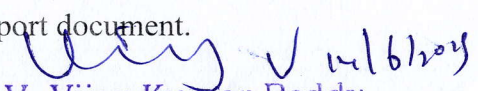
1 Transportation Strategy Considerations: An Overview of the import Process-An Overview of the Export Process-Bonding Issues for Exporters-Negotiating Rates-Insurance and Liability-E-Logistics and the Internet-UN Module regulation-introduction to carriage of dangerous goods.

2. Import And Export Documentation Requirements: An overview of commercial documents-Commercial Invoice-Consular Invoice-Packing List-Certificates of Origin-Permits of Export and Import of Goods-Cargo Control Documents-Other Commercial Documents-Distribution of Commercial Documents

3. Airfreight: Introduction-Documents-The Air Waybill (AWB)-Moving Goods by Air-Export Packaging-Air Cargo Handling, Delivery-The Role of IATA-Shipping Dangerous Goods by Air- Glossary of Air freight Terminology. Ocean freight: Documents-Containers-FCL/LCL-Handling the LCL-Handling the Ocean Freight Shipment-Shipping Dangerous Goods by Ocean

4. Road Transportation: Introduction to Road Transportation-Trucking/Highway Regulations-Documents-The Truck Bill of Lading-Standard Trucks-Specialized Trucks-Lorry haul trucks-Heavy load haulage multi-axle multi truck-Service Options for Truck Transport-Shipping Dangerous Goods by Truck-LTL/TT Shipments- trucking Rates and Tariffs A Checklist of Trucking Considerations-Border Security Issues. Rail Transportation: Introduction-Shipping Goods by Rail The Railway Bill of Lading-Rail Equipment-Moving Dangerous Goods by Rail-Over Dimensional and Heavy Lift Cargo by Rail.

5. Inter modal transport: Introduction-Shipping goods intermediately - Documentary Considerations. Other Considerations-Telematics-Routing-GPRS-Monitoring fuel economy-Driver practice- Indicators-Automation- INCOTERMS 2000-Transfer of Liability. Incorporating INCOTERM Sin to the Contract of Sale- INCOTERMS Structures-Mode of Transport Relate to INCOTERMS. Advantages of multi module transport document.


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Course Title : **Materials Management Practical**

Course Code : **19LG12A0** L-T-P-S : 0-0-4-0 credits : 02

COURSE OUTCOMES (COs):

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Implement the best practices of the Materials Management	PO1,PO5	2
CO2	Apply knowledge of purchasing in Materials planning	PO5,PO1	2
CO3	Perform lifelong learning and professional development to enrich the quality through materials management strategies.	PO1,PO5	3
CO4	Analyze, interpret and solve problems related to operations research	PO1,PO5	2

Syllabus

Exercises Practice on different types of material handling equipment's (MHEs) that is being handled inside the organization follow the operating procedure, pre-operating conditions of the MHE's under supervision & guidance and follow the tolerance. Handle the MHE's in an empty format (without load) at the idle time of operations under guidance and large loads under supervision and follow the steps to avoid the risks. Handle pallet loads, boxes load and various loads as per the company's needs and always follow safety and security rules/ instructions in the workplace to Maintain safety and security. Perform Total Production Management, Total Quality Management) and record keeping system. Perform various activities of MHE maintenance operations, identify critical parts, tools and equipment required to perform select repairs or replacement of parts in various types of MHE. Identify and familiarize with lubricants and spares used in routine maintenance Prepare the job sheet with completed preventive/ breakdown maintenance with observations, indent form to obtain required replacement of parts. Report to supervisor in case of delay in completing the maintenance operation with correct reason. Assess and escalate future problems related to MHE performance during the service operation. Account for the replaced parts and lubricants and update appropriate reports to store. Follow safe disposal methods for worn out parts and used lubricants as per standard operating procedure. Test MHE for its

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fully functional and fit for use. Schedule next maintenance date based on the type of MHE and usage. Detect & resolve issues during execution, demonstrate possible solutions and agree tasks within the team. Build on effective communication with inter departments, sub-ordinates and super-ordinates for smooth operations and safety procedures


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Annexure: VI

Course Title **Excel For Business applications**

Course Code **19BU11C2** Credits – 3


L-T-P-S : 2-0-2-0

COURSE OUTCOMES (COs):

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Evaluate the useful date/time functions	PO4,PO5	4
CO2	Create excel data using excel functions	PO6	4
CO3	Create charts and tables using the data on the worksheet	PO6	5
CO4	Conditional Formatting	PO4,PO5	4
CO5	q	PO2	5

Syllabus:Excel Introduction: Basic formulae: Entering and editing data, Creating and copying formulae, Creating functions easily Formatting: Inserting/deleting rows/columns, Changing fonts, Colors and borders, Merging and aligning cells Printing: Page break preview, Using page layout view, Headers and footers, Freezing print titles Charts: Selecting data, Quick ways to create charts, Formatting your chart Basic tables: Table styles, Using calculated columns, Header rows and total rows, Sorting and simple filtering. ADVANCED EXCEL 1: Using range names: Creating, sorting and filtering lists/tables of data. Number formatting: Creating custom formats, the four parts of a format, Scaling numbers Dates and times: How dates and times are stored, Useful date/time functions, Formatting dates and times, Introduction to Date & Time Functions. Introduction to Mathematical Functions, Introduction to Text Functions, Introduction to Logical & Reference Functions. ADVANCED EXCEL 2 : Conditional formatting: Creating/using cell rules, Data bars and color sets, Styles and themes, How themes work, Using the default styles, Creating custom styles , Validation and protection: Setting cell validation, Protecting cells/worksheets, Grouping and outlining, Cell comments. RANGE NAMES AND ABSOLUTE

REFERENCES: Absolute references (\$ symbol), Fixing only the row/column, Creating range names, Labeling ranges automatically. Creating Table. Charts: Selecting data, Quick ways to create charts


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Course title : **Managing Personal Finance**

Course Code : **19BB32F4**

Credits - 03

L-T-P-S : 3-0-0-0

COURSE OUTCOMES (COs):

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	To gain comprehensive understanding of different aspects of individuals financial planning and different steps its process and consider tax aspects.	PO4,PO1,PO2,PO3	2
CO2	To equip home buying process, its financing and available schemes and knowledge about housing finance institutions in India and awareness about Automobile purchase planning.	PO5,PO6,PO7,PO8	2
CO3	Ability to evaluate different investment avenues like Equities, Fixed income securities, Bonds. Risk and return considerations and factors influence to choose each alternative investment.	PO12,PO9,PO10,PO11	2
CO4	To gain outline of different aspects of life and health Insurance planning of individuals and awareness about Mutual funds and its products	PO1,PO3,PO6,PO8	2

Syllabus :Financial planning process: Introduction- Importance of Financial Planning- Process of financial planning -The planning environment-Determinants of personal income- Financial statements and plans-Concept of Time value of money – Preparing a personal balance sheet – Preparing the income and expense statement-Using personal financial statements – Ratio Analysis 2) Managing Taxes: Introduction-Importance of tax planning-Basic concepts of income tax – Personal taxation -Income tax benefits on certain long-term investments -Tax Planning-Ethical consideration in tax planning– 3) Making decisions regarding houses and automobiles: - Meeting housing needs-The rental option – The home buying process – Financing the housing transaction – Housing finance institutions in India – Housing schemes in India- Automobile purchase planning. 4) Planning for Investments: - Types of investment vehicles-Factors considered in the choice of investments- Developing the investment strategy-Investing in Equities- Investment Process- Investing in Fixed Income Securities- Bond Market-Bond Investing Strategies-Types of Bonds-Bond Returns- Risks from Investing in Bonds. 5) Insurance & Mutual Funds: -Insurance planning – Buying a life insurance – Life insurance products in India- Health Insurance-Need-Types and Sources of health care plans. Providers of Health Care-Long term care insurance-Disability income insurance-Health Insurance in India; Mutual funds – Types of mutual fund products – Objectives of investing in Mutual funds

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Text Books :Jack R Kapoor, "Personal Finance" Mc Graw Hill Publications, New Delhi, 2008. 2. KC Mishra and Steward Doss, "Basics of Personal Financial Planning" Cengage Learning, First Edition 2009. Reference Books :1. Jack R Kapoor, "Personal Finance" Mc Graw Hill Publications, New Delhi, 2008. 2. KC Mishra and Steward Doss, "Basics of Personal Financial Planning" Cengage Learning, First Edition 2009

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Annexure-VI

MBA (Y-19) Programme- Structure

Course Code	Course Name	Course Category	L	T	P	S	C	R	Pre-Requisite	New Course/ Revised Course/ Retained Course	Changes Proposed by ALUMNI/ ACADEMIC PEER/INDUSTRY/ PARENT S/STUDENT	Focused on Employability/Entrepreneurship/Skill Development
19MB51C0	Quantitative Methods		3	0	0	0	3			Retained		Employability
19MB51C1	Organization Behaviour		3	0	0	0	3			Retained		Entrepreneurship
19MB51C2	Business Economics		3	0	0	0	3			Retained		Entrepreneurship
19MB51C3	Financial and Management Accounting		2	1	0	0	3			Retained		Employability
19MB51C4	Marketing Management		3	0	0	0	3			Retained		Employability
19MB51C5	Financial Management		2	1	0	0	3			Retained		Employability
19MB51C6	Operations Management		3	0	0	0	3			Retained		Employability
19MB51C7	Human Resource Management		3	0	0	0	3			Retained		Employability
19MB51C8	Business Environment		3	0	0	0	3			Retained		Employability
19MB51K7	Business Communication Skills		1	0	2	0	2			Retained		Skill Development
19MB52C1	Introduction to Business Analytics & R Programming		3	0	0	0	3			Retained		Employability
19MB52C2	Business Research Methodology		3	0	0	0	3			Retained		Employability
19MB61C0	ERP & Information Systems		3	0	0	0	3			Retained		Employability
19HS115	Soft Skills for Managers I		0	0	4	0	2			Retained		Skill Development
20UC1102	Design Thinking & Innovation I		1	0	0	4	2			New		Skill Development

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19MB62C0	Entrepreneurship & Family Business		3	0	0	0	0	0	3	New	Entrepreneurship
19MB62C1	Business Ethics & Corporate Governance		3	0	0	0	0	0	3	Retained	Employability
19MB62C2	Leadership in Organisations		3	0	0	0	0	0	3	Retained	Employability
19MB62C3	Business Law		3	0	0	0	0	0	3	Retained	Employability
19MB62C4	Strategic Management		3	0	0	0	0	0	3	Retained	Employability
19MB61E8	Management Research Project I		2	0	8	0	0	6		Retained	Skill Development
20UC1203	Design Thinking & Innovation II		1	0	0	4	2			New	Skill Development
19MB50N0	Summer Internship Programme		0	0	18	0	9			Retained	Skill Development
19MB52M0	Digital and Social Media Marketing		3	0	0	0	0	3		New	Entrepreneurship
19MB52F0	Wealth Management		3	0	0	0	0	3		New	Entrepreneurship
19MB52H0	Organizational Design and Development		3	0	0	0	0	3		New	Entrepreneurship
19MB52U0	Introduction to Advanced Technologies		3	0	0	0	0	3		New	Entrepreneurship
19MB52L0	World Class Manufacturing		3	0	0	0	0	3		New	Entrepreneurship
19MB52M1	Product & Brand Management		3	0	0	0	0	3		New	Employability
19MB52M2	Promotion & Distribution Management		3	0	0	0	0	3		New	Employability
19MB52M3	Global Marketing Management		3	0	0	0	0	3		New	Employability
19MB52M4	Advt & Sales Promotion		3	0	0	0	0	3		New	Employability
19MB52M5	Consumer Behaviour		3	0	0	0	0	3		Retained	Employability
19MB61M7	Services Marketing		3	0	0	0	0	3		Retained	Employability
19MB61M8	Customer relationship Management		3	0	0	0	0	3		Retained	Employability
19MB61M9	Rural & Agricultural Marketing		3	0	0	0	0	3		New	Employability
19MB61M10	Event & Entertainment Management		3	0	0	0	0	3		New	Entrepreneurship
19MB52M6	Digital Marketing		3	0	0	0	0	3		Retained	Employability

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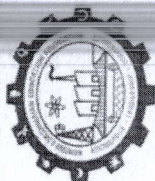


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19MB61M11	Sales & Promotion Management	3	0	0	0	0	0	3	Retained		Employability
19MB61M12	Logistics & Supply Chain Management	3	0	0	0	0	0	3	Retained		Employability
19MB52F1	Financial Markets and Services	3	0	0	0	0	0	3	Retained		Entrepreneurship
19MB52F2	Security Analysis and Portfolio Management	2	1	0	0	0	0	3	Retained		Entrepreneurship
19MB52F3	Behavioural finance	3	0	0	0	0	0	3	New		Entrepreneurship
19MB52F4	Taxation management	2	1	0	0	0	0	3	New		Employability
19MB61F7	Strategic Financial Management	2	1	0	0	0	0	3	New		Employability
19MB61F8	Financial Derivatives	2	1	0	0	0	0	3	Retained		Employability
19MB61F9	Project Management	3	0	0	0	0	0	3	Retained		Entrepreneurship
19MB61F10	Infrastructure Finance	3	0	0	0	0	0	3	New		Employability
19MB61F11	International Financial Management	2	1	0	0	0	0	3	New		Employability
19MB52F5	Indian Financial System	3	0	0	0	0	0	3	New		Entrepreneurship
19MB61F6	Managing Personal Finance	3	0	0	0	0	0	3	New		Employability
19MB52F0	Wealth Management	3	0	0	0	0	0	3	New		Entrepreneurship
19MB61F12	Financial Statement Analysis	2	1	0	0	0	0	3	New		Employability
19MB61F13	Personal Taxation	2	1	0	0	0	0	3	New		Employability
19MB52H1	Talent and Competency Management	3	0	0	0	0	0	3	New		Employability
19MB52H2	Dynamics of Employee Relations	3	0	0	0	0	0	3	New		Employability
19MB52H3	Performance Management & Reward Systems	3	0	0	0	0	0	3	New		Employability
19MB52H4	Labour Legislation	3	0	0	0	0	0	3	New		Employability
19MB61H7	International Human Resource Management	3	0	0	0	0	0	3	New		Employability
19MB61H8	People Analytics	3	0	0	0	0	0	3	New		Employability
19MB61H9	Organizational Change & Change Management	3	0	0	0	0	0	3	Retained		Employability

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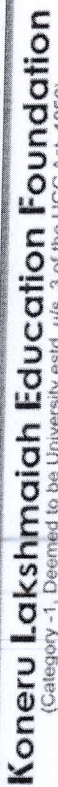
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	Strategic Management	Human Resource	3	0	0	0	0	0	3	Retained		Employability
19MB61H11	Performance Management		3	0	0	0	0	0	3	Retained		Employability
19MB52H5	Human Resource Planning		3	0	0	0	0	0	3	New		Employability
19MB52H6	Compensation Management		3	0	0	0	0	0	3	Retained		Employability
19MB61H12	Training & Development		3	0	0	0	0	0	3	Retained		Employability
19MB61H13	Conflict Management & Negotiation		3	0	0	0	0	0	3	New		Employability
19MB61H14			3	0	0	0	0	0	3			Employability
19MB52L1	Materials Management		3	0	0	0	0	0	3	Retained		Employability
19MB52L2	Fundamentals of Supply Chain Management		3	0	0	0	0	0	3	Retained		Employability
19MB52L3	Operations Strategy		3	0	0	0	0	0	3	Retained		Employability
19MB52L4	Total Quality Management		3	0	0	0	0	0	3	Retained		Employability
19MB61L5	Lean Management		3	0	0	0	0	0	3	Retained		Employability
19MB61L6	Warehouse Management		3	0	0	0	0	0	3	Retained		Employability
19MB61L7	Supply Chain Analytics		2	0	2	0	0	0	3	Retained		Skill Development
19MB61L8	International Logistics Management		3	0	0	0	0	0	3	Retained		Employability
19MB52U1	Data Visualization (R/Excel/Tableau)		3	0	0	0	0	0	3	New		Employability
19MB52U2	Econometrics with Business Applications using R		3	0	0	0	0	0	3	New		Employability
19MB52U3	Data analysis using SPSS		3	0	0	0	0	0	3	New		Employability
19MB52U4	Data Warehousing & Data Mining		3	0	0	0	0	0	3	New		Employability
19MB61U5	Advanced Business Analytics		2	0	2	0	0	0	3	New		Skill Development
19MB61H8	People Analytics		2	0	2	0	0	0	3	New		Skill Development
19MB61U6	Business Analytics in Marketing		2	0	2	0	0	0	3	New		Skill Development
19MB61U7	Business Analytics in Finance		2	0	2	0	0	0	3	New		Skill Development
19MB61U8	Business Forecasting with R		2	0	2	0	0	0	3	New		Skill Development
19MB61U9	Advanced Excel		2	0	2	0	0	0	3	New		Skill Development

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Percentage of Syllabus revision = 45%

Percentage of Courses focusing on Employability = 7 %

Percentage of Courses focusing on Entrepreneurship = 15%

Percentage of Courses focusing on Skill Development = 14%

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DAC minutes -MBA

1. Approval for introduction of new courses under contemporary specialisation for MBA Y19 batch
2. Approval for introduction of new courses under Finance, marketing, HRM and Business Analytics specialisation for MBA Y 19 batch for better employability.
3. Approval for revised Program Structure of AY 2019-2020 batch.

DAC minutes -BBA

4. Proposal to introduce BBA with Strategic Finance specialization and MBA with Strategic Finance specialization during the AY 2019-20.
5. Proposal to introduce BBA with Logistics specialization in association with Logistics Sector Skill council (LSC) during the AY 2019-20.
6. Approval for the scholars admitted into Ph.D. Program in Management during December 2019, their research guides and doctoral committee.


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