

**DEPARTMENT OF RURAL INDUSTRIES AND MANAGEMENT**  
**SCHOOL OF MANAGEMENT STUDIES**  
**THE GANDHIGRAM RURAL INSTITUTE (DEEMED TO BE UNIVERSITY)**  
(Ministry of Education (Shiksha Mantralaya), Govt. of India) Accredited by NAAC with “A” GRADE (3<sup>rd</sup> Cycle)  
**GANDHIGRAM – 624 302- TAMIL NADU- INDIA**

# **M.B.A. PROGRAMME**

## **SYLLABUS**

(with effect from the academic year 2024-2025)

### **MBA PROGRAMME OUTCOME**

<b>PO1:</b>	Demonstrate the ability to communicate clearly and effectively, both orally and in writing, and work collaboratively in diverse teams with strong interpersonal and negotiation skills.
<b>PO2:</b>	Apply leadership principles and strategic management skills to lead teams, manage change, and make informed decisions in a dynamic business environment.
<b>PO3:</b>	Identify and solve complex business problems with innovative and entrepreneurial approaches, utilizing critical thinking and decision-making tools.
<b>PO4:</b>	Practice ethical decision-making and social responsibility, with sensitivity to environmental and societal impacts in all business operations.
<b>PO5:</b>	Demonstrate analytical and research skills to assess business trends and challenges, with practical exposure that enhances employability and lifelong learning.

### **MBA PROGRAMME SPECIFIC OUTCOME**

<b>PSO1:</b>	Demonstrate advanced managerial and domain-specific knowledge to analyze complex business scenarios and develop effective, innovative solutions.
<b>PSO2:</b>	Exhibit the ability to take on executive and supervisory roles by leading teams, making strategic decisions, and managing organizational functions efficiently.
<b>PSO3:</b>	Apply ethical principles and corporate governance standards to make value-based decisions, contributing to sustainable and socially responsible business practices.
<b>PSO4:</b>	Communicate effectively and collaborate across functional teams to drive organizational objectives in a multicultural and dynamic business environment.

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**CURRICULUM DESIGN – M.B.A. PROGRAMME**  
(Offered from the academic year 2024-2025)

Semester	Category of courses	Course Code	Title of the Course	No. of Credits	Lecture Hours/ Week	Duration of ESE Hours	Evaluation		
							CFA %	ESE %	Total Marks
<b>I</b>	Core	24RIMP0101	Economics for Managers	4	4	3	40	60	100
	Core	24RIMP0102	Financial Reporting and Analysis	4	4	3	40	60	100
	Core	24RIMP0103	Management Principles and Organizational Behaviour	4	4	3	40	60	100
	Core	24RIMP0104	Statistics for Management	4	4	3	40	60	100
	Core	24RIMP0105	Business Law	4	4	3	40	60	100
	Core	24RIMP0106	Operations Management	4	4	3	40	60	100
	GRI	24ENGP00C1	Communication and Soft Skills	2	2	-	50	-	50
<b>SUB TOTAL (A)</b>				<b>26</b>	<b>26</b>	<b>-</b>	<b>290</b>	<b>360</b>	<b>650</b>
<b>II</b>	Core	24RIMP0207	Management Information System	4	4	3	40	60	100
	Core	24RIMP0208	Marketing Management	4	4	3	40	60	100
	Core	24RIMP0209	AI for Business	4	4	3	40	60	100
	Core	24RIMP0210	Financial Management	4	4	3	40	60	100
	Core	24RIMP0211	Human Capital Management	4	4	3	40	60	100
	Core	24RIMP0212	Management Research Methods	4	4	3	40	60	100
	Core	24RIMP0213	Spread Sheet for Managers	2	1 + 2	-	50	-	50
	GRI	24GPPP00H	Gandhi in Everyday Life	2	2	-	50	-	50
<b>SUB TOTAL (B)</b>				<b>28</b>	<b>29</b>	<b>-</b>	<b>340</b>	<b>360</b>	<b>700</b>

Semester	Category of courses	Course Code	Title of the Course	No. of Credits	Lecture Hours/ week	Duration of ESE Hours	Evaluation		
							CFA %	ESE %	Tot. Marks
III	Core	24RIMP0314	Entrepreneurship, Innovation and Startup Eco-System	4	4	3	40	60	100
		24RIMP0315	Project Management	4	4	3	40	60	100
	Electives	24RIMP3EXX	Human Capital Management	2x4=8 (Spec.1)	2x4=8 (Spec.1)	2x3=6 (Spec.1)	2x40=80 (Spec.1)	2x60=120 (Spec.1)	2x100=200 (Spec.1)
		24RIMP3EXX	Financial Management						
		24RIMP3EXX	Operations Management						
		24RIMP3EXX	Marketing Management	2x4=8 (Spec.2)	2x4=8 (Spec.2)	2x3=6 (Spec.2)	2x40=80 (Spec.2)	2x60=120 (Spec.2)	2x100=200 (Spec.2)
		24RIMP3EXX	Systems Management						
	Internship	24RIMP03IN	Summer Internship	4	-	Viva-Voce	100	-	100
	VPP	24VPPP03V1	Village Placement Programme (VPP)	2	-		50	-	50
	Value Added	24RIMP3VAX	Value Added - 1	2	-	-	50	-	50
		24RIMP03CV	Comprehensive Viva Voce	1	-	-	50	-	50
<b>SUBTOTAL(C)</b>				<b>33</b>	<b>24</b>	<b>-</b>	<b>490</b>	<b>360</b>	<b>850</b>
IV	Core	24RIMP0416	Strategic Management	4	4	3	40	60	100
	GRI	24RIMP04HV	Human Values and Professional Ethics	2	2	0	50	-	50
	Electives	24RIMP4EXX	Human Capital Management	2x4=8 (Spec.1)	2x4=8 (Spec.1)	2x3=6 (Spec.1)	2x40=80 (Spec.1)	2x60=120 (Spec.1)	2x100=200 (Spec.1)
		24RIMP4EXX	Financial Management						
		24RIMP4EXX	Operations Management						
		24RIMP4EXX	Marketing Management	2x4=8 (Spec.2)	2x4=8 (Spec.2)	2x3=6 (Spec.2)	2x40=80 (Spec.2)	2x60=120 (Spec.2)	2x100=200 (Spec.2)
		24RIMP4EXX	Systems Management						
	Dissertation	24RIMP04DD	Dissertation	6	-	Viva-Voce	50	100	150
	Value Added	24RIMP4VAX	Value Added - 2	2	-	-	50	-	50
<b>SUBTOTAL(D)</b>				<b>30</b>	<b>22</b>	<b>-</b>	<b>350</b>	<b>400</b>	<b>750</b>
<b>GRAND TOTAL (A+B+C+D)</b>				<b>117</b>	<b>101</b>	<b>-</b>	<b>1470</b>	<b>1480</b>	<b>2950</b>

**Note:** Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student must choose two courses in each specialisation in III & IV Semesters.

## ELECTIVE COURSES

Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student has to choose two courses in each specialisation in the III & IV Semesters.

### HUMAN CAPITAL MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
24RIMP3E01	Talent and Knowledge Management	III
24RIMP3E02	Learning and Development	
24RIMP3E03	Human Resource Metrics and Analytics	
24RIMP3E04	Strategic Human Resource Management	
24RIMP3E05	Industrial Relations and Labour Legislation	
24RIMP4E06	Performance Management Quality	IV
24RIMP4E07	Stress Management	
24RIMP4E08	Compensation Management	
24RIMP4E09	Cross Culture Management	
24RIMP4E10	Technology for Personal Productivity Management	

### FINANCIAL MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
24RIMP3E11	Security Analysis and Portfolio Management	III
24RIMP3E12	Banking Technology and Financial Institutions	
24RIMP3E13	Project Appraisal and Finance	
24RIMP3E14	Corporate Finance	
24RIMP3E15	Risk Management for Banks and Insurance Companies	
24RIMP4E16	Mergers, Acquisitions and Corporate Restructuring	IV
24RIMP4E17	Micro Finance	
24RIMP4E18	Global Financial Markets	
24RIMP4E19	Strategies for Financial Services	
24RIMP4E20	Corporate Tax Management	

## OPERATIONS MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
24RIMP3E21	Supply Chain Management	III
24RIMP3E22	Quality Toolkit for Managers	
24RIMP3E23	Advanced Materials Management	
24RIMP3E24	Operations Strategy	
24RIMP3E25	Innovation and Product Development	
24RIMP4E26	Fundamentals of Six Sigma	IV
24RIMP4E27	Advanced Operations Research	
24RIMP4E28	Supply Chain Analytics	
24RIMP4E29	Logistics Management Systems and Practices	
24RIMP4E30	Total Quality Management	

## MARKETING MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
24RIMP3E31	Consumer Behaviour	III
24RIMP3E32	International Marketing	
24RIMP3E33	Retail Management and Services	
24RIMP3E34	Export Documentation	
24RIMP3E35	Rural Marketing	
24RIMP4E36	Industrial Marketing	IV
24RIMP4E37	Digital and Social Media Marketing	
24RIMP4E38	Brand Management	
24RIMP4E39	Services Marketing	
24RIMP4E40	Marketing Research and Metrics	

## SYSTEMS MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
24RIMP3E41	Business Intelligence	III
24RIMP3E42	Social Media and Web Analytics	
24RIMP3E43	E-Commerce	
24RIMP3E44	System Analysis and Design	
24RIMP3E45	ERP Applications in Business	
24RIMP4E46	Business Analytics	IV
24RIMP4E47	Data Science for Business Analytics	
24RIMP4E48	Cloud Computing	
24RIMP4E49	Visual Basic for Business Applications	
24RIMP4E50	Internet of Things (IoT)	

### MBA PROGRAMME - VALUE-ADDED COURSE

Course Code	Course Title	Credit
24RIMP3VA1	Professional Competency Development	2
24RIMP3VA2	Environment, Hygiene, Sanitation and Sustainability Development	2
24RIMP3VA3	Fuzzy Logic for Management Decision-Making	2
24RIMP4VA4	Emotional Intelligence	2
24RIMP4VA5	The Foundations of Happiness at Work	2
24RIMP4VA6	Personality Development	2
24RIMP4VA7	Selling and Negotiation Skills	2
24RIMP4VA8	R and Python Programming	2

The MBA programme offers value-added courses during the third & fourth semesters as per the UGC's new regulations.

# ECONOMICS FOR MANAGERS

**Course Code: 24RIMP0101**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-I
<b>Cognitive Level</b>	K1: Recall the concepts of economics to management. K2: Illustration of skills in respect of demand- production and cost functions. K3: Apply the knowledge of managerial economics to business decisions.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To develop the ability to apply the concepts- tools- and techniques of economics in applying business decisions.</li> <li>To orient the students on the principles and analytical tools of managerial economics.</li> <li>To recall about market structure and price determination.</li> <li>To understand the macro economics concepts like GDP- inflation and fiscal policy.</li> <li>To get familiarize with macro economics and national income.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction:</b> The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government.	6	1	0	7	I
<b>II</b>	<b>Theory of Demand and Supply:</b> Demand analysis – Use of elasticity of demand in managerial decisions - Demand Forecasting - Methods of demand forecasting for new products and established products – Law of Supply and Elasticity of Supply – Demand Supply Interaction.	7	5	0	12	I
<b>III</b>	<b>Theory of Production:</b> Production function – Types of production function - production and costs - Law of Variable proportions – Law of Returns to Scale – Cost and Revenue functions – Cost and Revenue Curves - Break Even Analysis and its uses in Managerial Economics.	9	5	0	14	II
<b>IV</b>	<b>Market Structure and Price Determination:</b> Definition – Conditions - Characteristics of Competitive Markets – Price searchers – determination under different market Competition –Basics of Oligopoly - Advanced Pricing and Auctions - Game Theory and Asymmetric Information.	9	6	0	15	II



<b>V</b>	<b>Macro Economics:</b> National Income – GDP - Business cycle –features - phases of business cycle – Inflation – Factors causing Inflation – Measures to control business cycle and inflation. Fiscal and Monetary Policy.	5	4	0	9	II
	<b>Invited Talks/Field Visit</b>	3	-	-	3	-
	<b>Total Hours</b>	<b>39</b>	<b>21</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### **Course Outcomes:**

**CO1:** Understood the basics of managerial economics and its relevance on managerial decisions.

**CO2:** Learnt the methods of demand analysis and supply and their variants.

**CO3:** Studied the production- demand supply- cost and revenue functions besides the BEA.

**CO4:** Understood about different markets and methods of price determination.

**CO5:** Known the effect of macro-economic variables like business cycles and inflation in the context of globalisation.

#### **References:**

##### **Text Books:**

1. Ahuja H.L. (2017), Managerial Economics: Analysis of Managerial Decision Making, Sultan Chand and Sons, New Delhi.
2. Dominick Salvatore and Siddhartha Rastogi (2020), Managerial Economics: Principles and Worldwide Applications, 9th edition, Oxford Press Ltd.
3. Geetika; Ghosh. Piyali; Choudhury, Purba Roy (2017), Managerial Economics 3rd edition, Tata McGraw Hill, New Delhi.
4. Varshney R.L and Maheshwari K.L (2016), Managerial Economics- Sultan Chand and Sons, New Delhi.
5. Baumol William. J (1973), Economic Theory and Operations Analysis, Prentice Hall, London.

##### **Reference Books:**

1. Atmanand (2015), Managerial Economics, Excel Books, New Delhi.
2. Hagul, D.C (2010), Managerial Economics: Analysis for Business Decisions, Longsasan, London.
3. Jhingan, M.L, and Stephen, J.K (2017), Managerial Economics- Vrinda Publications(P)Ltd.- New Delhi.
4. Gopalakrishna. D (1994), A Study in Managerial Economics, Himalaya Publishing House, Mumbai.
5. Varshney R.L and Maheswari. K. L (2006), Managerial Economics, Sulthan and Sons, New Delhi.

Mapping of COs with PSOs and POs												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	3	3	2	3	3	3	3	3	3	2	3	3
<b>CO2</b>	2	3	1	2	3	3	3	3	2	3	3	3
<b>CO3</b>	3	2	3	3	1	2	2	3	3	1	3	2
<b>CO4</b>	2	2	1	3	3	2	3	3	3	3	2	3
<b>CO5</b>	3	3	2	3	3	2	3	1	3	2	3	2

## FINANCIAL REPORTING AND ANALYSIS

**Course Code: 24RIMP0102**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester-I
<b>Cognitive Level</b>	K1: Recall the basic concepts used in financial decision-making. K2: Describe the financial terms – accounting, costing, ratio analysis. K3: Ability to prepare P & L accounts, balance sheets and analyse corporate accounts.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To develop an in-depth understanding of concepts in financial management.</li> <li>To acquaint students with the processes and techniques required in the preparation of various financial Statements.</li> <li>To understand financial reporting practices- analysis of financial statements with a managerial perspective.</li> <li>To have knowledge of costing and ratio analysis and its application.</li> <li>To analyse Financial Statement Analysis.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Accounting Concepts:</b> Meaning and Scope, Definition of Accounting Classification of Accounting, Accounting concepts and accounting conventions – Type of accounts – Journal - Ledger- Trial Balance	6	5	0	11	I
<b>II</b>	<b>Preparation of Financial Statements;</b> Trading Account – Profit and Loss account: Balance Sheet with Adjustment Entries - Interpretation of Annual Report	8	5	0	13	I
<b>III</b>	<b>Cost Accounting Statement</b> – Cost Concept – Importance of Costing - Types of cost -Technique of Costing, Method of Costing – Cost sheet preparation and interpretation.	8	5	0	13	II
<b>IV</b>	<b>Types of Costing:</b> Methods of Pricing of Material Issues: Stores Ledger-First in First out (FIFO), Last in First out (LIFO) and simple average method. Cost allocation – apportionment and absorption.	8	2	0	10	II
<b>V</b>	<b>Financial Statement Analysis:</b> Ratio Analysis – significance – advantages - classification of Ratios - Funds flow statement – Cash Flow Statement and Interpretation, application on analysing balance sheets.	8	3	0	11	II
	<b>Invited Talks/ Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

**Course Outcomes:**

- CO1:** Know the concept of accounting rules- the ability to enter the transactions in books of accounts.
- CO2:** Acquired skill in preparation of the profit & loss statement and balance sheet and cultivate ethics in preparations.
- CO3:** Understood cost systems and costing techniques.
- CO4:** Ability to conduct analysis to interpret the values in financial statements clearly and make meaningful information.
- CO5:** Able to calculate the financial statements.

**References:****Text Books:**

1. Shefali Malhotra and Vineet Kr Sachdeva (2018), Financial Reporting- Statements and Analysis, Thakur Publishers, Rohtak.
2. Khan M.Y. and P.K.Jain (2021), Management Accounting: Text, Problems and Cases, Tata McGraw, Hill New Delhi.
3. Khanand Jain (2019), Management Accounting, IV Edition, Tata Mc Graw Hill Publications, New Delhi.
4. Maheshwari, S.N, Sharad K. Maheshwari, and Suneel K. Maheshwari (2017), A Text book of Accounting for Management- Vikas Publications, New Delhi.
5. Nitin Balwani (2019), Accounting and Finance for Management, Excel Books, New Delhi.

**Reference Books:**

1. Ghosh: T.P(2019) Fundamentals o f Accounting- S.Chand & Co, New Delhi.
2. Jain-S.P. and K.L. Narang (2014). Cost Accounting- Kalyani Publications. New Delhi.
3. Jan Williams (2018), Financial and Managerial Accounting, Tata McGraw Hill Publications, New Delhi.
4. Khan- M.Y. and P.K.Jain (2013). Management Accounting: Text- Problems and Cases, Tata McGraw – Hill New Delhi.
5. Murthy (2019), Cost Analysis for Management Decisions, Tata McGraw Hill Publications, New Delhi.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

# MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

**Course Code: 24RIMP0103**

**Credit: 4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-I</b>
<b>Cognitive Level</b>	K1: Recall new concepts to take business decisions. K2: Understand the psychological aspects of human behaviour at work. K3: Ability to apply the concepts in organisational context.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To enable the students to understand the conceptual framework of principles and functions of management.</li> <li>To make students understand how managers take decisions on management of business.</li> <li>To familiarise the students with basic concepts of organisational behaviour.</li> <li>To impart knowledge of individual and group behaviour.</li> <li>To find out the emerging trends in organisational behaviour.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>NATURE AND THEORIES OF MANAGEMENT</b> Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo Classical-Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills.	7	4	-	11	1
<b>II</b>	<b>PLANNING AND ORGANISING</b> - Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.	7	4	-	11	1
<b>III</b>	<b>ORGANISATIONAL BEHAVIOUR:</b> Meaning-contributing disciplines- importance of organizational behaviour - Perception- Personality - Motivation theories -Attitudes- Communication -Process - Barriers - Effective Communication.	8	4	-	12	II

<b>IV</b>	<b>LEADERSHIP AND POWER</b> - Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.	7	4	-	11	II
<b>V</b>	<b>DYNAMICS OF ORGANIZATIONAL BEHAVIOUR</b> - Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organisational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organisational development – Characteristics – objectives – Organisational effectiveness Managing International Workforce.	7	4	-	11	II
	<b>Invited Talks/Field Visit</b>	4	-	-	4	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

**CO1:** Understanding of various management concepts and skills mandatory in the business organization.

**CO2:** Comprehensive knowledge of various functions of management in the practical management framework.

**CO3:** Understanding of the complications accompanying with management of individual behaviour in the organizations.

**CO4:** Develop the skill set required to manage group behaviour in Organizations.

**CO5:** Aware about the recent trends in managing organizational behaviour.

#### References:

##### Text Books:

1. Charles W.L Hill and Steven L McShane (2017), Principles of Management, McGraw Hill Education, Special Indian Edition.
2. Fred Luthans (2013), Organisational Behavior, McGraw Hill, 12th Edition.
3. Harold Koontz and Heinz Weihrich, (2015), Essentials of Management: An International: Innovation And Leadership Perspective, 10th edition, Tata McGraw, Hill Education.
4. Stephen P. Robbins, Timothy A.Judge (2018 ), Organisational Behavior, PHI Learning / Pearson Education- 18th edition.
5. Sherlakhar, S.A. and V.S.Sherlakhar, (2014), Modern Business Organisation and Management, Himalaya Publishing House, New Delhi.

##### Reference Books:

1. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
2. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
3. Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals Of Management, Prentice Hall of India, 9 th edition 2016.
4. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill,

2017.

5. Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.

<b>Mapping of COs with PSOs and POs</b>												
<b>CO/ PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	3	3	2	3	3	3	3	3	3	2	3	3
<b>CO2</b>	3	3	3	2	3	3	3	3	2	3	3	3
<b>CO3</b>	3	2	3	3	3	2	2	3	3	3	3	3
<b>CO4</b>	3	2	3	3	3	2	3	3	3	3	2	3
<b>CO5</b>	3	3	2	3	3	2	3	3	3	2	3	3

## **STATISTICS FOR MANAGEMENT**

**Course Code: 24RIMP0104**

**Credit: 4**

**Hours:4/Week**

( to be provided by the Department of Applied Research)



## BUSINESS LAW

Course Code: 24RIMP0105

Credit: 4

Hours: 4/Week

<b>Programme</b>	<b>MBA</b>	<b>Semester-</b>
<b>Cognitive Level</b>	K1: recall the commercial law K2: to know the company law and competition act K3: ability to apply industrial law in company	
<b>Course Objectives</b>	The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>COMMERCIAL LAW</b> <b>THE INDIAN CONTRACT ACT 1872</b> Definition of contract, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. <b>THE SALE OF GOODS ACT 1930</b> Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - <b>NEGOTIABLE INSTRUMENTS ACT 1881:</b> Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments	8	4	-	12	1
<b>II</b>	<b>COMPANY LAW AND COMPETITION ACT</b> <b>COMPANY ACT 1956&amp;2013</b> Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.	8	4	-	12	1

<b>III</b>	<b>INDUSTRIAL LAW</b> An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act	8	4	-	12	II
<b>IV</b>	<b>CORPORATE TAX &amp; GST</b> Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST& IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge	8	4	-	12	II
<b>V</b>	<b>CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS</b> Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copyrights, Trademarks, Patent Act. Introduction, Right to Information Act, 2005.	8	4	-	12	II
	<b>Invited Talks/Field Visit</b>		-	-	-	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

#### **Course Outcomes:**

**CO1:** Understand the fundamental legal principles in developing various contracts and commercial laws in the business world

**CO2:** Identify the common forms of business associations and elements of Corporate Governance

**CO3:** Develop insights regarding the laws related to the industrial environment

**CO4:** Ability to understand the fundamentals of corporate tax and GST

**CO5:** Understand the role of consumer rights and cyber laws in the modern business environment

#### **References:**

##### **Text Books:**

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.
5. Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi

##### **Reference Books:**

1. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
2. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.
3. Dr. Vinod K. Singhania, Direct Taxes Planning and Management, 11 th, 2007.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15th edition 2017.
5. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2 nd edition, 2017
6. Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 4 th tEdition-2016.
7. V.S. Datey, GST Ready Reckoner, 9 th edition, 2019

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

## OPERATIONS MANAGEMENT

**Course Code: 24RIMP0106**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester- I
<b>Cognitive Level</b>	K1: Awareness on operations management concepts. K2: Skills in conducting operational studies. K3: Computation of production vis-a-vis materials- labour requirement etc.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To facilitate the students to understand the basic concepts- functions and tools employed for designing the system and system operations in production- services enterprises.</li> <li>To provide knowledge in various methods of assessing productivity and operational parameter.</li> <li>To conduct work study in production and service systems.</li> <li>To provide adequate inputs in purchasing method computation or requirements and management control of invention.</li> <li>To provide knowledge in planning- production and control methods.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Production Management:</b> Management of Production systems and types Principles of scientific management- productivity concept and measurement - Product engineering – production life cycle – Operations as a source of competitive advantage; Trade-offs and combinations.	10	5	0	15	I
<b>II</b>	<b>Work study:</b> Method study - Ergonomics Time study- work sampling Pre determined motion Techniques (PMTs) Designing product and process layouts and line balancing Process Analysis- Difference between Manufacturing and Service Operations- Product Process Matrix.	7	4	0	11	I
<b>III</b>	<b>Material management:</b> Importance and functions – purchasing methods – Stores Management -Bill of materials – Inventory Management: JIT, LIFO, FIFO - Kizan, Kanban, Deterministic demand model–EOQ- Continuous and Periodic review Inventory models; Supply chain management; Lean vs Agile supply chains.	7	3	0	10	II
<b>IV</b>	<b>Production planning and control:</b> Scope for Production Planning and control: Steps in preparing production plan for various systems. Routing- Loading- scheduling- dispatching- and follow up - Forecasting and its types- Master Production Schedule and MRP.	7	4	0	11	II
<b>V</b>	<b>Quality control:</b> Quality control – statistical quality control techniques - Tools and Standards - acceptance sampling. Quality management and Sustainable Operations Management- Accepted Quality Level - Green Productivity.	6	4	0	10	II

	<b>Invited Talks/Field Visit</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

**CO1:** Smooth the progress of the students to understand the basic concepts- functions and tools employed for designing the system and system operations in production- services enterprises.

**CO2:** Gained knowledge on managerial concepts in production of goods and services

**CO3:** Acquired skills in conducting motions/time studies- plant layout and knowledge in material handling equipment.

**CO4:** Studied skills in purchase of raw materials and inventory management and store keeping practices.

**CO5:** Learned skills in planning- execution and controlling of production system and operations. Acquired knowledge about cost reduction for various activities.

### References:

#### Text Books:

1. Chary.S.N. (2018), 'Production Operations Management' Tata McGraw Hill Publishing Company Ltd- New Delhi.
2. Juran D.M. and F.M. Gryna (2015), Quality Planning and Analysis, Tata McGraw Hill, New Delhi.
3. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra K. Manoj (2016), Operations Management: Processes and Value Chains, Pearson Education, New Delhi.
4. Mahadevan, B. (2015). Operations Management- Theory and Practice, Pearson Education. New Delhi.
5. Sharhmey (2020), Productivity Management: Concepts and Techniques; Tata McGraw Hill Co; New Delhi.

#### Reference Books:

1. Taylor, Russell (2012), Operations Management, Wiley India, New Delhi.
2. Varma.M.M. (2006), 'Materials Management'; Rer.Ed. S.Chand & Sons, New Delhi.
3. Khanna .O.P.(2006), Industrial Engineering and Management - Text and Cases, Dhanpat Raj, New Delhi.
4. Chase. R. B, F. B. Jacob, and N.J Aquilano, .(2006), Operations Management for a competitive Advantage, Eleventh Edition, Irwin McGraw Hill, New York.
5. Panner Selvam, (2017), Production and Operations Management, PHI Publication, New York.

<b>Mapping of COs with PSOs and POs</b>												
<b>CO/ PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	1	2	2	3	3	2	2	3	3	2	3	3
<b>CO2</b>	2	3	3	2	3	3	3	3	2	3	3	3
<b>CO3</b>	3	2	3	3	3	2	2	3	3	2	3	3
<b>CO4</b>	2	2	3	2	3	2	3	3	3	3	2	3
<b>CO5</b>	1	3	2	3	2	2	3	3	3	2	3	3

**24ENGP00C1 – COMMUNICATION AND SOFT SKILLS**

**(Soft Skills Course – Compulsory – 2 Credits - 2 Hours/wk.)**

( to be provided by the Department of English)

## SEMESTER- II

### MANAGEMENT INFORMATION SYSTEM

**Course Code: 24RIMP0207**

**Credit:4**

**Hours: 4/Week**

Programme	MBA	Semester-I
<b>Cognitive Level</b>	K1: Recall the basics of Management Information System. K2: Illustrate the skills in various computer Networking. K3: Ability to apply skills in applications of computers in business.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• This paper aims to help the students to recognize- specify and communicate effectively to data processing personnel about information system.</li> <li>• It also helps the students to interpret new developments in information technology and fit into an overall information system framework.</li> <li>• To apply the knowledge on new Computer Network Technology.</li> <li>• To relate the computer in modern business.</li> <li>• To apply E- commerce and Digital Marketing for Business.</li> </ul>	

Units	Contents	Lec tur e Ho urs	Tut ori al Ho urs	Pra ctic al Ho urs	Tot al Ho urs	Uni ts for CF A
I	<b>Management Information System:</b> Introduction- definition- importance- Components- role of MIS in Business- Decision Making Process- Types of information System – ESS- DSS-TPS-Database concepts- Information Systems for Management Operation Control- Information systems for Strategic Planning.	9	4	0	13	I
II	<b>System Analysis and Design:</b> Overview- System Development Life Cycle (SDLC)- Designing Information Systems for Operation Control- MIS for Functional Areas- Marketing- Finance- HR- Implementation and evaluation of MIS.	7	4	0	11	I
III	<b>Computer Network Technology:</b> Hardware – Input - Output- CPU and Storage Devices-System Software- Application Software - Computer Languages - Computer Network – Definition - Types-LAN- WAN- Topologies- Internet Services & its applications- Blog - creation- applying efficient techniques for managing each phase of the systems development lifecycle.	8	4	0	12	II
IV	<b>Applications of Computer in Business:</b> MS Power Point: Introduction–Toolbar- their Icons and Commands– Navigating in Power point-Creation of slides- animation- and templates - Designing Presentations – Slide show controls–Making notes on Pages and Handouts–Printing	6	4	0	10	II

	Presentations–Customizing Presentations-Auto Contents Wizard.					
V	<b>E- commerce and Digital Marketing for Business:</b> ERP- Understanding E-Commerce- and growth of E - Commerce- -Technology - E-Business- SCM- CRM- Cloud computing for business- Artificial Intelligence - Machine Learning- Expert systems.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** Acquire knowledge in designing and implementing managerial information processing systems.
- CO2:** Understand about networking and the methods of information sharing through networks.
- CO3:** Gained knowledge in applying systems concept in analysis and design of computerized data processing and assess the steps involved in MIS Projects.
- CO4:** Known about various conceptual models in decision making and apply the same to managerial uses.
- CO5:** Able to carry out e-commerce in business.

### References:

#### Text Books:

1. Ramesh Behl, James A. O'Brien, George M. Marakas (2019), Management Information Systems, 11th Edition I.
2. Rahulde, (2020)- MIS in Business, Government and Society, Wiley India Pvt. Ltd, 2nd Edition.
3. Haag , Cummings and McCubbrey, (2013), Management Information Systems for the Information Age , McGraw Hill, New Delhi.
4. Kenneth C.Laudon and Jane, (2012) , Management Information Systems– Managing the digital firm , / Pearson Education , PHI, Asia.
5. Robert Schul Theis and Mary Summer , (2013) , Management Information Systems–The Managers View, Tata McGraw Hill, New Delhi.

#### Reference Books:

1. Rahulde (2012), MIS in Business, Government and Society, Wiley India Pvt. Ltd.
2. Turban, McLean and Wetherber, (2008), Information Technology for Management– Transforming Organisations in the Digital Economy, John Wiley, 6th Edition
3. Jawadekar, (2012), Management Information Systems, Tata McGraw Hills.
4. Laudon and Laudon (2014), Management Information Systems, Pearson Education, Asia, 7th edition.
5. Pearlson, K. E., Saunders, C. S., & Galletta, D. F. (2019). Managing and using information systems: A strategic approach (7th ed.). Wiley India Pvt. Ltd.



Mapping of COs with PSOs and POs												
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CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	2	3	3	2	3	3	1	3	2	3	3	3
CO3	2	2	3	2	3	2	2	3	3	3	3	2
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	2	3	2	3	3	2	3	3	3	2	3	1

## MARKETING MANAGEMENT

**Course Code:24RIMP0208**

**Credit:4**

**Hours: 4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-II</b>
<b>Cognitive level</b>	K-1: Recollect the concepts in marketing. K-2: Describe the importance of marketing strategies- buyer behaviour- and marketing trends. K-3: Applying the marketing mix decisions- marketing strategies- customer relationships.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To understand Marketing concepts- marketing strategies- buyer behaviour- and marketing trends.</li> <li>To understand and formulate marketing mix decisions- marketing Strategies- customer relationships and enhanced advertising of products.</li> <li>To make the students understand marketing mix decisions.</li> <li>To reform the marketing strategy and adopt recent trends in marketing.</li> <li>To familiarize with the marketing research process.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Introduction:</b> Marketing – Definitions - Marketing environment: Internal and External-Marketing in relation with other functional areas– Production- Finance- Human Relations Management- Information System and Supply chain and Logistics management. Marketing in global Environment–Prospects and Challenges.	10	6	0	16	I
<b>II</b>	<b>Buyer Behaviour:</b> Understanding industrial and individual buyer behavior- Influencing factors–Buyer Behaviour Models–Online buyer behavior -Building and measuring customer satisfaction– Customer relationships management.	6	3	0	9	I
<b>III</b>	<b>Marketing Mix Decisions:</b> Product planning and development–Product Life Cycle – New product Development and Management–Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions –Pricing Objectives- Policies and methods.	7	4	0	11	II
<b>IV</b>	<b>Marketing Strategy And Recent Trends In Marketing:</b> Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing–Consumer Marketing — Services marketing –Competitor analysis–Strategic Marketing Mix components. - Cause related marketing- Ethics in marketing – Online marketing trends (e-marketing).	8	4	0	12	II
	<b>Marketing Research</b> -Research Process–	6	3	0	9	II



## AI FOR BUSINESS

**Course Code: 24RIMP0209**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-
Cognitive Level	K1: Recall new concepts to make business decisions. K2: Understand the data management and preprocessing . K3: Ability to apply the concepts in the business context.	
Course Objectives	<ul style="list-style-type: none"> <li>Develop a comprehensive understanding of the fundamental concepts, tools, and techniques of Artificial Intelligence (AI) and how they can be applied to enhance business processes, decision-making, and strategic planning.</li> <li>Analyze and evaluate the various applications of AI in different business contexts, such as marketing, finance, human resources, and operations, and identify opportunities to leverage AI to gain a competitive advantage.</li> <li>Acquire the skills to assess an organization's existing data sources and business processes, and determine viable and practical ways to integrate AI solutions to solve real-world business problems.</li> <li>Explore the social, economic, and ethical implications of applying AI in business, and learn to communicate the benefits and challenges of AI implementation to stakeholders.</li> <li>Cultivate the ability to work collaboratively as part of a team to research, design, and pitch innovative AI-powered business solutions that address specific organizational needs.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to AI for Business:</b> Overview of AI: Definition, history, and evolution of AI.AI Technologies: Key AI technologies and their business applications. AI in Business: Case studies and examples of AI in various business domains.	8	4		12	1
<b>II</b>	<b>Data Management and Preprocessing:</b> Data Collection and Cleaning: Methods and importance of high-quality data. Big Data: Introduction to big data and its role in AI. Data Preprocessing: Techniques for preparing data for AI models.	8	4		12	1
<b>III</b>	<b>Machine Learning and Advanced Techniques:</b> Machine Learning Basics: Supervised vs. unsupervised learning, key algorithms.Deep Learning: Neural networks and deep learning concepts.Natural Language Processing (NLP): Techniques and business applications.Reinforcement Learning: Principles and business use cases.	8	4		12	II

<b>IV</b>	<b>AI Applications in Business Functions:</b> Operations and Supply Chain: AI for process automation and supply chain optimization. Marketing and Sales: Customer segmentation, personalized marketing, and sales forecasting. Finance: Algorithmic trading, risk management, fraud detection. Human Resources: Recruitment, talent management, employee engagement using AI.	8	4		12	II
<b>V</b>	<b>Ethics, Governance, and AI Tools:</b> Ethical Considerations: Challenges and ethical implications of AI in business. AI Governance: Regulatory frameworks and best practices Tools and Frameworks: Overview and hands-on experience with popular AI tools (e.g., TensorFlow, PyTorch). AI Project Management: Planning, implementing, and evaluating AI projects.	8	4		12	II
	<b>Invited Talks/Field Visit</b>		-	-	-	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

CO1: Understand AI's core concepts and principles and its relevance to business.

CO2: Analyze and identify business problems that can be addressed using AI technologies.

CO3: Develop and implement AI models to improve business processes and decision-making.

CO4: Evaluate the ethical implications and challenges associated with AI in business.

CO5: Demonstrate the ability to use AI tools and frameworks for business applications.

### References:

#### Text Books:

1. Russell, S., & Norvig, P. (2020). *Artificial Intelligence: A Modern Approach* (4th ed.). Pearson.
2. Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking*. O'Reilly Media.
3. Alpaydin, E. (2020). *Introduction to Machine Learning* (4th ed.). MIT Press.
4. Goodfellow, I., Bengio, Y., & Courville, A. (2016). *Deep Learning*. MIT Press.
5. Marr, B. (2018). *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems*. Wiley.

#### Reference Books:

1. Sharda, R., Delen, D., & Turban, E. (2020). *Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support* (11th ed.). Pearson.
2. Chollet, F. (2018). *Deep Learning with Python*. Manning Publications.
3. Aggarwal, C. C. (2018). *Neural Networks and Deep Learning: A Textbook*. Springer.
4. Sutton, R. S., & Barto, A. G. (2018). *Reinforcement Learning: An Introduction* (2nd ed.). MIT Press.
5. Mohri, M., Rostamizadeh, A., & Talwalkar, A. (2018). *Foundations of Machine Learning* (2nd ed.). MIT Press.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

# FINANCIAL MANAGEMENT

Course Code: 24RIMP0210

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K 1: Remembering the concepts of financing. K 2: Analyzing and calculation of capital budgeting to take effective decision. K 3: Efficient utilization of working capital methods for minimizing the cost.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To Enable the students to understand the conceptual framework of principles and functions of financial management.</li> <li>To Facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function.</li> <li>To analyse the cost of the concern.</li> <li>To understand the methods like leverage for taking financial decisions.</li> <li>To analyse the concepts of working capital- trade credit and accrued expenses.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction:</b> Business Finance : Finance function – meaning and scope – objective of financial management – Financial forecasting – Financial planning – steps in financial planning – Estimating financial requirements, Role of financial market and financial institutions in India	7	4	-	11	I
<b>II</b>	<b>Source of Funds :</b> long term – short term and medium term – Equity shares – preference shares – Debentures and Bonds – Retaining Earnings. Institutional borrowings – Public Deposits – Lease financing – Venture capital – Commercial paper – Factoring.	7	3	-	10	I
<b>III</b>	<b>Investment decisions:</b> Capital budgeting process – Selection of projects – Estimation of cash flows – Project evaluation techniques – Payback period – Accounting rate of return – NPV method – IRR – Capital rationing – project selection under rationing.	7	5	-	12	II
<b>IV</b>	<b>Finance decisions: meaning</b> – structure planning – optimum capital structure – capital structure theories – Net income approach – Net operating income approach – MM approach – Traditional approach – Cost of capital – meaning – methods of computing cost of debt, equity and preference shares – weighted average cost of capital.	7	4	-	11	II

<b>V</b>	<b>Dividend decisions:</b> Factors influencing dividend policy – stable dividend policy – cash dividend – stock dividend – stock split – Dividend models – Walter’s model – Gordon’s Model – MM Irrelevance Approach.	6	4	-	10	II
	<b>Invited Talks/Field Visit</b>	6	-	-	6	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** Enable the students to understand the conceptual framework of principles and functions of financial management.
- CO2:** Facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function.
- CO3:** Analyse the cost of the concern for maximum profit.
- CO4:** Understand the methods like leverage for taking financial decisions.
- CO5:** Analyse the concepts of working capital- trade credit and accrued expenses.

### References:

#### Text Books:

1. Chandra , P , (2019) , Financial Management Theory and Practice , ,McGraw Hill.
2. Pandey , I.M , (2016) , Financial Management , Vikas Publishing House Pvt. Ltd
3. James C. Vanhorne, (2014), Fundamentals of Financial Management, PHI Learning, London
4. M.Y. Khan and P.K.Jain, (2013), Financial management, Text, Problems and cases, TataMcGraw Hill , New Delhi
5. Prasanna Chandra, (2014), Financial Management,Tata McGraw Hill, New Delhi

#### Reference Books:

1. Rustagi , R. P , (2018) , Financial Management , Theory , Concepts , and Problems , Taxmann Publications Pvt. Ltd. , New Delhi.
2. Khan , M.Y. and Jain , P. K , (2018), Financial Management: Text , Problems and Cases , McGraw Hill.
3. Maheswari.S.N, S.K Maheswari, and Sharaf K., (2017), Financial Accounting , Vikas Publication Fifth Edition.
4. Shukla. M.C, T.C. Grewal, S.C.Gupta, (2018), Solutions to Problems in Advanced Accounts, Sulthan and sons, New Delhi.
5. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill, 2017.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	1	2	1	2	2	2	2	3	3	3	3	3
<b>CO2</b>	2	2	3	3	2	2	3	2	2	3	2	3
<b>CO3</b>	3	2	3	3	2	3	3	2	3	2	2	2
<b>CO4</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	3	3



## HUMAN CAPITAL MANAGEMENT

Course Code: 24RIMP0211

Credit: 4

Hours 4/ Week

Programme	MBA	Semester-II
<b>Cognitive Level</b>	K 1: Review human resource management and how it has evolved into human capital management. K 2: Recognize how human resource ideas are applied within an organization. K 3: Makes it possible to combine fresh ideas with preexisting ones to provide an efficient use of AI in HR.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To teach fundamentals of human resource management.</li> <li>To Encouraging the students to comprehend the fundamental theories, concepts, and terminology related to the discipline of human resource management.</li> <li>To give the students the HR proficiency that HR professionals need.</li> <li>To recognize, evaluate, and be able to offer creative solutions for the issues that arise in the HRM domain.</li> <li>To understand the importance of ethical concerns in HR procedures and personnel management in the workplace.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to HRM:</b> Meaning and Definition- Evolving nature of Human Capital Management - Characteristics of HRM - Scope of HRM- Functions of HRM- Objectives of HRM- Qualities of HR Manager- Trends in HR Management. Artificial Intelligence in HR	8	3	-	11	I
<b>II</b>	<b>HR Planning- Recruitment and Selection:</b> HR Planning - importance- Job Analysis-Job description and job specification- Recruitment-Sources of Recruitment- Selection- Importance of selection- Process and methods of selection.	8	5	-	13	I
<b>III</b>	<b>Training and Development &amp; Performance Appraisal:</b> Training and Development: Objectives of training - Concepts of Training- Training methods- Management development-methods - Performance Appraisal: Definition- Uses of Performance Appraisal- traditional and modern methods of Performance Appraisal.	7	4	-	11	II
<b>IV</b>	<b>Compensation Management:</b> Meaning and Definition, Job Evaluation, Basic Factors in Determining Pay Rates, Competency-Based Pay, Money, and Motivation: incentives, Fringe Benefits, Career Planning.	6	4	-	10	II
<b>V</b>	<b>Industrial Relation:</b> Meaning & Characteristics of Industrial Relations – Nature of Trade Unions - Problems of Trade Union – Grievance handling and	7	4	-	11	II

	Discipline handling procedure - Causes for Industrial Disputes - Settlement of Industrial Dispute. Application of AI in HRM					
	<b>Invited Talks/Field Visit</b>	4	0	0	4	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	-

### Course Outcomes:

CO1: Students would have learned about the various facets of human resource management.

CO2: Students would have acquired the abilities required of a productive HR manager.

CO3: Learners would be equipped to use the knowledge they have acquired in the workplace.

CO4: Students would be knowledgeable about the newest ideas in HRM.

CO5: The pupil is able to weigh the pros and cons of the various options.

### References:

#### Text Book:

1. VS. Rao , (2023) , Human Resource Management (Text & Cases) , 8<sup>th</sup> edition.
2. Uday Kumar Haldar , Juthika Sarkar (2012) , Human Resource management. Oxford.
3. Ashwathappa K (2021) , Human Resource Management: Text and Cases , 9<sup>th</sup> edition , Tata McGraw ,Hill.
4. Wayne Cascio , (2015) , Managing Human Resource , McGraw Hill., 5th edition.
5. Ivancevich , (2012) , Human Resource Management , McGraw Hill, 6th edition.

#### Reference Books:

1. Gary Dessler and Biju Varkkey , (2021) , Human Resource Management , 15th Edition , Pearson Education Limited ,.
2. David A. Decenzo , Stephen.P.Robbins , and Susan L. Verhulst , (2016) , Human Resource Management , Wiley , International Student Edition , 12th Edition.
3. Luis R.Gomez ,Mejia , David B.Balkin , Robert L Cardy , (2012). Managing Human Resource. PHI Learning.
4. Bernadin , (2012) , Human Resource Management ,Tata Mcgraw Hill , 8th edition.
5. Armstrong, M. (2020). Armstrong's handbook of human resource management practice (15th ed.). Kogan Pvt Ltd.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	3	2	2	3	1	2	3	2	2	3	3
CO2	3	3	3	2	2	1	1	2	3	2	1	2
CO3	3	2	2	3	3	2	2	1	3	2	2	3
CO4	2	3	3	2	1	1	2	3	2	3	1	2
CO5	2	3	3	1	2	2	1	3	2	2	3	2

# MANAGEMENT RESEARCH METHODS

**Course Code: 24RIMP0212**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K 1: Figure out the essentials of exploration in administration. K 2: Trial and error of information assortment in the field. K 3: Test the information with the speculations planned and attract surmising to compose research report.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To figure out the basic ideas and systems of logical examination strategies.</li> <li>• To get extensive logical information pertinent to directing business research.</li> <li>• To foster abilities and mastery important to recognize and explain research issues in administration.</li> <li>• To acquaint understudies with the logical way to deal with getting ready examination plans, including strategies and procedures for directing field research.</li> <li>• To furnish understudies with proficient abilities fundamental for composing research reports successfully.</li> </ul>	

Units	Contents	Lecture	Tutorial	Practical	Total Hour	Units for
<b>I</b>	<b>Scientific Research: An Introduction – Nature and Scope,</b> objectives, principles of Resource in Management – characteristics and functions – scientific method and its applications in management – types of research in management – criteria of good research – Case studies in management researches problems in conducting research in management – research ethics.	7	4	-	11	I
<b>II</b>	<b>Management Research Process:</b> Identification, of research problems - selection and formulation of research problem- defining research problem and concepts – criterion for selection of a topic- importance of review of literature in management – basis of objectives - variables – independent/dependent - hypotheses formulation and testing – characteristics and functions.	7	3	-	10	I
<b>III</b>	<b>Research Designs for Management:</b> Meaning – Need – Characteristics of good design –Different research designs – experimental- explorative- descriptive and diagnostic– surveys - interdisciplinary- qualitative and quantitative studies – Case Studies in Management.	7	5	-	12	II
<b>IV</b>	<b>Data Collection and Sampling Design:</b> Sources of data – primary data collection – observation- interview survey- questionnaire- focus group- online tools- pilot study- pre-test survey – collection of secondary data – sampling methods – Non probability- probability sampling and random sampling – Sample size decision preparation.	7	4	-	11	II
<b>V</b>	<b>Preparation of Research Report for Management:</b> Data Processing – scoring- coding- tabulation of data data analysis and–Statistical package for social sciences	6	4	-	10	II

	(SPSS) draw inferences and interpretation– steps in research report – types and format of research report – Dissemination of research findings – presentation/ publication/ documentation.					
	<b>Invited Talks/Field Visit</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

CO1: Gain information in planning an examination issue in business and recognizing research holes.

CO2: Foster the capacity to set up a reasonable exploration plan for directing examination.

CO3: Be ready to apply proper devices and methods for information assortment.

CO4: Become mindful of how to draw inductions logically.

CO5: Dissect and procure abilities in the arrangement of exploration reports and scattering of examination discoveries to the suitable organization.

### References:

#### Text Books:

1. Kothari.C.R , (2023) , Research Methodology (Methods & Techniques) , New Delhi: New Age International (5<sup>th</sup> ed) .
2. Krishnaswami O.R. , & M. Ranganatham (2019) , Methodology of Research in Social Sciences , Mumbai: Himalaya Publishing House .
3. Kundra S. (2005) , Reporting Methods , New Delhi: Anmol publications Pvt. Ltd.
4. Nakkiran S and Selvaraju R. (2009) , Research Methods in Social Sciences , Mumbai , Himalaya Publishing House .
5. Sadhy A.N. and Singh , A (2015). Research Methodology in Social Sciences , Mumbai:Himalaya Publishing House.

#### Reference Books:

1. Creswell , John.W (2017). Research Design: Qualitative , Quantitative , and Mixed Method Approaches (4<sup>th</sup>ed). Thousand Oaks , CA: SagePublication.
2. Bridget Somekh and Cathy Lewin (2012) , Theory and Methods in Social Science Research , New Delhi: Sage publication.
3. Debasis Chakraborty (2012) , Research Methodology , New Delhi: Sourath Publishing House.
4. Deepak Chawala and Neena Sandhi (2011) , Research methodology: Concept of Cases , New Delhi: Vikas Publication House Pvt Ltd.
5. Fred. N.Kerlinger (2018) , Foundations of Behavioural Research , Delhi: Surjeet publications.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	1	2	2	2	2	3	3	3	3	3
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

## SPREADSHEET FOR MANAGERS

**Course Code:24RIMP0213**

**Credit:2**

**Hours:2/Week**

Programme	MBA	Semester-
Cognitive Level	K1: Recall the basics of Spreadsheet K2: Illustrate the skills in various functions. K3: Ability to apply skills in business spreadsheet applications.	
Course Objectives	<ul style="list-style-type: none"> <li>Develop proficiency in using advanced features and functions of spreadsheet software, such as Excel, to efficiently analyze data, create reports, and make data-driven decisions to drive business performance</li> <li>Learn how to design and implement spreadsheet-based solutions to automate repetitive tasks, streamline workflows, and improve productivity in various managerial functions like budgeting, forecasting, and project management</li> <li>Acquire the skills to create interactive dashboards and visualizations that effectively communicate insights to stakeholders, enabling managers to present data in a clear and compelling manner</li> <li>Explore techniques for collaborating on spreadsheets, managing version control, and ensuring data integrity to maintain accurate and reliable information for decision-making</li> <li>Gain the ability to critically evaluate the limitations of spreadsheets and identify opportunities to integrate them with other business intelligence tools and technologies to enhance data analysis and reporting capabilities</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to Spreadsheets:</b> Spreadsheet Basics: Overview of spreadsheet software (Excel, Google Sheets). Basic Functions and Formulas: Sum, average, count, and other basic functions. Data Entry and Formatting: Best practices for data input and formatting.	4	-	8		1
<b>II</b>	<b>Advanced Functions and Data Analysis :</b> Advanced Formulas: VLOOKUP, HLOOKUP, INDEX, MATCH, IF, and nested functions. Data Analysis Tools: Pivot tables, data sorting, filtering, and conditional formatting. Statistical Analysis: Descriptive statistics, correlation, and regression analysis.	4	-	8		1

<b>III</b>	<b>Data Visualization and Reporting:</b> Charts and Graphs: Creating and customizing various chart types. Dashboards: Designing interactive dashboards for business reporting. Data Presentation: Best practices for presenting data clearly and effectively.	4	-	8		II
<b>IV</b>	<b>Financial Modeling and Business Applications:</b> Financial Functions: NPV, IRR, PMT, and other financial functions. Budgeting and Forecasting: Creating and managing budgets and forecasts. What-If Analysis: Scenario analysis, data tables, and goal seek.	4	-	8		II
<b>V</b>	<b>Automation and Collaboration:</b> Macros and VBA: Introduction to automation using macros and Visual Basic for Applications (VBA). Collaboration Tools: Sharing, collaborating, and version control in spreadsheets. Spreadsheet Best Practices: Ensuring accuracy, efficiency, and security in spreadsheet use.	4	-	8		II
	<b>Invited Talks/Field Visit</b>	-	-	-	-	-
	<b>Total Hours</b>	<b>20</b>	<b>40</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** Understand the fundamental functions and features of spreadsheet software.
- CO2:** Perform complex data analysis using advanced spreadsheet functions and tools.
- CO3:** Create dynamic and interactive business reports and dashboards.
- CO4:** Apply best practices for data management and visualization in spreadsheets.
- CO5:** Utilize spreadsheet models to support business decision-making processes.

### References:

#### Text Books:

1. Walkenbach, J. (2019). *Excel 2019 Bible*. Wiley.
2. Winston, W. L. (2016). *Microsoft Excel 2016 Data Analysis and Business Modeling*. Microsoft Press.
3. Harvey, G. (2018). *Excel 2019 For Dummies*. For Dummies.
4. Powell, S. G., & Baker, K. R. (2017). *Management Science: The Art of Modeling with Spreadsheets* (5th ed.). Wiley.
5. Alexander, M., & Kusleika, D. (2018). *Excel 2019 Power Programming with VBA*. Wiley.

#### Reference Books:

1. Benninga, S. (2014). *Financial Modeling* (4th ed.). MIT Press.
2. Jelen, B. (2018). *Excel 2019 in Depth*. Que Publishing.
3. Freund, S., & Starks, J. (2019). *Microsoft Excel 2019 Step by Step*. Microsoft Press.
4. Schmuller, J. (2016). *Statistical Analysis with Excel For Dummies* (4th ed.). For Dummies.

5. Bullen, S., Bovey, R., & Green, J. (2015). *Excel Insights: A Microsoft MVP Guide to the Best Parts of Excel*. Holy Macro! Books.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
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CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

**GANDHI IN EVERYDAY LIFE**

**Course Code:24GPPP00H**

**Credit:2**

**Hours:2/Week**

**(to be provided by the Gandhian Thought )**



**SEMESTER- III****ENTREPRENEURSHIP, INNOVATION AND START-UP ECO-SYSTEM****Course Code: 24RIMP0314****Credit: 4****Hours: 4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-II</b>
<b>Cognitive Level</b>	K 1:Understand and recall entrepreneurial resource concepts. K 2:Describe the entrepreneurial concepts in a given situation. K 3:Able to synthesize new concepts to give effective results.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To ignite the entrepreneurial spirit on inculcate culture of entrepreneurship Entrepreneurial Stress Composition.</li> <li>To know the Myths and realities of entrepreneurship.</li> <li>To Create and adopt appropriating value for new entrepreneur .</li> <li>To identify new Venture capital start-ups and find the feasibility analysis.</li> <li>To Resilience for Valuation and Harvesting.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Introduction:</b> Intrapreneurship – similarities and variance-India’s start up revolution – Trends-Imperatives- benefits - the players involved in the ecosystem- Business Incubators - Rural entrepreneurship- social entrepreneurship- women entrepreneurs- Entrepreneurial mindset - Key attributes of an entrepreneur - Desirable and acquirable attitudes and behaviors.	8	3	-	11	I
<b>II</b>	<b>Myths And Realities Of Entrepreneurship:</b> Transition from college/regular job to the world of start-ups-Personal finance - Explaining to family - Entrepreneurial Stress Composition – complementarily - Different life stages - Relative importance - Disagreements - Idea- opportunity and retrospective determinism. Venture Feasibility Analysis: Pitching-Legal Matters - Organizational form – partnership- sole proprietorship- corporation - Intellectual property – copyright- trademarks - Tax- Personnel law- contract law-Law vs Ethics - Legal expenses - hiring the service provider -	8	5	-	13	I
<b>III</b>	<b>Creating and Appropriating Value:</b> Scarcity-choice and tradeoffs - Identifying ‘paying customer’- developing market understanding - Narrowing focus - End user profiling- Ideal Persona - Market segmentation- Market sizing - Marketing plan- pricing - strategy - Business Plan – How to develop it - What all should it have- what it shouldn’t have - Unit economic- scalability-defensibility. Business Plan Preparation and Feasibility study-Project Formation Technique	7	4	-	11	II

<b>IV</b>	Government and Institution Promoting Entrepreneurship Development. MSME, DIC, SIDCO, NSIC, SIPCOT, EDI, Commercial Banks-NABARD	8	4	-	12	II
<b>V</b>	<b>Program and Scheme</b> Indian's Startup Programme, Venture Capital Scheme-Angel Scheme-NEEDs-PMEGP	7	4	-	11	II
	<b>Invited Talks/Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** The students would have developed aptitude towards entrepreneurship.
- CO2:** They would have acquired skills in selecting business project and preparing a project proposal.
- CO3:** They would have developed a fair understanding over the entrepreneurial assistance provided by different institutions.
- CO4:** Flexibility analysis of Valuation and Harvesting for the entrepreneur.
- CO5:** Solve the problem with strategic sale- negotiations-Management succession.

### References:

#### Text Books:

1. Khanka , S.S. (2005) Entrepreneurial Development , S.Chand& Co. , New Delhi.
2. Vasanth Desai (2003) Small ,scale industry and entrepreneurship , Himalaya Publishing
3. Malli, D.D. (1999). Training for Entrepreneurship and Self Employment, Mittal, New Delhi.
4. Shukla(2003), Entrepreneurship and Small Business Management, Kitab Mahal, Agra.
5. Rathakrishnan, L. (2008), Empowerment of Women Through Entrepreneurship.

#### Reference Books:

1. Dhumija , S.K. (2002). Women Entrepreneurship: Opportunities , Performance , Problems ,
2. Ram Kumar (2012), Entrepreneurship, Deep and Deep, New Delhi.
3. Narayana Reddy P, (2010), Entrepreneurship, Tata McGraw, New Delhi.
4. Zimmerer W, Scarborough M, (1997), Essentials of Entrepreneurship and Small Business Management, 5 th Edition, Pearson Publishing.
5. Rajeev Roy, (2011), Entrepreneurship, Oxford University Press, 2nd Edition.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	1	2	1	2	2	2	2	3	3	3	3	3
<b>CO2</b>	2	2	3	3	2	2	3	2	2	3	2	3
<b>CO3</b>	3	2	3	3	2	3	3	2	3	2	2	2
<b>CO4</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	3	3

## PROJECT MANAGEMENT

**Course Code: 24RIMP0315**

**Credit: 4**

**Hours: 4/ Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-II</b>
<b>Cognitive level</b>	K1: Recall the principles and types of project management. K2: Understand the scope of project organisation and team issue. K3: Apply techniques of feasibility- cost benefit analysis and risk factors in project execution.	
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>• To apply project management principles in business situations.</li> <li>• To understand the significance of project organisation structure in deciding the effectiveness.</li> <li>• To evaluate the projects through various tools and techniques.</li> <li>• To compute the project schedules and resources under various models.</li> <li>• To identify various control techniques in managing projects and audit measures.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Project and Project Management:</b> Definition of project- types of project- project life cycle - Generation and Screening of Project Ideas - Generation of Ideas- Monitoring the Environment - Corporate Appraisal- Tools for Identifying Investment Opportunities- Scouting for Project Ideas - Preliminary Screening- Project Rating Index- Sources of Positive Net Present Value- On being an entrepreneur.	10	6	0	16	I
<b>II</b>	<b>Project Organisation and Conflict Management:</b> Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict Origin & Consequences. Managing conflict – Team methods for resolving conflict.	6	3	0	9	I
<b>III</b>	<b>Planning and Budgeting:</b> The Planning Process – Project identification - Project appraisal - Technical- Economic- Financial- Legal and Social appraisal- Project Budgeting Methods–Cost Estimating and Improvement - Budget uncertainty and risk management.	7	4	0	11	II
<b>IV</b>	<b>Scheduling and Resource Allocation:</b> PERT & CPM Networks - Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources –Goldratt’s Critical Chain.	8	4	0	12	II

<b>V</b>	<b>Control and Completion:</b> The Plan- Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation- Auditing and Termination.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** The knowledge in project management principles- types of project and identifying projects.
- CO2:** The ability to explain various organization structure models in managing.
- CO3:** The ability to compute the resources for managing project resources and budget.
- CO4:** Acclimatized to formulate CPM and optimize resources for projects.
- CO5:** Acquainted to plan appropriate project control techniques based on the project framework and external factors.

### References:

#### Text Books:

1. Chandra Prasanna , (2014) , Project : Preparation , Appraisal, Budgeting and Implementation , Tata Mc Graw Hill.
2. Clifford Gray and Erik Larson ,(2013) “Project Management”, Tata McGraw Hill Edition.
3. Harvey Maylor , (2010) , Project Management , Third Edition , Pearson Education.
4. John M. Nicholas , (2012) , “Project Management for Business and Technology - Principles and Practice”.
5. Goyal BB (2013) Project Management : A Development Perspective , Deep & Deep Publications, New Delhi.

#### Reference Books:

1. Gido and Clements (2012) , “Successful Project Management” , Thomson Learning.
2. Mohsin M. (2011) Project Planning and Control , Vikas Publications.
3. Chaturvedi & Jauhari, (2016), Project Management, Himalaya Publishing, 1 st edition.
4. Sanjiv Marwah, (2011), Project Management, Dreamtech press.
5. Anatatmula S, Kathryn Wells, (2019), Contemporary Project Management, 4 th edition, India Publishing.

Mapping of COs with PSOs and POs												
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<b>CO2</b>	3	3	3	2	3	3	3	3	2	3	3	3
<b>CO3</b>	3	2	3	3	3	2	2	3	3	3	3	3
<b>CO4</b>	3	2	3	3	3	2	3	3	3	3	2	3
<b>CO5</b>	3	3	2	3	3	2	3	3	3	2	3	3

**SEMESTER - III**  
**ELECTIVES COURSES**

<b>ELECTIVE COURSES</b>	
Electives	Electives are available in a dual specialisation format. Students are required to complete four courses within each specialisation. During the third and fourth semesters, students are required to select two courses from each specialisation.

## HUMAN CAPITAL MANAGEMENT ELECTIVES

### SEMESTER III

CODE NUMBER	COURSE TITLE
24RIMP3E01	Talent and Knowledge Management
24RIMP3E02	Learning and Development
24RIMP3E03	Human Resource Metrics and Analytics
24RIMP3E04	Strategic Human Resource Management
24RIMP3E05	Industrial Relations and Labour Legislation

# TALENT AND KNOWLEDGE MANAGEMENT

Course Code: 24RIMP3E01

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1 - Information: Comprehend primary ideas and phrasings connected with Ability and Information The executives. K2 - Perception: Make sense of connections and decipher techniques applied in Ability and Information The executives. K3 - Application: Execute systems and devices in Ability and Information The executives to really address hierarchical requirements.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>Grasp the importance and meaning of ability the executives, for authoritative achievement.</li> <li>Inspect the ideas of skill and association including fostering a capability model.</li> <li>Investigate the idea of Information the executives (KM), and key cycles in information concentrated firms.</li> <li>Examine Information the executives Framework for viable information the board.</li> <li>Evaluate authoritative effects of Information The board on individuals, processes, items, including appraisals.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Unit I: Talent &amp; Knowledge Management</b> -Meaning & Importance of Talent Management-Scope of Talent Management-Talent Management System-Institutional strategies for Talent Management- Understanding Strategy, People and Information Technology for a successful Knowledge Management System.	8	4	0	12	I
<b>II</b>	<b>Competency:</b> Meaning, Characteristics, Types, Steps in Developing a Competency Model.	7	4	0	11	I
<b>III</b>	<b>Nature of Knowledge Management-</b> Types of Knowledge- Location of Knowledge- Key Processes in Knowledge Intensive Firms.	8	4	0	12	II
<b>IV</b>	<b>Knowledge Management Infrastructure-</b> Mechanism and System- Knowledge Management Framework and Approaches.	8	4	0	12	II
<b>V</b>	<b>Assessment of Organization:</b> Knowledge Management Assessment of Organization-Importance-Types of Timing- Organization Impacts of Knowledge Management on People, Processes, Products & Organization Performance.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

## Course Outcomes:

CO1: Gain information on the vital ideas and key significance of ability the executives.

- CO2: Foster a careful comprehension of skill models, creation, and application in labor force improvement.
- CO3: Be ready to break down different kinds of key jobs and the board in business settings.
- CO4: Become mindful of the components and frameworks engaged with Information The executives foundation to help authoritative learning and development.
- CO5: Dissect the hierarchical effects of Information The board rehearses on individuals, cycles, and by and large execution to further develop navigation and vital preparation.

## References:

### Text Books:

1. Stuart Barnes, "Knowledge Management Systems", Ed, Cengage Learning.
2. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", 2009, Pearson Education Inc.
3. Donald Hislop, "Knowledge management in Organizations", 2009, Oxford University Press, Second edition.
4. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.
5. Dalkir, K. (2017). Knowledge management in theory and practice (3rd ed.). MIT Press.

### Reference Books:

1. Acharya and Tripathy, (2016), Manpower Planning and Strategic Change, Himalaya Publication House, New Delhi.
2. Acharya, Tripathy, (2016), Human Resource Planning and Strategic Change, Himalaya Publications House, New Delhi.
3. Dipak Kumar Bhattacharya, (2011), Human Resource Planning, Excel Books publications.
4. Greenhaus, J.H (1987), Career Management, Dryden, New York.
5. Mabey, C and Salama, G (1995), Strategic Human Resource Management, Oxford, Blackwell.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	3	1	2	1	2	4	3
CO2	3	3	3	3	3	2	3	2	3	3	2	2
CO3	3	3	3	3	3	3	3	2	3	3	2	3
CO4	2	2	3	3	2	3	1	2	1	2	4	3
CO5	3	3	3	3	3	2	3	2	3	3	2	2



## LEARNING AND DEVELOPMENT

**Course Code: 24RIMP3E02**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester- III
<b>Cognitive Level</b>	K1: Recall foundational concepts, principles, and processes related to training and enhancement in an organizational context. K2: Understand the methodologies for assessing training needs and designing effective training programs within organizations. K3: Apply various tools and techniques to evaluate the effectiveness of training programs.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>Recall the fundamental concepts of employee training and enhancement.</li> <li>Understand the basic expectations and motivations of human resources.</li> <li>Analyze and develop a strategy for training and enhancement.</li> <li>Comprehend various methods of training and enhancement.</li> <li>Apply the principles to design a comprehensive training and enhancement program.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to Training</b> Meaning and Definition – Need for Training – Importance of training – Objectives of Training – Steps in training programs – Training Policy - Training for different employees – Principles of learning and training	9	4	0	13	I
<b>II</b>	<b>Training Methods</b> – On the job – Vestibule training, Training by the experienced workman, Training by supervisor, Demonstrations and examples, Simulation, Apprenticeship – Off the job – Lectures, Conference method, Seminar or Team discussion, Case studies, Role Playing, Programmed instruction, T group training, Audio visual aids	8	4	0	12	I
<b>III</b>	<b>Technology in Training</b> – Instructor-led online courses – Self paced courses – Blended learning - Corporate training – Online training platforms – Social and microlearning - Gamification in learning - Training evaluation – Retraining	8	4	0	12	II
<b>IV</b>	<b>Development</b> – Importance of Development – Management development – Purpose and objectives – Stages – Components – Factors inhibiting development	6	4	0	10	II
<b>V</b>	<b>Coaching and Counselling</b> – Methods – Management Syndicate – Incident process – In Basket – Sensitivity – Counselling – Special projects – Committee assignments – Conferences – Management games.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** Demonstrates the ability to recall the concepts of employee training and enhancement.  
**CO2:** Understands the basic expectations and motivations of human resources.  
**CO3:** Capable of analyzing and devising a training and enhancement strategy.  
**CO4:** Understands various methods of training and enhancement.  
**CO5:** Applies concepts to effectively design a training and enhancement program.

**References:****Text Books:**

1. Raymond Noe E, (2023), Employee Training & Development, 9<sup>th</sup> edition, Tata McGraw– Hill Publication, Mumbai.
2. Rolf Lynton & Udai Pareek, (2016), Training for organizational transformation , Sage Publications, New Delhi,.
3. Singh A.K., Duggal B.R. & Puneet Mohan, (2018), Human Resource Management and Development, Sun India Publication.
4. Blanchard, (2016), Effective Training-Systems, strategies and practices, Pearson education, 2nd edition.
5. Reid M.A., (2001), Training Interventions, Managing Employee Development, 3rd ed. London IPM.

**Reference Books:**

1. Lynton R Pareek U (2015), Training to Development 2nd ed. Vistaar Publications, New Delhi.
2. Pepper, Allan D, (2016), Managing the Training and Development function, Aldershot, Gower Publications.
3. Mathews S, (2016), Designing and Managing a Training and Development Strategy, Pearson Education, 2016.
4. Bewnet, Roger, (2010), Improving Training effectiveness, Aldershot, Gower.
5. Buckley R & Caple, Jim, (2011), The Theory & Practice of Training, Kogan & Page, London.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	3	3	2	1	1	2	3	1
CO2	3	3	3	3	3	2	2	1	1	2	2	1
CO3	3	3	2	3	2	3	3	3	1	3	3	3
CO4	3	3	2	3	2	3	3	3	1	3	2	3
CO5	3	3	3	2	3	3	3	2	1	3	1	2

## HUMAN RESOURCE METRICS AND ANALYTICS

**Course Code: 24RIMP3E03**

**Credit:4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester- III</b>
<b>Cognitive Level</b>	K1: Recall the concept of human resource metrics and analytics. K2: Understand the impact on the operative functions of HR. K3: Apply the concept in practice in an organisation.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To familiarize the concept of HR metrics.</li> <li>To understand the Creating Levels of Metrics Measures.</li> <li>To recall the concept of HR Analytics.</li> <li>To gain knowledge in the areas of recruitment, selection and performance appraisal.</li> <li>To apply the Impact of Interventions in practice.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	Introduction to HR analytics: Meaning of HR analytics, Definition of analytics, Need for HR Analytics, Leading Practices for Improved Organizational Performance, Contribution of HR Analytics, Approaches to HR Analytics, Human Resources analytics applications, Role of HR in building organizational capabilities.	9	4	0	13	I
<b>II</b>	HR intelligence framework: Human Capital Maturity Framework- leadership practices; engagement practices; access to knowledge practices. People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, HR Scorecard; Workforce Scorecard; constructing HR scorecard.	8	4	0	12	I
<b>III</b>	Staffing metrics: Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model.	8	4	0	11	II
<b>IV</b>	Development metrics – Training ROI, Training evaluation models, tracking the value of career management, measurement, performance metrics, EFQM, and Baldrige criteria, The Intuitive, non-analytic framework for Performance Management; The Targeted Analytics to improve Talent Decisions	6	4	0	10	II

<b>V</b>	Compensation metrics – Calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absence, the cost impact of unplanned absences and staffing.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	40	20	-	60	-

#### Course Outcomes:

**CO1:** Able to familiarize the concept of HR metrics.

**CO2:** Understood the Creating Levels of Metrics Measures.

**CO3:** Able to recall the concept of HR Analytics.

**CO4:** Gained knowledge in the areas of recruitment, selection and performance appraisal.

**CO5:** Able to apply the Impact of Interventions in practice.

#### References:

##### Text Books:

1. Fitz-enz, J. (2001). How to Measure Human Resource Management, Mc Graw-Hill; 3 edition
2. Fitz-enz, J. (2009). The ROI of Human Capital: Measuring the Economic Value of Employee Performance, AMACOM; Second Edition
3. Fitz-enz, J & John R. Mattox, II (2014), Predictive Analytics for Human Resources, John Wiley & Sons, Inc., Hoboken, New Jersey
4. Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric (2nd ed.). Kogan Page.
5. Green, M. E. (2017). Analytics in HR: The secrets of data-driven HR. CreateSpace Independent Publishing Platform.

##### Reference Books:

1. Lawler, E. E. & Mohrman, S. A. (2003). Creating a Strategic Human Resources Organization: An Assessment of Trends and New Directions. Stanford: Stanford University Press (a).
2. Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM
3. Boudreau, J.W. (2010). Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent, Harvard Business Press
4. Martin R. Edwards & Kirsten Edwards, (2016). Predictive HR Analytics: Mastering the HR Metric, First Edition, Kogan Page. ISBN-10: 0749473916, ISBN-13: 978-0749473914
5. Sesil, J. C. (2017). Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance, and improving knowledge management. Pearson FT Press.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	3	3	3	2	3	3	2	1	1	2	3	2
<b>CO2</b>	3	3	3	3	3	3	2	1	1	2	2	3
<b>CO3</b>	3	3	2	3	2	2	3	3	2	3	3	2
<b>CO4</b>	3	3	2	3	2	2	3	3	3	3	2	3
<b>CO5</b>	3	3	3	2	3	3	3	2	2	3	3	2

## STRATEGIC HUMAN RESOURCE MANAGEMENT

**Course Code: 24RIMP3E04**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester- III
<b>Cognitive Level</b>	K1: Recall the concept of strategic human resource management. K2: Understand strategic human resource planning and performance development, adopting various approaches and techniques. K3: Adapt to the changing role of training and change management.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To familiarize the human resource practices to make it a strategic resource in the organisation.</li> <li>To understand recruitment and retention strategies.</li> <li>To understand the reward and compensation strategies.</li> <li>To adopt with the methods of training and development.</li> <li>To gain knowledge about the retrenchment strategies.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Concept of SHRM:</b> Definition- objectives- scope- functions - Strategic role of SHRM - Difference between traditional HRM and SHRM - Essential elements of SHRM - Introduction to business and corporate strategies - Definitions and differences.	6	3	0	9	I
<b>II</b>	<b>Human Resource Planning:</b> Corporate career planning and succession planning - Strategic workforce planning - Understanding and measuring human capital - Talent acquisition - HR outsourcing. Strategic approaches to recruitment and selection - Analysis of selection and recruitment practices of professionally managed companies.	10	6	0	16	I
<b>III</b>	<b>Strategic Performance Development Approach:</b> Trends in performance appraisal - self appraisal- competency mapping- balance scorecard - using KPI's for peak performance - reward & compensation strategies- Retention strategies - combating job hopping - HR empowerment through performance management.	7	4	0	11	II
<b>IV</b>	<b>Changing Role of Training:</b> Proactive training management - strategic activities for developing training team - Innovative web based training - m-learning- e-mentoring- e-coaching - Strategic employee empowerment - HR audit and accounting.	8	4	0	12	II
<b>V</b>	<b>Change Management and Strategic HRM:</b> Strategies to overcome HR challenges faced by Indian companies - Strategic competencies for HR professionals; Global competitiveness and Strategic HR.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

**CO1:** Gain knowledge and skills needed for success as human resources professional.

**CO2:** Have an understanding of the tools and techniques used by organizations to meet

current challenges.

**CO3:** Able to plan and developed human resource aligning with business.

**CO4:** Able to adapt with the changing role of training.

**CO5:** Able to adapt with the change management and strategic HRM.

**References:**

**Text Books**

1. Gowri Joshi ,Veena Vohra, (2018), Talent management –,Cengage Learning.
2. K.Prasad, (2015), Strategic Human Resource Management, Macmillan India Ltd.
3. McLeod. (2011) , The Counsellor workbook. Tata McGraw Hill.
4. Paul Boselie. (2015) , Strategic Human Resource Management. Tata McGraw Hill.
5. Randall S Schuler and Susan E Jackson. (2018) , Strategic Human Resource Management. Wiley India. 2nd edition .

**Reference Books:**

1. Jeffrey A Mello , (2017) , Strategic Human Resource Management , Cengage Learning , Southwestern.
2. Monir Tayeb. (2017) , International Human Resource Management. Oxford.
3. Randy L. Desimone , Jon M. Werner – David M. Mathis (2021) , Human Resource Development , Cengage Learning .
4. Richard Regis, (2008), Strategic Human Resource Management and Development, Excel books.
5. Robert L. Mathis and John H. Jackson, (2017) , Human Resource Management , Cengage Learning.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	2	3	3	3	2	3	2	2	3	3
CO2	2	2	2	3	2	3	2	3	3	2	2	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	2	2	3	3	3	2	3	2	2	3	3
CO5	3	2	2	3	3	3	2	3	2	2	3	3

## INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

Course Code: 24RIMP3E05

Credit: 4

Hours:4/Week

Programme	MBA	Semester- III
<b>Cognitive Level</b>	K1:Impart basic knowledge of the Indian Industrial legislation. K2:Understand the maintenance of industrial harmony. K3: Ensuring healthy relationship among the workforce for achieving the organizational goals.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To familiarize with the different concepts and practices of the Public Relations in organizations.</li> <li>To understand and solve the Industrial Conflicts and Disputes.</li> <li>To know about the labour welfare concept and funds in industrial relations.</li> <li>To identify the industrial safety and analyze the causes for accidents.</li> <li>To infer the special categories of welfare.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Industrial Relations Concepts</b> – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.	10	6	0	16	I
<b>II</b>	<b>Industrial Peace:</b> – Impact – Causes – Strikes – Prevention – Industrial Peace –Government-Machinery – Conciliation – Arbitration – Adjudication.	5	3	0	9	I
<b>III</b>	<b>Health and Safety Provisions:</b> Factories Act 1948 – Definitions and interpretations – Major Provisions – Employee Health & hygiene - Welfare – Industrial Safety – Fire Safety -Tamilnadu Shops and Business Establishment Act 1947- Its applicability and major aspects.	8	4	0	11	II
<b>IV</b>	<b>Salary and wage Provisions:</b> The payment of Wages Act, 1936 – Introduction and Objective– Permissible deductions - The Minimum Wages Act, 1948 –Introduction – Fixing of minimum rates of wages – The Payment of Bonus Act, 1965 – Eligibility and disqualification for Bonus – Computation of working days – Time limit for payment of Bonus – The employee Compensation Act, 1972.	8	4	0	12	II
<b>V</b>	<b>Industrial Disputes:</b> The Industrial Employment (Standing Orders) Act,1946, Commissions and Omissions – The Industrial Disputes Act, 1947 – Cases of Disputes – Strikes and Lock Outs – Kinds of Strike – Lay off and Retrenchment.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

**Course Outcomes:**

**C05:** Adopt in solving industrial disputes.

[illegible]



## **FINANCIAL MANAGEMENT ELECTIVES**

### **SEMESTER - III**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP3E11	Security Analysis and Portfolio Management
24RIMP3E12	Banking Technologies and Financial Institutions
24RIMP3E13	Project Appraisal and Finance
24RIMP3E14	Corporate Finance
24RIMP3E15	Risk Management for Banks and Insurance Companies

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Course Code: 24RIMP3E11**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-III
Cognitive Level	K1: Understanding the principles of investing. K2: Analyzing the methods of investing in a quantifying manner. K3: Evaluating and analyzing the portfolio methods for the corporate world.	
Course Objectives	<ul style="list-style-type: none"> <li>To understand the importance of investing.</li> <li>To analyze the fundamental and technical methods of investment.</li> <li>To identify the best way for portfolio management.</li> <li>To study the best revision methods of portfolio management.</li> <li>To bring out the success in investment.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<b>Investment:</b> Meaning- Objectives and Characteristics of Investments- Investment vs. Speculation- Investment vs. Gambling- Types of Investors- Investment Avenues.	8	4	0	12	I
II	<b>Investment Analysis:</b> Concepts of Fundamental Analysis and Technical Analysis- Fundamental Analysis – Economic Analysis- Industry Analysis and Company Analysis- Technical Analysis – Meaning and Basic Principles of Technical Analysis- Tools of Technical Analysis- Important Chart Formations or Price Patterns and Technical Indicators- Criticisms of Technical Analysis.	7	4	0	11	I
III	<b>Portfolio Management:</b> Concept Portfolio and Portfolio Management- Efficient Market Theory – Random Walk Theory- The Efficient Market Hypothesis- EMH vs. Fundamental and Technical Analysis; Portfolio Analysis – Expected Return and Risk of Portfolio.	8	4	0	12	II
IV	<b>Portfolio Revision:</b> Meaning and Need of Portfolio Revision- Constraints in Portfolio Revision - Portfolio Evaluation – Evaluation of Portfolio Performance- Sharpe's Performance Index- Treynor's Performance Index and Jensen's Performance Index.	7	4	0	11	II

<b>V</b>	<b>Portfolio Analysis:</b> Diversification- Risk-Return Calculations of Two-security Portfolio; Portfolio Selection – Feasible Set of Portfolio- Selection of Optimal Portfolio- Markowitz Model and Efficient Frontier- Capital Asset Pricing Model (CAPM)- Arbitrage Pricing Theory (APT);	8	4	0	12	II
	<b>Invited Talks/ Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	-

#### Course Outcomes:

**CO1:** Relate students with the basic concepts and principles of investment analysis and portfolio management

**CO2:** Imply the skills required for selecting and constructing an efficient portfolio.

**CO3:** Appraise the portfolio performance and thereby revising the portfolio for efficient investment decisions.

**CO4:** Provide theoretical knowledge of the subject with its implications to the real world

**CO5:** Understand the importance of investing and best methods of investing.

#### References:

##### Text Books:

1. Fischer , D.E. and Jordon , R. J , (2002)Security Analysis and Portfolio Management , Pearson Education , New Delhi.
2. Kevin , S , (2015) , Security Analysis and Portfolio Management , PHI Learning Pvt. Ltd. , Delhi.
3. Donald E.Fischer & Ronald J.Jordan, (2011), Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition.
4. Prasannachandra, (2011), Investment analysis and Portfolio Management, Tata McGraw Hill.
5. Bodie, Kane, (2014), Marnus Investment, Tata MC Graw Hill.

##### Reference Books:

1. Chandra, P, (2021), Investment Analysis and Portfolio Management, McGraw Hill Education.
2. Pandian, (2012), Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi .
3. Kevin, (2015), Portfolio Management, Prentice Hall of India
4. V K Bhalla, (2014), Investment Management, Sultan Chand
5. Fischer & Jordon,(2013), Security Analysis and Portfolio Management, Pearson.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	3	2	2	3	3	3	2	3	2	2	3	3
<b>CO2</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO3</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO4</b>	3	2	2	3	3	3	2	3	2	2	3	3
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	3	3

## BANKING TECHNOLOGIES AND FINANCIAL INSTITUTIONS

**Course Code: 24RIMP3E12**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1: Acclimating the essential ideas of banking in India. K2: Examining the administrative elements of banking and its Administrations. K3: Assessing and dissecting the presentation of formative banks in India.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To cause the understudies to figure out the guideline of banks in India.</li> <li>• To outfit understudies with a top to bottom information on monetary administration in financial associations.</li> <li>• To represent resources and risk the executives non-execution resources in banks.</li> <li>• To give understudies an establishment to scholarly preparation and improvement in bank the board.</li> <li>• To furnish hypothetical information regarding the matter with its suggestions to this present reality.</li> </ul>	

Units	Contents	Lecture	Tutorial	Practical	Total Hours	Units for CFA
<b>I</b>	<b>Banking:</b> Banking sector – reforms in banking- an introduction to banking and financial services management: An overview.	7	4	0	11	I
<b>II</b>	<b>Banking Services:</b> Classification of banks- Deposits- Passbook and bank customer – special type- Negotiable Instruments and cheque - Crossing Endorsement- Paying Banker - Right of a Banker – Customer .	8	4	0	12	I
<b>III</b>	<b>Loans and Advances:</b> Goods- securities- documents of title of goods- Modes of charging security- Subsidiary service - Assets and Liability Management- Non-Performance Assets.	8	4	0	12	II
<b>IV</b>	<b>Financial Services:</b> Definition and scope of Financial Services- Various Financial Services– Investment Banking- Merchant Banking- Depositories and Custodians.	7	4	0	11	II
<b>V</b>	<b>Financial Institutions:</b> Role and Development Financial Institutions in India– Industries Development Bank of India (IDBI)- Small Industries Development Bank of India (SIDBI)- Industrial Finance Corporation of India (IFCI)- Export-Import Bank of India - NABARD etc.	8	4	0	12	II
	<b>Invited Talks/Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	-

**Course Outcomes:**

- CO1:** Acclimate understudies with the directing system for banks in India.
- CO2:** Outfit understudies with a top to bottom information on monetary administration in financial associations.
- CO3:** Represent Resources and Responsibility - executives Non-Execution Resources in banks.
- CO4:** .Give understudies an establishment to scholarly preparation and improvement in bank the board.
- CO5:** Furnish hypothetical information regarding the matter with its suggestions to this present reality.

**Reference Books**

1. Rose ,P.S. and Hudgins S.C , (2012) , Banking Management and Financial Services , McGraw ,Hill Education , New York.
2. Gordon ,E. and Natarajan , K , (2019) Banking Theory , Law and Practice , Himalaya Publishing House , Mumbai.
3. Shekhar ,K.C. and Shekhar , L , (2013) , Banking Theory and Practice , Vikas Publishing , New Delhi.
4. Gomez , C (2008) , Financial Markets , Institutions and Financial Services , Prentice Hall India Learning Private Limited , New Delhi.
5. Khan , M. Y (2018), Indian Financial System , McGraw Hill.

**Reference Books:**

1. Addison Wesley Longman(1999) , Principles of money , banking , and financial markets , Ritter , Lawrence S ;Silber , WilliamL , and Udell , Gregory F , Reading , Mass: , 10<sup>th</sup>ed.
2. Pathak , B , (2018) , The Indian Financial System: Markets , Institutions and Services , Pearson Education , Delhi.
3. Bhole , L. M. and Mahakud , J , (2018) , Financial Institutions and Markets: Structure , Growth and Innovations , McGraw Hill.
4. Padmalatha Suresh and Justin Paul,(2017), Management of banking and Financial service, Pearson Publishing, New Delhi
5. Peter s. Rose and Sylvia C. and Hudgins,(2017), Bank Management and Financial Services, Tata McGraw Hill, New Delhi.

<b>Mapping of COs with PSOs and POs</b>												
<b>CO/PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	2	2	1	3	2	4	1	2	1	2	3	3
<b>CO2</b>	3	3	3	3	3	5	3	2	3	3	2	4
<b>CO3</b>	3	3	3	3	3	5	3	2	3	3	2	5
<b>CO4</b>	2	2	1	2	2	4	1	2	1	2	4	4
<b>CO5</b>	3	3	3	3	3	5	3	2	3	3	2	5

## PROJECT APPRAISAL AND FINANCE

**Course Code: 24RIMP3E13**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1: Understand about the project reports and the steps involved in the project report. K2: Able to analyze the cost of the project and how to mobilize the funds from different funding agencies. K3: Have and apply the knowledge of RBI guidelines regarding the project finance.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To overview and structuring of project financing.</li> <li>To understand in valuing projects.</li> <li>To understand project negotiation.</li> <li>To know how to carry out project analysis.</li> <li>To identify various conditions of the project.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to Projects:</b> project report- Contents of Project reports- steps involved in a preparation of Project Reports. Viability studies -Commercial Feasibility- Economic and Financial viability- consultancy services- financing agencies. Commercial Banks- Development banks- State Financial Corporation in Refinance scheme for project finance.	6	3	0	9	I
<b>II</b>	<b>Appraisal of Project:</b> Commercial appraisal- Technical appraisal- Financial appraisal- Economic appraisal. Appraisal for term loan and Working Capital- steps involved in appraisal- RBI guidelines on term loan- working capital financing- Tandon- Chore Mara the committee recommendations- Credit monitoring arrangement- financing of SME Units. Traditional method and Nayak Committee recommendations - preparations of appraisal report.	10	6	0	16	I
<b>III</b>	<b>Cost and Means of Finance:</b> Cost of Project- Means of Finance - Share capital- Debt Capital - Finance Leverage - Capital Budgeting Decisions -Term Loans - Non fund based credits-deferred payment guarantees- Bills- Co-acceptance facilities- RBI guidelines in DPGS and BCF - lines of credit - working capital finance- structure - cash credit- over draft- Bill finance – Factoring – Forfeiting - Expert pre-shipment and post-shipment.	7	4	0	11	II

<b>IV</b>	<b>Appraisal for Leasing Projects:</b> Lease Evaluation - Appraisal for Hire purchase facility-Appraisal for venture capital - Appraisal of international projects - International CAPM. Loan syndication - Consortium finance.	8	4	0	12	II
<b>V</b>	<b>Industrial sickness and Rehabilitation:</b> Definition of Industrial Sickness - Identification of Sickness- causes of sickness- rehabilitation programmes - Sick Industries Companies Act (SICA)- BIFR- RBI guidelines. Financing of sick industries - Recovery proceedings. Liquidation Debt Recovery Tribunals- out of court settlements.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

**CO1:** Have knowledge of structuring project financing.

**CO2:** Able to appraise projects.

**CO3:** Able to carry out project budget.

**CO4:** Able to carry out project analysis.

**CO5:** Able to identify various conditions of the project.

#### References:

##### Text Books:

1. Yescombe. E.R, (2002), Principles of Project Finance, Second Edition , Academic Press.
2. John E. Triantis , (2018), Project Finance for Business Development , Wiley and SAS Business Series.
3. Gatti, S. (2018). Project finance in theory and practice: Designing, structuring, and financing private and public projects (3rd ed.). Academic Press.
4. Finnerty, J. D. (2013). Project financing: Asset-based financial engineering (3rd ed.). Wiley.
5. Esty, B. C. (2003). Modern project finance: A casebook. Wiley.

##### Reference Books:

1. Richard Tinsley , (2014) , Advanced Project Financing , Second Edition.
2. Edward Bodmer , (2013), Corporate and Project Finance Modelling : Theory and Practice (Wiley Finance), Introduction to Project Finance (Essential Capital Markets) Andrew Fight.
3. Timothy J. Kloppenborg, Vittal S. Anantatmula, Kathryn Wells,(2019), Contemporary Project Management, 4th Edition, Cengage India Publishing.
4. Dr. Sanjiv Marwah, (2011), Project Management, Dreamtech Press.
5. Chaturvedi & Jauhari(2016), Project Management, Himalaya Publishing, 1 st Edition

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	3	2	3	2	2	2	2	3	3	1	3	3
<b>CO2</b>	2	3	3	2	3	2	3	3	2	3	2	3
<b>CO3</b>	3	2	2	3	3	3	2	3	2	2	3	3
<b>CO4</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	3	3

# CORPORATE FINANCE

Course Code: 24RIMP3E14

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
<b>Cognitive Level</b>	<b>K1:</b> Understand and examine the significance of mergers and acquisitions in the economy and industry. <b>K2:</b> Identify relevant cash flows for capital budgeting projects and apply diverse methods for project analysis. <b>K3:</b> Evaluate empirical evidence regarding securities returns, active management, and their implications for market efficiency.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To analyze valuation principles and their roles in financial frameworks.</li> <li>To understand the economic impact of mergers and acquisitions.</li> <li>To utilize simulation methods, including the Monte Carlo method, for financial analysis.</li> <li>To identify appropriate approaches for addressing financial challenges in service firms.</li> <li>To study functions such as amalgamations, spin-offs, and demergers, along with value-based management and valuation from a managerial perspective.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial	Practical	Total Hour	Units for
<b>I</b>	<b>Overview of Financial Management:</b> Meaning, Objectives, Scope, Role and Functions of Financial Management - Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization. Time value of Money - Concepts, Compounding, Discounting, Annuities. Sources of Long-Term Finance - Equity Shares, Preference Shares and Debentures, Term loan.	7	4	0	11	I
<b>II</b>	<b>Understanding Investment Decisions:</b> Capital Budgeting Decisions - Meaning, Features - Types and Importance of Investment Decisions - Discounted Cash Flow (DCF) - NPV, IRR, MIRR, PI, Discounted Payback - Non-Discounted Cash Flow Techniques - ARR, Payback period Understanding Dividend Decision: Dividend and dividend policy - Factors affecting dividend payout - Dividend payment models	8	4	0	12	I
<b>III</b>	<b>Cost of Capital:</b> Significance, Concept of the Opportunity Cost of Capital - Component Costs of Capital - Cost of Debt, Preference - Capital and Equity Capital - Weighted Average Cost of Capital (WACC) – Leverage - Types of Leverage - Operating, Financial and Combined Leverage. Capital Structure Decisions - NI Approach - NOI Approach - MM Theory with and without Taxes	7	4	0	11	II
<b>IV</b>	<b>Working Capital Management:</b> Concepts of Working Capital - Operating Cycle - Determinants of Working Capital - Estimating Working Capital Needs - Working Capital Finance Policies - Matching approach, conservative approach - aggressive approach. Cash Management - Need for Cash Management - Cash Management Cycle - Cash Forecasting through Budgeting - Determining the	8	4	0	12	II



	Optimum Cash Balance under Certainty (Baumol's Model) and Uncertainty (The Miller- Orr Model).					
<b>V</b>	<b>Receivables Management:</b> Nature and Goals of Credit Policy - Credit Policy Variables. Application: Select suitable organization and study: The role and functions of the Finance department - Select Scrip or bonds and do the valuation of its Securities - Study the investment decisions, working capital policy and cash budgeting etc.	8	4	0	12	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcome

**CO1: Describe** and clarify the strategies for managing corporate capital structure.

**CO2: Evaluate** corporate projects utilizing scenario, sensitivity, and simulation analyses.

**CO3: Analyze** corporate acquisitions, enterprise value, payment forms, and financing methods.

**CO4: Apply** option pricing theory to enhance project valuation techniques.

**CO5: Apply** concepts of time value, risk, return, and valuation techniques to bond assessments.

### References:

#### Text Books:

1. Prasanna Chandra , (2005) , Corporate Valuation and Value Creation , Tata McGraw, Hill.
2. Aswath Damodaran , (2006) , Valuation Security Analysis for Investment and Corporate Finance , Damodaran , Wiley Publication.
3. Holthausen , Zmijewski , (2017) , Corporate Valuation , Cambridge Business Publishers.
4. Paul Brown , and James M. Wahlen , (2016) , Financial Reporting , Financial Statement Analysis , and Valuation: A Strategic Perspective , Clyde P. Stickney , South , Western College Pub.
5. Palepu , Healy and Bernard , (2002) , Business Analysis and Valuation , Thomson South Western ,(PHB).

#### Reference Books:

1. Copeland , Koller and Murrin , John Wiley & Sons (CKM) , (2012) , Measuring and Managing the Value of Companies.
2. Damodaran, A. (2014). Applied corporate finance (4th ed.). Wiley.
3. Hillier, D., Ross, S., Westerfield, R., Jaffe, J., & Jordan, B. (2019). Corporate finance (4th European ed.). McGraw-Hill Education.
4. Brigham, E. F., & Daves, P. R. (2021). Intermediate financial management (13th ed.). Cengage Learning.
5. Megginson, W. L., & Smart, S. B. (2008). Introduction to corporate finance (3rd ed.). South-Western Cengage Learning.

Mapping of COs with PSOs and POs												
CO/PO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6
<b>CO1</b>	3	2	2	3	2	3	2	3	3	2	2	3
<b>CO2</b>	2	1	3	3	2	3	3	2	3	2	3	3
<b>CO3</b>	2	2	2	3	2	3	3	2	2	1	2	3
<b>CO4</b>	3	2	2	2	1	2	2	3	3	2	2	3
<b>CO5</b>	2	2	2	3	3	3	3	2	3	2	3	2

## RISK MANAGEMENT FOR BANKS AND INSURANCE COMPANIES

**Course Code: 24RIMP3E15**

**Credit: 4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-III</b>
<b>Cognitive Level</b>	K1:Understanding the meaning of risk management. K2:Analyzing the source- types of business risk and implications of risk in business. K3:Evaluation of measures to overcome risk and maximizing the profit from investment.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To identify and analyze all types of risk in business activities.</li> <li>• To manage the risk by using different risk management strategies.</li> <li>• To analyze the type of market risk and managing market risk.</li> <li>• To find what are the operational risks found in business and how to managing operational risk.</li> <li>• To understand the risk involved in banks.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Introduction to Risk Management:</b> Risk – Meaning and definition – Risk and uncertainty – Chances of loss – Peril and Hazard - Classification of risks – Historical development of the concept of risk – Techniques of managing risk –Risk pooling-insurable risks vs. hedging – Risk Transfer Methods.Asset Liability Management (ALM)- Introduction ALM, Meaning, Significance0 Objective; Analyzing Bank performance using the Assets	7	4	0	11	I
<b>II</b>	Risk management – Meaning and objectives – Elements of risk management – Risk - management process – Risk assessment, risk mapping, risk control techniques - techniques of risk financing, insurance as risk transfer – Benefits of risk management – Personal risk management Alternative Models of Bank Performance- A Critique of Traditional GAAPBase Performance.	8	4	0	12	I
<b>III</b>	Insurance company operations – Rating and rate-making – Underwriting – Production – Claims settlement – Reinsurance – Alternatives to traditional reinsurance - Investments – Other insurance company functions	7	4	0	11	II
<b>IV</b>	Legal principles in risk and insurance - Principle of indemnity, insurable interest - subrogation, utmost good faith –Assessing loss exposures – property – liability personnel – Net income – Risk Management decision making process	8	4	0	12	II



## **OPERATIONS MANAGEMENT ELECTIVES**

### **SEMESTER -III**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP3E21	Supply Chain Management
24RIMP3E22	Quality Toolkit for Managers
24RIMP3E23	Advanced Materials Management
24RIMP3E24	Operations Strategy
24RIMP3E25	Innovation and Product Development

## SUPPLY CHAIN MANAGEMENT

**Course Code: 24RIMP3E21**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1: Enable the students to understand the basics of linguistics and supply chain process. K2: Make the students apply the concepts and process in supply chain operations. K3: Evolve business models in the SCM process.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To understand the functional activities of logistics and supply chain management.</li> <li>To analyze the aggregate planning and resource allocation decisions- procurement analytic- production modeling international financial management.</li> <li>To study about the manufacturing flow mechanism- workflow automation and the flexibility in manufacturing.</li> <li>To understand the importance of Integration of Communication Technology in supply chain- ERP implementation and ERP System Design.</li> <li>To study the global supply chain integration- international sourcing of material and the role of Government in controlling international trade.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Logistics:</b> The Logistics of Business - importance of logistics management for whole-of-life costs control and capital procurement process - Supply Chain Synchronization - Participants of Transportation - function- its Economics- Pricing- Documentation - concepts - Reverse logistics- Integrated Logistic Support (ILS)- Computer - aided Acquisition and Life - Cycle Support (CALS).	8	4	0	12	I
<b>II</b>	<b>Supply Chain Management (SCM):</b> Concept of SCM - Components - Features - Strategic issues in SCM- The Supply Chain Metrics- SC drivers - Customer focus in SCM- Demand planning- Purchase Planning - Make or Buy decision -indigenous and global sourcing- Development and Management of suppliers - Cost management -Negotiating for purchasing and subcontracting-Purchase insurance.	7	4	0	11	I

<b>III</b>	<b>Manufacturing Scheduling and Strategic Warehousing:</b> Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization- Material handling system design and decision- Strategic Warehousing - Warehousing Operations – Warehousing Ownership Arrangements – Warehouse Decisions.	8	4	0	12	II
<b>IV</b>	<b>Information Technology and SCM:</b> Information System Functionality - Comprehensive Information System Integration – Communication Technology - Rationale for ERP Implementation- ERP System Design - Supply Chain Information System Design - Enterprise Facility Network - Warehouse requirements - Total Cost Integration - Formulating Logistical Strategy.	8	4	0	12	II
<b>V</b>	<b>International Logistics and Supply Chain Management:</b> Meaning and objectives- importance in global economy- Characteristics of global supply chains - Global Supply Chain Integration - Supply Chain Security - International Sourcing - Role of Government in controlling international trade and its impact on Logistics and Supply Chain.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	-

### Course Outcomes:

- CO1:** The students will gain knowledge in implementing supply chain in business organizations.
- CO2:** The students could develop skills in organizing supply chain process incorporating appropriate IT based tools.
- CO3:** They will learn various models of SCM process to optimize cost and inputs.
- CO4:** The students will study on importance of communication technology in supply chain management and ERP process.
- CO5:** Understand the importance global supply chain and its impact on economy growth and the role of government in controlling global supply chain.

### References:

#### Text Books:

1. Bowersox , Closs , Cooper, (2014) , Supply Chain Logistics Management, McGraw Hill.
2. Burt , Dobbler, (2012), Starling, World Programme Supply Management, TMH.
3. Donald J Bowersox, David J Closs, (2011), Logistical Management (The integrated Supply Chain Process), TMH.
4. Sunil Chopra, Peter Meind, (2010), Supply Chain Management (Strategy, Planning and Operation), Pearson Education , Indi
5. Wisner, J. D., Tan, K.-C., & Leong, G. K. (2016). *Principles of supply chain management: A balanced approach* (4th ed.). Cengage Learning.

### Reference Books:

1. Vivek Kumar, (2017), The Basis For Supply Chain Management, PHI, New Delhi.
2. Shawn Paul, (2020), The Smart Supply Chain, A bold and revolutionary approach to create the smart disrupt business. Pearson Education, India.
3. Chopra, S., & Meindl, P. (2019). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
4. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and managing the supply chain: Concepts, strategies, and case studies* (3rd ed.). McGraw-Hill Education
5. Hugos, M. H. (2018). *Essentials of supply chain management* (4th ed.). Wiley. Handfield, R. B., & Nichols, E. L. (2009). *Introduction to supply chain management* (2nd ed.). Pearson.

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## QUALITY TOOL KIT FOR MANAGERS

**Course Code: 24RIMP3E22**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1: Understand improvement of quality. K2: Know the contributions of various quality methods of charts. K3: Learn the concepts of quality and its tools and life cycle process with international standards of quality.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To orient the students on what quality is all about in every facet of management and how to go about achieving it.</li> <li>• To have clear idea of dimensions of quality in terms of functions and products.</li> <li>• To analyze knowledge of application of analytical tools to control quality</li> <li>• To have knowledge of implications of lack of quality and reliability;</li> <li>• To show the various international standards for measurement of quality.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Quality:</b> Meaning and importance - Principles of quality gurus - Quality improvement techniques – Statistical concepts – definitions- measures of central tendency- measure of dispersion- concepts of population and samples and normal curves - Costs of quality - Process variation – Basic forms and Taguchi's view of variation.	8	4	0	12	I
<b>II</b>	<b>Statistical Process Control Charts:</b> p chart- np chart- X-bar chart- R chart- S chart and c chart - Process capability index - Acceptance sampling – single sample plan- sequential sampling plan- and double sampling plan - Design of experiments – Two level experiments- orthogonal array- grand mean effect- effect of the factors- repetition error effect- determining significant factors and optimum results.	7	4	0	11	I
<b>III</b>	<b>Quality Loss Function:</b> Taguchi loss functions - Types of quality loss function - Robust design process; Parameter design process - Parameter optimization experiment - Experimental approaches – one-factor- at a time experiment- full and fractional factorial experiment - Analysis of mean (ANOM) and Analysis of variance (ANOVA) - Failure mode and effect analysis.	8	4	0	12	II



<b>IV</b>	<b>Reliability:</b> Definition and concepts - Product life characteristic curve – bath tubcurve - Reliability function; Reliability engineering; Total quality management –principles and practices -Customer satisfaction - Total employee involvement - Total production maintenance - Quality assurance - Quality circle; Quality audit – world standards.	8	4	0	12	II
<b>V</b>	<b>Quality Standards:</b> ISO 9000 : 2000 – concepts-various procedures / clauses- certification requirements- implementation of ISO9000 in Indian business environmental IS 14000 – concepts and importance - Six sigma - Service quality measurements – SERVQUAL and national and international standards.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** Understand basic concepts of Quality Management System.  
**CO2:** Explain the ideas related to Statistical Charts and Tools.  
**CO3:** Recall the Functions of various Tests.  
**CO4:** Compare Reliability test and quality circle.  
**CO5:** Analyze various quality standards.

#### References:

##### Text Books:

1. Dale H. Bester field , et.a. (2014) , Total Quality Management , Prentice Hall.
2. Dale, B. G., van der Wiele, T., & van Iwaarden, J. (2013). *Managing quality* (5th ed.). Wiley.
3. Goetsch, D. L., & Davis, S. B. (2016). *Quality management for organizational excellence: Introduction to total quality* (8th ed.). Pearson.
4. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M. (2019). *Total quality management* (5th ed.). Pearson.
5. Pyzdek, T., & Keller, P. A. (2018). *The handbook for quality management: A complete guide to operational excellence* (2nd ed.). McGraw-Hill Education.

##### Reference Books:

1. Donna C.S.Summers , (2015) , Quality Prentice ,Hall, 6<sup>th</sup> Edition.
2. Douglas C. Montgomery , (2015) , Introduction to Statistical Quality Control 5<sup>th</sup> Edition.
3. John Lancaster (2016) , QMS56 Success Secrets Amazon , Edition.
4. Evans, J. R., & Lindsay, W. M. (2020). *Managing for quality and performance excellence* (11th ed.). Cengage Learning.
5. Oakland, J. S. (2014). Total quality management and operational excellence: Text with cases (4th ed.). Routledge.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	3	2	2	3	2	2	2	3	3	2	2	2
<b>CO2</b>	2	1	3	3	2	3	3	2	3	2	3	3
<b>CO3</b>	2	2	2	3	2	3	3	2	2	1	3	2
<b>CO4</b>	3	2	2	2	1	2	2	3	3	2	2	2
<b>CO5</b>	2	2	2	3	3	3	3	2	3	2	3	3

## ADVANCED MATERIALS MANAGEMENT

**Course Code: 24RIMP3E23**

**Credit: 4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-III</b>
<b>Cognitive Level</b>	K1: Impart basic knowledge of the Indian Industrial material management K2: Understand the maintenance of industrial harmony. K3: Ensuring healthy relationship among the workforce for achieving the organizational goals.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To learn the various functions of production.</li> <li>To understand the need of maintenance of plant to have uninterrupted flow of production.</li> <li>To have an idea on the need of material- locating the sources and the process in procurement of materials.</li> <li>To develop an understanding on the control of inventory to avoid over and under stocking of goods.</li> <li>To learn the various role of a storekeeper and also in effective management of waste.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	Concepts of Integrated Materials Management (IMM) - Organizing for IMM - Types of Inventories - Inventory Problems in India.	8	4	0	12	I
<b>II</b>	Codification - Computerization and Information Systems - Standardization and Variety Reduction - Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis, AHP for vendor rating.	7	4	0	11	I
<b>III</b>	P system of inventory, Q system of Inventory, Inventory Valuation, Multiple-item model with storage limitations, Purchase model of inventory for multi-item with inventory carrying cost constraint, Purchase model of inventory for multi-item joint replenishment without shortages, Manufacturing model of inventory for multi-item joint replenishment without shortages, EOQ for purchase model of inventory for multi-item joint replenishment with space constraint.	8	4	0	12	II
<b>IV</b>	Purchasing - Source Selection - Vendor Rating - Purchase Budget - Systems - Tenders - Price Negotiations - Forward Buying - Purchasing Capital Equipments - Seasonal Goods - Special Items - Deferred Payment Schemes - Lending Institutions - Global Purchases - Government Buying - EGS & D - Rate Contract - Insurance - Legal Aspects in Purchasing - Evaluation of Purchase Performance.	8	4	0	12	II



## OPERATIONS STRATEGY

**Course Code: 24RIMP3E24**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester- III
<b>Cognitive Level</b>	K1: Recall the concept of strategic operations management. K2: Understand strategic operations planning and performance development adopting various approaches and techniques. K3: Adapt with the changing role of technology in operations management.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To apply strategic management principles in business situations.</li> <li>To understand the formulation and choice strategy.</li> <li>To know the technology issues in operations management.</li> <li>To know strategic resource management.</li> <li>To know the applications of technology in operations management.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Meaning of Operations Strategy:</b> Concept - Definition - Importance and Linkage with Corporate Strategy- Strategies- Values and Services in Operations Management. Operations Strategy Formulation - Hill framework for Operations Strategy Formulation. Strategic Fit - Concept - Classification - A framework for Operations Strategy in Manufacturing.	10	6	0	16	I
<b>II</b>	<b>Value as Business Concept:</b> Strategic issues in manufacturing - Value Chain concept Focus- core competence and distinctive capabilities - stake holders - strategy- Checking markets- Outcome of Market debate - Linking manufacturing to Markets - strategic integration - why products sell in the markets - Order Winners- Order Qualifiers.	5	3	0	9	I
<b>III</b>	<b>Technology Strategy Issues in New Product development Time to Market:</b> Strategic nature of process - Business implication of Process choice - Hybrid Process. Change management and Sustainability procedure - company or plant based profiles decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various trade offs alternatives – Focused manufacturing - Product or process focus – Lean concept in operation strategy.	8	4	0	11	II
<b>IV</b>	<b>Strategic Resource Management:</b> Concept - Importance- issues involved - organizational issues operational approaches to improving- delivery system. Controlling operations - key performance Indicators- PQCDMS (Productivity- Quality- Cost- Delivery Time- Safety- Morale).	8	4	0	12	II
<b>V</b>	<b>Role of Technology in Operations Strategy:</b> Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.	6	3	0	9	II



# INNOVATION AND PRODUCT DEVELOPMENT

**Course Code: 24RIMP3E25**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1: Recalling the types of innovation- models of innovation and frame work for management of innovation. K2: Understanding the importance of pattern- copyright- trademarks in innovation management. K3: Analyzing the research and development process for the innovation and sustainability of the organization.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To understand the types of innovation- models of innovation and frame work for management of innovation.</li> <li>• To getting hands on experience in applying creativity in problem solving.</li> <li>• To apply t h e i r creative and innovative skills in solving complex problems confronting corporate world.</li> <li>• To evolving new product development and testing for service products.</li> <li>• To utilizing the R&amp;D technology transfer aspects to organization structures for new product development.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Innovation:</b> Introduction – Innovation – definition - types of innovation - models of innovation - framework for management of innovation - difference between Innovation and invention.	10	6	0	16	I
<b>II</b>	<b>Innovation Theories:</b> Innovation diffusion theories - Pearson's uncertainty map - organizational characteristics that facilitate innovation - organizational structures and innovation - trademarks- copyrights- patents and their use in innovation management - remedy against infringement.	5	3	0	9	I
<b>III</b>	<b>Strategic Alliances:</b> Technology trajectories - knowledge base of an organization - degree of innovativeness -linking between innovation strategy and business strategy - strategic alliances for knowledge sharing.	8	4	0	11	II
<b>IV</b>	<b>New Product Development and Testing:</b> Differentiation between products and services - types of services - new service development models - techniques used in consumer testing of new products - models for new product development.	8	4	0	12	II
<b>V</b>	<b>R&amp;D Technology Transfer:</b> Organization structures for new product development - evaluating R&D projects - strategic pressures on R&D - models of technology transfer.	6	3	0	9	

	<b>Invited Talks/ Field Visit</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	

### Course Outcomes:

**CO1:** Understand the nuances involved in Creativity & Innovation.

**CO2:** Getting hands on experience in applying creativity in problem solving.

**CO3:** Student will be equipped to apply their creative and innovative skills in solving complex problems confronting corporate realm.

**CO4:** Evolving New product development and testing for service products.

**CO5:** Utilizing the R&D technology transfer aspects to organization structures for new product development.

### References:

#### Text Books:

1. Karl T. Ulrich , Steven D. Eppinger , Anita Goyal , (2009) , Product Design and Development , Tata McGraw – Hill , Fourth Edition , reprint.
2. Kenneth B.Kahn , (2010) , New Product Planning , Sage Publication , New Delhi.
3. A.K.Chitale and R.C.Gupta , (2008) , Product Design and Manufacturing , PHI.
4. Deborah E. Bouchoux , (2005) , Intellectual Property Rights , Delmar , Cengage Learning , 79
5. Anil Mital. Anoop Desai , Anand Subramanian , Aashi Mital , (2009) , Product Development , Elsevier Publication.

#### Reference Books:

1. Rousing Creativity: (1999) ,Think New Now Floyd Hurr , ISBN 1560525479 , Crisp Publications Inc.
2. Geoffrey Petty , (1999) ,” how to be better at Creativity” , The Industrial Society.
3. Clayton M. Christensen Michael E. Raynor ,” (2000) , The Innovator’s Solution”.
4. Harvard Business School Press Boston , USA , (2003) , Engineering of Creativity TRIZ” , CRC Press New York USA ,”.
5. Kerber , Ronald L , Laseter , Timothy M., (2007), Strategic Product Creation, Tata , McGraw Hill.

<b>Mapping of COs with PSOs and POs</b>												
<b>CO/PO</b>	<b>PO</b>						<b>PSO</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>CO1</b>	2	2	2	2	2	3	2	3	1	2	2	2
<b>CO2</b>	3	3	3	2	3	3	3	3	2	3	3	3
<b>CO3</b>	2	2	2	2	2	1	2	3	3	2	2	2
<b>CO4</b>	3	3	3	3	3	3	3	3	2	3	3	3
<b>CO5</b>	3	3	1	3	3	2	3	3	3	3	3	3

**MARKETING MANAGEMENT ELECTIVES**

**SEMESTER - III**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP3E31	Consumer Behaviour
24RIMP3E32	International Marketing
24RIMP3E33	Retail Management and Services
24RIMP3E34	Export Documentation
24RIMP3E35	Rural Marketing



## CONSUMER BEHAVIOUR

**Course Code: 24RIMP3E31**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-III
Cognitive Level	K1: Knowing customer preference and needs through market survey. K2: Understanding and analysing the perception and attitude the consumer. K3: Familiar in taking decisions on consumer method to be adopted of purchasing.	
Course Objectives	<ul style="list-style-type: none"> <li>To understand the process of consumer behavior.</li> <li>To study the various external and internal factors that influence consumer behaviour.</li> <li>To apply this understanding to the development of marketing strategy.</li> <li>To understand the consumer decision making through marketing research process.</li> <li>To analyze the application of consumer behavior.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<b>Consumer Behaviour:</b> Consumer Behaviour – meaning-definition- Significance - Application of consumer behavior principles to strategic marketing. Role of Marketing in Consumer behavior - Market Segmentation and Consumer behavior.	8	4	0	12	I
II	<b>Consumer As An Individual and In A Social &amp; Cultural Setting:</b> Group dynamics and consumer reference groups - Family - Social Programme and Consumer behaviour- The influence of Culture on Consumer behaviour - Sub - Cultural and Cross Cultural Consumer Analysis - Consumer needs and motivation - Personality and Consumer Behaviour - Psychographics Consumer Perception - attitudes - attitude formation and change - Learning.	7	4	0	11	I
III	<b>Consumer Decision Making Process and Applicability:</b> Personal influence and the opinion leadership - Diffusion of innovation process- Consumer Decision making process- Comprehensive models of consumer decision making - New Product purchase and repeat purchase - Consumer Behaviour applicable to Profit and Non Profit Organizations- Societal Marketing Concept- Marketing Ethics- Consumer movement- Consumer protection in India.	7	4	0	11	II
IV	<b>Marketing Research and Consumer Behaviour:</b> Nature and scope of Marketing Research- Conceptual aspects involved in Marketing Research- Marketing Research and Marketing information System- Marketing Research Process - Identification of Marketing Research problems- formulation of objectives of research- different aspects involved in the formulation of objectives- Basic research designs- Data collection procedures and methods.	7	4	0	11	II
V	<b>Data Analysis and Techniques:</b> Scaling concepts - Different	6	4	0	10	II

	kinds of scaling and their applicability - Questionnaire formulation- Different dimensions involved- Concepts of Sampling- Types of Sampling - Analysis of data- Simple analysis- Kinds of analysis and their applicability- Report writing. Applications of Marketing Research.					
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

**CO1:** Students get expertise in understanding the basic role of marketing.

**CO2:** Knows about psychographic manner of consumer attitude.

**CO3:** Understood to culture way of marketing.

**CO4:** Acquired knowledge on marketing research in understanding customer behaviour.

**CO5:** Got in depth knowledge on applying methods of data collecting- interpreting and report writing.

#### References:

##### Text Books:

1. CL Tyagi and Arunkumar , (2006) , Consumer Behaviour , Atlantic publishers.
2. David L. Loudon Albert J. Della Bitta , (1987) , Consumer Behaviour , –India Edition Tata Mcgraw Hill. Co.
3. Jay D.Lindqvist and M. Joseph Sirgy , (2016) , Consumer behaviour , India Edition , Cengage learning.
4. M S Raju , Dominic Xardel , (1999) , Consumer behaviour , concepts , Applications and cases –Vikas publishing House PVT Ltd.
5. Ramanuj Majumdar , (2002) , Consumer Behaviour –PHI learning PVT. Ltd.

##### Reference Books:

1. Black well and others , (2002) , Consumer Behaviour , India Edition , Cengage learning.
2. C.Olson , Special Indian Edition–Tata Mcgraw Hill.
3. Consumer Behaviour and Marketing Strategy By J. Paul Peter and Jerry
4. Deli Hawkins Roger J Best and others , (2004) , Consumer behaviour , Special Indian Edition , Tata Mcgraw Hill.
5. Michael R. Solomon , (2000) , Consumer Behaviour , Indian Edition – PHI learning PVT Ltd.

Mapping of COs with PSOs and POs												
CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
<b>CO1</b>	2	2	1	2	2	2	2	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3	3	3	2	2	3	2	3
<b>CO3</b>	3	3	3	3	3	3	3	2	3	2	2	2
<b>CO4</b>	2	2	1	2	2	2	2	3	3	2	2	2
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	3	3

## INTERNATIONAL MARKETING

**Course Code: 24RIMP3E32**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Understanding the basic concepts of International marketing. K2: Analyzing the export finance- policy- promotion and regulations. K3: Evaluating the impact of export procedures in global level.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To make the students understand the basic concepts of export and import internationally.</li> <li>To equip the students with an in-depth knowledge on trading policy promotion and regulations.</li> <li>To make them understand about export documentation.</li> <li>To provide students a foundation on mobilizing finance for export.</li> <li>To prepare and follow export procedure in global trade.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>International Marketing:</b> Concepts - marketing process - international trade - marketing strategy - new product planning for export markets - designing product for export - product positioning in overseas markets - product servicing – concept of marketing misagent selection and appointment- anti dumping duties - countervailing duties - non tariff barriers - TRIM - ASEAN - NAFTA - effects on export - GATT - WTO.	9	4	0	13	I
<b>II</b>	<b>Export Policy- Promotion and Regulations:</b> Aims of India's Trade Policy – Import Policy and its Features – Features and Objectives of Export Policy of India – Foreign Trade Policy of India – Instruments of Commercial Policy in India - high lights of export import policy of 2018 - Specials Economic Zones schemes - EPCs - Commodity boards - Export Oriented Industrial Park - export oriented units.	8	4	0	12	I
<b>III</b>	<b>Export Documentation:</b> Export Documents – Types of Export Documents – Stages involved in receiving the Payment of Exports – Banking Procedure of Negotiation. Meaning- Definitions and Types of Letter of Credits – shipping bills - Bill of Lading and other documents-Processing of an Export Order.	7	4	0	11	II
<b>IV</b>	<b>Export Finance:</b> Terms of Payment in International Trade – Short Term Sources of Finance –Medium and Long Term Sources of Finance – Foreign Exchange cover - EXIM banks - Credit - guarantees - advisory services - forfeiting - export Credit and Finance System in India - SIDBI - ECGC - standard policies - specific policies and special policies.	7	4	0	11	II

<b>V</b>	<b>Export Procedures and Globalization:</b> Procedures - registration - offer and receipt of confirmed order - essentials in an order/contract - producing of goods - excise clearance - Sales Tax exemption and other procedures - shipments - marine insurance policy - shipping and clearing agents- computerization and ADS - New policies in globalization - investment - currency- new trends- global outlook.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

**CO1:** Familiarize students with export and import internationally.

**CO2:** Equip students with an in-depth knowledge on trading policy promotion and regulations.

**CO3:** Illustrate and make them understand about export documentation and its preparation.

**CO4:** Provide students a foundation for finance for export.

**CO5:** Preparing and following export procedure for global trade scenario.

### References

#### Text Books:

1. Kapoor. D.C. (2002), Export Management, Vikas Publishing House (P) Ltd New Delhi.

#### References Books:

1. Kumar.V.(2000), International Marketing, Pearson Education (Singapore), Pvt. Ltd. New Delhi.
2. Shaked Ahmad Siddiqui. Dr. (2011), International Marketing, Dream tech Press, New Delhi.
3. Svend Hollensen (2010), Madhumita Banerjee, Global Marketing, Pearson publications, New Delhi.
4. Warsen J. Keegan, Mark C.Green, (2005), Global Marketing- Dorling Kindersley (India) PvtLtd - New Delhi.
5. Balagopal.T. A. S (2004), Export Management- Himalaya Publishing House - New Delhi.

Mapping with COs and POS with PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	2	2	1	3	2	4	1	2	1	2	3	3
<b>CO2</b>	3	3	3	3	3	5	3	2	3	3	2	4
<b>CO3</b>	3	3	3	3	3	5	3	2	3	3	2	5
<b>CO4</b>	2	2	1	2	2	4	1	2	1	2	4	4
<b>CO5</b>	3	3	3	3	3	5	3	2	3	3	2	5

## **RETAIL MANAGEMENT AND SERVICES**

**Course Code: 24RIMP3E33**

**Credit: 4**

**Hours:4/Week**

## EXPORT DOCUMENTATION

**Course Code: 24RIMP3E34**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Understanding the basic concepts of International marketing. K2: Analyzing the export finance- policy- promotion and regulations. K3: Evaluating the impact of export procedures in global level.	
<b>Course Objectives</b>	1. To make the students understand the basic concepts of export and import internationally. 2. To equip the students with an in-depth knowledge on trading policy promotion and regulations. 3. To make them understand about export documentation. 4. To provide students a foundation on mobilizing finance for export. 5. To prepare and follow export procedure in global trade.	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>International Marketing:</b> Concepts - marketing process - international trade - marketing strategy - new product planning for export markets - designing product for export - product positioning in overseas markets - product servicing – concept of marketing mix - agent selection and appointment- antidumping duties - countervailing duties - non tariff barriers - TRIM - ASEAN - NAFTA - effects on export - GATT - WTO.	9	4	0	13	I
<b>II</b>	<b>Export Policy- Promotion and Regulations:</b> Aims of India's Trade Policy – Import Policy and its Features – Features and Objectives of Export Policy of India – Foreign Trade Policy of India – Instruments of Commercial Policy in India - highlights of export import policy of 2018 - Special Economic Zones schemes - EPCs - Commodity boards - Export Oriented Industrial Park - export oriented units.	8	4	0	12	I
<b>III</b>	<b>Export Documentation:</b> Export Documents – Types of Export Documents – Stages involved in receiving the Payment of Exports – Banking Procedure of Negotiation. Meaning- Definitions and Types of Letter of Credits – shipping bills - Bill of Lading and other documents-Processing of an Export Order.	7	4	0	11	II

<b>IV</b>	<b>Export Finance:</b> Terms of Payment in International Trade – Short Term Sources of Finance –Medium and Long Term Sources of Finance – Foreign Exchange cover - EXIM banks - Credit - guarantees - advisory services - forfeiting - export Credit and Finance System in India - SIDBI - ECGC - standard policies - specific policies and special policies.	7	4	0	1 1	II
<b>V</b>	<b>Export Procedures and Globalization:</b> Procedures - registration - offer and receipt of confirmed order - essentials in an order/contract - producing of goods - excise clearance - Sales Tax exemption and other procedures - shipments - marine insurance policy - shipping and clearing agents- computerization and ADS - New policies in globalization - investment - currency- new trends- global outlook.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	-

#### Course Outcomes:

**CO1:** Familiarize students with export and import internationally.

**CO2:** Equip students with an in-depth knowledge on trading policy promotion and regulations.

**CO3:** Illustrate and make them understand about export documentation and its preparation.

**CO4:** Provide students a foundation for finance for export.

**CO5:** Preparing and following export procedure for global trade scenario.

#### References

##### Text Books:

1. Kapoor. D.C. (2002), Export Management, Vikas Publishing House (P) Ltd New Delhi.
2. Kumar.V.(2000), International Marketing, Pearson Education (Singapore), Pvt. Ltd. New Delhi.
3. Shaked Ahmad Siddiqui. Dr. (2011), International Marketing, Dream tech Press, New Delhi.
4. Svend Hollensen (2010), Madhumita Banerjee, Global Marketing, Pearson publications, New Delhi.
5. Warsen J. Keegan, Mark C.Green, (2005), Global Marketing- Dorling Kindersley (India) PvtLtd - New Delhi.

##### Reference books

1. Johnson, T. E., & Bade, D. L. (2010). *Export/Import Procedures and Documentation* (4th ed.). AMACOM.
2. Ramberg, J. (2011). *ICC Guide to Export/Import: Global Standards for International Trade* (4th ed.). ICC Publishing.
3. Albaum, G., Duerr, E., & Josiassen, A. (2016). *International Marketing and Export Management* (8th ed.). Pearson.
4. Cook, T. A. (2012). *Mastering Import & Export Management* (3rd ed.). AMACOM.
5. Branch, A. E. (2006). *Export Practice and Management* (5th ed.). Cengage Learning EMEA.

Mapping with COs and POS with PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	4	1	2	1	2	3	3
CO2	3	3	3	3	3	5	3	2	3	3	2	4
CO3	3	3	3	3	3	5	3	2	3	3	2	5
CO4	2	2	1	2	2	4	1	2	1	2	4	4
CO5	3	3	3	3	3	5	3	2	3	3	2	5



## RURAL MARKETING

**Course Code: 24RIMP3E35**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K1: Causing them to grasp the nature and qualities of country promoting. K2: Have a careful information on provincial showcasing channels and market blend. K3: Acclimate the agri-promoting framework the items - market excess and controlled market.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To grasp the advertising endeavors in provincial regions.</li> <li>• To give reasonableness and work with improved finding out about provincial showcasing.</li> <li>• To spread the information on country advertising channels and market blend.</li> <li>• To make them to separate attractive and market excess.</li> <li>• To acquaint the idea of directed market.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Nature and Scope of Marketing:</b> Rural Marketing: Concept- origin- scope- Nature – Rural Requirements: Attractiveness of Rural Market – Factors affecting Rural Marketing – Rural Vs Urban Marketing – Rural Marketing information system.	7	2	0	9	I
<b>II</b>	<b>Rural Market Environment:</b> Rural Market Environment: Social- Economic- Ethical- Political- Physical- Technological- and Demographic – Occupational Pattern – Income Generation – Expenditure Pattern – Rural Market Infrastructure.	3	2	0	5	I
<b>III</b>	<b>Rural Marketing Channels:</b> Rural Marketing Channels – Old Set-up – New Players – New Approaches –Products and Distribution Trends- New Dynamics – Rural Retail outlets – Logistics Management.	3	1	0	4	II
<b>IV</b>	<b>Rural Market Segmentation and Strategies -</b> Rural Market Segmentation–Targeting – Positioning – Product- Pricing- Distribution and Promotional Strategies – Rural Consumer behaviour.	6	4	0	10	III
<b>V</b>	<b>Marketing of Rural Products and Research:</b> Market System of inputs for agriculture and rural industries - Rural Outputs: Marketing of agricultural produces - market system: unregulated and regulated – Marketing of rural industrial products –Rural Marketing Research.	6	3	0	9	III
	<b>Invited Talks/Field Visit</b>	2	-	-	-	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

**Course Outcomes:**

- CO1:** The significance of country markets in Indian economy.  
**CO2:** Exploration approach towards country produce and advertising.  
**CO3:** Understanding the country advertising blend procedures.  
**CO4:** Understanding the country correspondence and technique to really utilize it.  
**CO5:** Figuring out the impact of the social showcasing.

**References:****Text Books:**

1. Badi R.V. and BadiN.V (2006) , Rural Marketing , Himalaya , Mumbai.
2. Bir Singh (2006) , Rural Marketing , Anmol , New Delhi.
3. Gopalswamy T.P (2011) , Rural Marketing – Environment , Problems and Strategies.
4. Habeeb – Ur.Rahman (2009) , Rural Marketing in India , Himalaya , Mumbai.
5. Krishnama charyulu C.S.G. and Lalitha Ramakrishnan (2006) , Rural Marketing: Texts and Cases, Pearson , New Delhi.

**Reference Books:**

1. Krishnamoorthy R (2009), Introduction to Rural Marketing , Himalaya, New Delhi.
2. Rajagopal (2001), Rural Marketing: Development , Policy , Planning and Practice, Rawat, Jaipur.
3. Rajesh S Shinde (2010), Rural Marketing in India: Current Scenario, ABD, New Delhi.
4. Sukhpal Singh (2006), Rural Marketing , Focus on Agricultural Inputs, Vikas, New Delhi.
5. Singh, S., & Pandey, R. (2005). Rural marketing: Indian perspective. New Age International Publishers.

Mapping of POs and COs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	2	1	2	1	2	3	2
CO2	3	3	3	3	3	3	3	2	3	3	2	3
CO3	3	3	3	3	3	3	3	2	3	3	2	3
CO4	2	2	1	1	2	2	1	2	1	2	2	2
CO5	3	3	3	3	3	3	3	2	3	3	2	2

## **SYSTEM MANAGEMENT ELECTIVES**

### **SEMESTER- III**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP3E41	Business Intelligence
24RIMP3E42	Social Media and Web Analytics
24RIMP3E43	E- Commerce
24RIMP3E44	System Analysis and Design
24RIMP3E45	ERP Applications in Business

## BUSINESS INTELLIGENCE

**Course Code: 24RIMP3E41**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester- IV
Cognitive Level	K1: Recollecting the concepts of big data and its applicability in modern business. K2: Explain the various search methods and visualization techniques. K3: Able to introduce programming tools.	
Course Objectives	<ul style="list-style-type: none"> <li>• To know how to derive meaning form huge volume of data and information</li> <li>• To understand how knowledge discovering process is used in business decision making</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<b>INTRODUCTION</b> -Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.	8	0	4	12	I
II	<b>DATA MINING PROCESS</b> -Data mining process KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures - RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random sub sampling, and bootstrapping.	8	0	4	12	I
III	<b>PREDICTION TECHNIQUES</b> -Data visualization, Time series ARIMA, Winter Holts, Vector Auto regressive analysis, Multivariate regression analysis.	8	0	4	12	II
IV	<b>CLASSIFICATION AND CLUSTERING TECHNIQUES</b> - Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;	8	0	4	12	II
V	<b>MACHINE LEARNING AND AI</b> -Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques Ant Colony, Particle Swarm, DEA	8	0	4	12	II
	<b>Invited Talks/Field Visit</b>	0	0	0	0	-
	<b>Total Hours</b>	<b>40</b>	<b>0</b>	<b>20</b>	<b>60</b>	<b>-</b>

**Course Outcomes:**

**CO1:** Work with big data plat form and explore the business applications.

**C02:** Apply the fundamentals of various business techniques.

**C03:** Analyze and Reduce technologies associated with business intelligence.

**CO4:** Design efficient algorithms for mining the data from large volumes.

## CO5: Differentiate learning using business intelligence and its applications

### References:

**Text Books:**

1. Boris Lunlinsky- Kevin. T. Smith- Alexey Yakubovich- “Professional Hadoop Solutions”- Wiley.
2. Colleen Mccue- (2000)- “Data Mining and Predictive Analysis : Intelligence Gathering and Crime Analysis”- Elsevier-.
3. Frank JOhlhorst- (2012)- “Big Data Analytics: Turning Big Data in to Big Money”- Wiley and SAS Business Series.
4. Mc Graw Hill- (2012)- Chris Eaton- Dirk Deroos etal.- “Understanding Big Data”.
5. O Reilly( 2012)- Tom White- “HADOOP: The definitive Guide”.

### Reference Books:

1. Sharda, R., Delen, D., & Turban, E. (2018). *Business intelligence, analytics, and data science: A managerial perspective* (4th ed.). Pearson.
2. Moss, L. T., & Atre, S. (2003). *Business intelligence roadmap: The complete project lifecycle for decision-support applications*. Addison-Wesley.
3. Luhn, H. P. (1958). *A business intelligence system*. IBM Journal of Research and Development, 2(4), 314-319.
4. Williams, S., & Williams, N. (2010). *The profit impact of business intelligence*. Morgan Kaufmann.
5. Golfarelli, M., & Rizzi, S. (2009). *Data warehouse design: Modern principles and methodologies*. McGraw-Hill.

[illegible]

**SOCIAL MEDIA AND WEB ANALYTICS**

**Course Code: 24RIMP3E42**

**Credit:4**

**Hours:4/Week**

**(syllabus to be enclosed)**

**E-COMMERCE****Course Code: 24RIMP3E43****Credit:4****Hours:4/Week**

Programme	MBA	Semester- III				
Cognitive Level	K1: Pronounce the concepts of e-commerce. K2: Learn about the techniques and tools of e-commerce. K3: Familiarize in e-commerce.					
Course Objectives	<ul style="list-style-type: none"><li>● To understand the history of electronic commerce.</li><li>● To study the unique benefits of the Internet.</li><li>● To overview of the electronic payment technology.</li><li>● To understand the designing for security-virus.</li><li>● To differentiate the concept of intranets and extra-nets.</li></ul>					
Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Brief history of e-com ,Types , Advantages & Disadvantages of e-com . Elements of e-com , Principles of e-com , Messaging and Information distribution . Messaging and information distribution , Common service infrastructure , other key support layers.	8	0	4	12	I
II	EDI to e-com EDI - Origin System approach and communication approach , Migration to open EDI- Approach , Benefits , Mechanics. E-com , WWW/Internet . E-Government- Concepts, Applications of C2C, G2B, G2G.	8	0	4	12	I
III	<b>Electronic Payment Systems:</b> Overview of the Electronic payment - Technology -Requirements for Internet Based payments - Electronic payment - Medias - Electronic commerce and banking.	8	0	4	12	II
IV	<b>E-security:</b> Security in the cyberspace - Designing for security - Virus – Security Protection and Recovery - Encryption - The Basic Algorithm System – Authentication and Trust - Key management - Internet Security Protocols and Standards – Other Encryption issues.	8	0	4	12	II
V	<b>Web Based Business:</b> Business-to-Business Electronic Commerce - Intranets and Extra nets -Intranets and Supply Chain Management - Legal and Ethical issues – Case studies.	8	0	4	12	II
	<b>Invited Talks/Field Visit</b>	0	0	0	0	-
	<b>Total Hours</b>	<b>40</b>	<b>0</b>	<b>20</b>	<b>60</b>	<b>-</b>

**Course Outcomes:****CO1:** Understood Electronics commerce and its types.**CO2:** Obtain knowledge on Internet and the World Wide Web.

**CO3:** Get a complete understanding on Digital banking.

**CO4:** Understood E-security: Security in the cyberspace.

**CO5:** Understood intranet and extra net.

**References:**

**Text Books:**

1. Elias.M.Awad , (2002) , “Electronic Commerce” , Prentice ,Hall of India .
2. Web Commerce Technologies Handbok"By Daniel Minoli & Emrna Minoli L"ll-Commerce" By Dr.Varinder Bhatia
3. Laudon, K. C., & Traver, C. G. (2021). *E-commerce 2022* (17th ed.). Pearson.
4. Turban, E., King, D., Lee, J., Liang, T.-P., & Turban, D. (2018). *Electronic commerce: A managerial and social networks perspective* (9th ed.). Springer.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation and practice* (7th ed.). Pearson.

**Reference Books:**

1. Efraim Turban , Jae Lee , David King , H. Michael Chung , (2001) , “Electronic Commerce –A Managerial Perspective” , Addison ,Wesley.
2. Elias M Award , (2006) , “Electronic Commerce from Vision to Fulfillment” , 3rd Edition , PHI.
3. Judy Strauss , Adel El , Ansary , Raymond Frost , (2006) “E ,Marketing” , 3RD Edition , Pearson Education.
4. Ravi Kalakota , Andrew B. Whinston , (2000) , "Electronic Commerce , A Manager's guide" , Addison , Wesley.
5. Llcilroni\ Commerce" B5 Rar i l(alakota and Andrew B. Whinslon.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2



# SYSTEM ANALYSIS AND DESIGN

**Course Code: 24RIMP3E44**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester- III
<b>Cognitive Level</b>	K1: Recall the types of systems. K2: Understand the needs for a structured approach. K3: Acquaint in system analysis and design.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To introduce students to the concepts, processes, and methodologies of system analysis and design.</li> <li>To enable students to understand and document business requirements for information systems.</li> <li>To equip students with the skills to design and model information systems using appropriate methodologies and tools.</li> <li>To provide students with insights into the implementation, testing, and deployment of information systems.</li> <li>To empower students to evaluate the effectiveness and efficiency of information systems in meeting business needs.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to System Analysis and Design</b> Overview of systems concepts and components- Role of system analysis and design in business- Systems development life cycle (SDLC) methodologies.	8	0	4	12	I
<b>II</b>	<b>Requirements Gathering and Analysis:</b> Techniques for gathering and documenting business requirements-Stakeholder analysis and management-Use case modeling and requirements validation.	8	0	4	12	I
<b>III</b>	<b>System Design and Modeling:</b> Conceptual, logical, and physical design of information systems Data modeling techniques: ER diagrams, relational models, etc. Process modeling techniques: DFDs, BPMN, etc.	8	0	4	12	II
<b>IV</b>	<b>System Implementation and Testing:</b> Strategies for system implementation: in-house development, outsourcing, etc. Software development methodologies: Waterfall, Agile, etc. Testing strategies and techniques: unit testing, integration testing, etc.	8	0	4	12	II
<b>V</b>	<b>System Deployment and Evaluation:</b> Deployment strategies: phased roll out, parallel adoption, etc. User training and change management Evaluating system effectiveness and efficiency	8	0	4	12	II
	<b>Invited Talks/Field Visit</b>	0	0	0	0	-

	<b>Total Hours</b>	<b>40</b>	<b>0</b>	<b>20</b>	<b>60</b>	<b>-</b>
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### Course Outcomes:

- CO1:** Understand the role and importance of system analysis and design in organizational success.
- CO2:** Gather, analyze, and document business requirements using appropriate techniques.
- CO3:** Design conceptual, logical, and physical models of information systems.
- CO4:** Apply structured and object-oriented methodologies for system development.
- CO5:** Manage the system development life cycle, including implementation, testing, and deployment.
- CO6:** Evaluate the performance and usability of information systems based on user feedback and business metrics.

### Reference Books:

#### Text Books:

- Dennis, A., Wixom, B. H., & Roth, R. M. (2018). Systems analysis and design (6th ed.). Wiley.
- Valacich, J. S., & George, J. F. (2017). Modern systems analysis and design (8th ed.). Pearson.
- Valacich, J. S., & George, J. F. (2016). Essentials of systems analysis and design (6th ed.). Pearson.
- Bennett, S., McRobb, S., & Farmer, R. (2010). Object-oriented systems analysis and design using UML (4th ed.). McGraw-Hill Education.
- Whitten, J. L., Bentley, L. D., & Dittman, K. C. (2004). Systems analysis and design methods (7th ed.). McGraw-Hill/Irwin.

### Reference Books:

- Hoffer, J. A., George, J. F., & Valacich, J. S. (2014). *Modern systems analysis and design* (7th ed.). Pearson.
- Rosenblatt, H. J. (2017). *Systems analysis and design* (11th ed.). Cengage Learning.
- Senn, J. A. (2015). *Analysis and design of information systems* (5th ed.). McGraw-Hill Education.
- Shelly, G. B., & Rosenblatt, H. J. (2017). *Systems analysis and design* (11th ed.). Cengage Learning.
- Vodde, B. (2020). *Large-scale Scrum: More with LeSS* (2nd ed.). Addison-Wesley.

Mapping of COs with PSOs and POs												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO2</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO3</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO4</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO5</b>	2	2	2	3	2	3	2	3	3	2	2	2

## ERP APPLICATIONS IN BUSINESS

**Course Code: 24RIMP3E45**

**Credit:4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester- III</b>
<b>Cognitive Level</b>	K1: Recall the concepts of ERP. K2: Understand the components and elements of ERP. K3: Able to apply ERP in business.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To introduce students to the concepts, components, and benefits of Enterprise Resource Planning (ERP) systems.</li> <li>• To provide students with an understanding of the functionalities and modules of ERP systems.</li> <li>• To enable students to evaluate and select appropriate ERP solutions for different business needs.</li> <li>• To equip students with the skills to manage and implement ERP projects effectively.</li> <li>• To empower students to leverage ERP systems for improving business processes, decision-making, and competitive advantage.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial</b>	<b>Practical</b>	<b>Total Hours</b>	<b>Units for</b>
<b>I</b>	<b>Introduction to ERP Systems:</b> Overview of Enterprise Resource Planning (ERP) concepts and evolution - Benefits and challenges of implementing ERP systems in organizations- Introduction to popular ERP vendors and solutions	8	0	4	12	I
<b>II</b>	<b>Functionalities and Modules of ERP Systems:</b> Core functionalities of ERP systems: finance, human resources, supply chain, etc. Overview of ERP modules: financial management, inventory management, CRM, etc. Integration of ERP modules for end-to-end business processes	8	0	4	12	I
<b>III</b>	<b>ERP Selection and Implementation</b> Factors to consider when selecting an ERP system: scalability, customization, cost, etc. Steps in the ERP implementation process: planning, analysis, design, deployment, and support. Best practices for managing ERP implementation projects and mitigating risks.	8	0	4	12	II
<b>IV</b>	<b>ERP Configuration and Customization</b> Configuration options and settings in ERP systems Customization of ERP modules to meet specific business requirements Testing and validation of ERP configurations and customization.	8	0	4	12	II

V	<b>ERP Usage and Optimization</b> User training and adoption strategies for ERP systems Monitoring and optimizing ERP system performance Leveraging analytic and reporting tools in ERP systems for decision-making.	8	0	4	12	II
	<b>Invited Talks/Field Visit</b>	0	0	0	0	-
	<b>Total Hours</b>	<b>40</b>	<b>0</b>	<b>20</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** Understand the role and importance of ERP systems in modern business operations.
- CO2:** Identify key functionalities and modules of ERP systems and their relevance to different business functions.
- CO3:** Evaluate ERP solutions based on organizational requirements, industry best practices, and vendor capabilities.
- CO4:** Manage the implementation process of ERP systems, including planning, configuration, testing, and training.
- CO5:** Utilize ERP systems to streamline business processes, enhance data visibility, and support decision-making.
- CO6:** Analyze the impact of ERP implementation on organizational performance, productivity, and profitability.

#### Reference Books:

##### Text books

- Bradford, M. (2014). *Modern ERP: Select, implement, and use today's advanced business systems* (2nd ed.). Lulu.com.
- Leon, A. (2008). *Enterprise resource planning* (3rd ed.). McGraw-Hill Education.
- Mahboob, F. (2010). *Implementing SAP ERP Financials: A configuration guide*. Sybex.
- Mohta, R., & Kasat, Y. (2015). *Microsoft Dynamics AX implementation guide*. Packt Publishing.
- Gerald, B. N. (2002). *Oracle E-Business Suite: Manufacturing & supply chain management*. McGraw-Hill Education.

##### Reference books

- Magal, S. R., & Word, J. (2021). *Integrated business processes with ERP systems* (2nd ed.). Wiley.
- O'Leary, D. E. (2019). *Enterprise resource planning systems: Systems, life cycle, electronic commerce, and risk*. Cambridge University Press.
- Wagner, B., & Monk, E. (2015). *Concepts in enterprise resource planning* (4th ed.). Cengage Learning.
- Davenport, T. H. (1998). *Putting the enterprise into the enterprise system*. Harvard Business Review, 76(4), 121-131.
- Umble, E. J., Haft, R. R., & Umble, M. M. (2003). *Enterprise resource planning: Implementation procedures and critical success factors*. European Journal of Operational Research, 146(2), 241-257.

Mapping of COs with PSOs and POs												
CO/P O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

## SUMMER INTERNSHIP

**Course Code: 24RIMP03IN**

**Credit: 4**

**Hours: 0**

### **Methodology and Scheme of Evaluation:**

Every student will be placed for summer internship for a period of four weeks after the completion of second semester. Each student will be attached to an industrial unit to acquire practical exposure and training in different functional areas of management. At the end of the training, the students must submit a report which will be evaluated in the third semester jointly by an external examiner and the internal supervisor under intimation to the Controller of Examinations.

### **The weightage of marks for Report will be**

Evaluation of Report (Internal Examiner)	40
Evaluation of Report (External Examiner)	40
Joint Viva-Voce	<u>20</u>
Total Marks	<u>100</u>

## VILLAGE PLACEMENT PROGRAMME

Course Code: 24VPPP03V1

Credit: 2

Hours: 0

<b>Programme</b>	<b>M.B.A.</b>	<b>Semester- III</b>
<b>Cognitive Level</b>	<b>K1:</b> Recall the concepts of village placement programme. <b>K2:</b> Understand the reality of village conditions. <b>K3:</b> Adopt with the village conditions with a mindset to serve and learn.	
<b>Course Objective</b>	<ul style="list-style-type: none"><li>• To appraise the economic conditions of villages.</li><li>• To carry out the case study.</li><li>• To give awareness programme for the villagers.</li><li>• To carryout sensitization sessions for the villagers.</li><li>• To carry out the documentation and sharing of the camp experiences.</li></ul>	

<b>Units</b>	<b>Contents</b>	<b>No. of Hours</b>
<b>I</b>	<b>Appraisal and Economic Conditions of Villages – PRA</b> methods – surveys Understating and analyzing resource base and occupational pattern. Assessing nobilities and linkages and resource flow pattern of the village Documentation of Rural In and Rural outs	<b>15</b>
<b>II</b>	<b>Case Studies -</b> Cooperatives CPR Rural economic organization/entities -Rural community-based organizations -educational institutions - Religious institutions	<b>10</b>
<b>III</b>	<b>Awareness Programmers:</b> Awareness programmers on organic farming- marketing of agricultural products through marketing cooperatives- value addition etc.-	<b>10</b>
<b>IV</b>	<b>Rural Business and Opportunity:</b> Sensitization sessions on rural business / livelihood opportunities	<b>15</b>
<b>V</b>	<b>Documentation:</b> Documentation and sharing of the extension experiences	<b>10</b>
<b>Evaluation</b>	This is a field based practical course. Evaluation will be done by the faculty-in-charge of VPP. It will be done based on the student's participation in field work and its documentation.	

### Course Outcomes:

- CO1** Will have the knowledge of the economic conditions of villages.
- CO2** Gain knowledge of how to carry out the case studies.
- CO3** Gain confidence for organizing awareness programme for the villagers.
- CO4** Develop organizing skills to carryout sensitization sessions.
- CO5** Adapt To carry out the documentation and sharing of the camp experiences.

## VALUE ADDED COURSES

Starting from the academic year 2024-2025, the MBA program has been updated to include value-added courses in the third and fourth semesters.

### VALUE ADDED - I

#### III - SEMESTER COURSES

Course Code	Course Title	Credit
24RIMP3VA1	Professional Competency Development	2
24RIMP3VA2	Environment, Hygiene, Sanitation and Sustainability Development	2
24RIMP3VA3	Fuzzy Logic for Management Decision-Making	2
24RIMP3VA4	Emotional Intelligence	2

## VALUE-ADDED COURSES - I

### PROFESSIONAL COMPETENCY DEVELOPMENT

Course Code: 24RIMP3VA1

Credit: 2

Hours: 2/Week

Programme	MBA	Semester-III
<b>Cognitive Level</b>	K 1: Learn the competency framework. K 2: Understand the importance of a competency framework. K 3: Analyze the evaluation of the career of KSA.	
<b>Course Objectives</b>	<ul style="list-style-type: none"><li>• To help students identify and understand the core competencies required for professional success.</li><li>• To provide students with opportunities to develop and practice key professional skills.</li><li>• To enhance students' self-awareness, confidence, and interpersonal effectiveness.</li><li>• To empower students to take ownership of their personal and professional development.</li><li>• To prepare students for the challenges and opportunities of the modern workplace.</li></ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	Self-Assessment and Personal Development Planning: Identifying strengths, weaknesses, values, and career goals- Creating a personal development plan (PDP) for enhancing professional competencies- Reflective practices for ongoing self-assessment and growth	7	4	-	11	1
<b>II</b>	Communication Skills for Professional Success: Effective verbal and nonverbal communication in the workplace clear, concise, and professional emails, reports, and presentations-Active listening, feedback, and conflict resolution techniques	7	4	-	11	1
<b>III</b>	Leadership and Teamwork: Principles of effective leadership and fellowship-Leading and motivating teams to achieve common goals trust, fostering collaboration, and resolving team conflicts	8	4	-	12	II



<b>IV</b>	Critical Thinking and Problem-Solving: Developing analytical thinking skills for problem identification and analysis-Applying creative and innovative approaches to problem-solving-Decision-making techniques for evaluating alternatives and making informed choices	7	4	-	11	II
<b>V</b>	<b>Adaptability and Resilience in the Workplace:</b> Navigating change and uncertainty with resilience-Embracing diversity and inclusion in the workplace-Strategies for managing stress, building resilience, and maintaining well-being	7	4	-	11	II
	<b>Invited Talks/Field Visit</b>	4	-	-	4	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

**CO1:** Identify and articulate their strengths, weaknesses, and areas for growth.

**CO2:** Communicate effectively in various professional contexts, both orally and in writing.

**CO3:** Demonstrate leadership skills, including the ability to motivate, inspire, and influence others.

**CO4:** Collaborate effectively in diverse teams, respecting differences and leveraging strengths.

**CO5:** Apply critical thinking and problem-solving skills to address complex challenges.

**CO6:** Adapt to change and navigate ambiguity with resilience and flexibility.

**CO7:** Develop and implement strategies for ongoing personal and professional development.

<b>O</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO2</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO3</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO4</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO5</b>	2	2	2	3	2	3	2	3	3	2	2	2

## ENVIRONMENT, HYGIENE, SANITATION AND SUSTAINABILITY DEVELOPMENT

**Course Code: 24RIMP3VA2**

**Credit: 2**

**Hours: 2/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-III</b>
<b>Cognitive Level</b>	K1: Recognize changes in the climate. K2: Figure out the different parts of ecological administration. K3: Dissect the elements adding to ecological debasement.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To find out about environment and environmental change elements.</li> <li>• To quantify sociological aspects influencing the climate.</li> <li>• To grasp standards of reasonable turn of events.</li> <li>• To uncover different kinds of normal assets.</li> <li>• To break down the job of ecological administration foundations.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Environment and its Components:</b> Ecology – Forest – Wildlife– Agricultural – fisheries –Climate change – Carbon credit.	7	4	-	11	1
<b>II</b>	<b>Dimensions of Environmental Management:</b> Economic dimensions – technological dimensions – sociocultural dimensions – rural and urban pollution - ethical and moral dimensions in pollution radiation.	7	4	-	11	1
<b>III</b>	<b>Environment Friendly Management:</b> Environment-friendly – sustainable agriculture –water resources management – industrial waste management – air quality management – coastal and marine resources management.	8	4	-	12	I
<b>IV</b>	<b>Hygiene and Sanitation:</b> Basic of nutrition and health – National Health mission policy – personal and community hygiene – Rural community health – WASH – Environmental sanitation and public awareness – SWATCH BHARATH – COVID 19 and its impact on Human health.	7	4	-	11	II

<b>V</b>	<b>Waste Management:</b> Waste Generation and solid waste management – collection storage transport and disposal of waste – waste processing techniques and source reduction, product recovery and recycling – hazards waste management and treatment	7	4	-	11	II
	<b>Invited Talks/Field Visit</b>	4	-	-	4	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

CO1: Characterize the various sorts of climates.

CO2: Break down ideas connected with energy and elective energy sources.

CO3: Figure out natural administration frameworks.

CO4: Make sense of the standards of waste administration.

CO5: Familiarize understudies with natural regulation.

#### References:

##### Text Books:

1. Bala Krishnamurthy , (2008) , Environmental management , Prentice Hall, New Delhi.
2. Jacob Thomas (2015) , Environmental management , Pearson Publication, New Delhi.
3. Uberoi , N.K (2004) , Environmental management , Excel books, Mumbai.
4. Singh , K.K (2008) , Natural resources conservation and management , MD Publishing ,.
5. Shahab Faizal and Abhalakshmi Singh (2008) , Urban Environmental Management , BR Publishing.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
<b>CO1</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO2</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO3</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO4</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO5</b>	2	2	2	3	2	3	2	3	3	2	2	2

# **FUZZY LOGIC FOR MANAGEMENT DECISION MAKING**

**Course Code: 24RIMP4VA3**

**Credit: 2**

**Hours: 2/Week**

**Department of Mathematics**

## EMOTIONAL INTELLIGENCE

**Course Code: 24RIMP3VA4**

**Credit: 2**

**Hours: 2/Week**

Programme	MBA	Semester - IV
<b>Cognitive Level</b>	K 1: Remembering the theories of emotions. K 2: Recall the emotional competency inventory. K 3: Analyse the emotional literacy about the students and labours.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To understand the difference between EQ and IQ.</li> <li>● To analyse the self-awareness.</li> <li>● To make familiar about the emotional literacy training.</li> <li>● To explain about the emotional intelligence at work place.</li> <li>● To develop the emotional competencies through relationship at work.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<b>Introduction to Emotional Intelligence:</b> Meaning of Emotions, Importance of Emotions, Types of Emotions - Theories of Emotion, Emotional Intelligence, concept - Differences between emotional quotient and intelligent quotient.	7	4	-	11	1
II	<b>Emotional Competencies:</b> Emotional Intelligence competency framework - Self-awareness – Self-regulation– Self-motivation - Social awareness - Social skill.	7	4	-	11	1
III	<b>Managing Emotions:</b> Emotional intelligence and emotional – Humour and Happiness –managing aggression and depression - Anger Management - Adapting to Loneliness.	8	4	-	12	II
IV	<b>Emotional Intelligence at the workplace:</b> - EI and Work Performance- EI and Leadership - EI in Building Teams - EI and Job Stress –EI and Communication - Star Performers.	7	4	-	11	II
V	<b>Emotional Learning in Organizations:</b> Emotional Learning Implementation: Readiness for Transformation, Education and Skill Development, Application and Sustainment, Assessment of Transformation.	7	4	-	11	II
	<b>Invited Talks /Field Visit</b>	4	-	-	4	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

## Course Outcomes

**CO1:** Explains the concepts and perceptive of emotional intelligence.

**CO2:** Demonstrates the application of emotional competencies in their personal and professional life.

**CO3:** Describes the role of emotional intelligence and its effectiveness in the workplace.

**CO4:** Make familiar about EI Leadership.

**CO5:** To understand the implement of EI Programs.

## References:

### Text Book:

1. Cary Cherniss- Daniel Goleman (1997). The Emotionally Intelligent Workplace: How to Select For- Measure- and Improve Emotional Intelligence in Individuals- Groups- and Organizations Intelligence.
2. Goleman Daniel (2019) -Working with emotional intelligence- Bantam Books.

### Reference Books:

1. Abad Ahmad-O P Chopra (2016)- Passion to Win- Excel Books Pvt. Limited.
2. Goleman Daniel (2002). The new leaders transforming the art of leadership into the science of results.
3. Joseph .P.T. (2011)-The Nine Managerial styles of the Enneagram- Response Books.
4. Little Brown A. (2003)- Time Warner Book U.K.
5. Robert K Cooper- Aryan Sawaf (1997) –Emotional Intelligence in Business- Orion

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	2	1	2	3	2	2	3	3
CO2	2	2	1	3	3	3	1	2	2	2	3	1
CO3	3	2	3	2	2	3	3	3	1	1	2	3
CO4	2	2	3	3	2	2	2	1	1	2	2	3
CO5	1	2	2	3	2	2	1	1	2	2	1	2

## COMPREHENSIVE VIVA-VOCE

Course Code: 24RIMP0316

Credit: 1

Hours: 0

Programme	MBA	Semester- IV
<b>Cognitive Level</b>	K1: Recall the subject's concept. K2: Ability to explain subject concepts to solve business problems. K3: Adapt to frame their own proactive strategy.	
<b>Course Objective</b>	<ul style="list-style-type: none"><li>● To assess the comprehensive understanding of the courses studied by the students during the MBA programme (all the semesters).</li><li>● To assess the student's familiarity with the subject concepts studied.</li><li>● To create an opportunity to apply the concepts in each situation.</li><li>● To pre-check their abilities and to develop the logical thinking.</li><li>● To get exposure to the present condition of the industry.</li></ul>	

Contents
<b>METHODOLOGY:</b>  At the end of the fourth semester, each student's comprehensive understanding of the courses undertaken throughout the MBA program will be evaluated. This will be assessed for 50 marks through viva voce examination. The panel for this oral examination will consist of an external expert and an internal faculty member, both nominated by the Head of the Department of RIM.

## SEMESTER- IV

### STRATEGIC MANAGEMENT

Course Code: 24RIMP0417

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	<b>K1:</b> Recall the principles and approaches of strategic management. <b>K2:</b> Understand the scope of strategic management. <b>K3:</b> Able to implement- evaluate and control strategies.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To apply strategic management principles in business situations.</li> <li>• To understand the formulation and choice strategy.</li> <li>• To know the functional strategies.</li> <li>• To know how to implement strategies.</li> <li>• To know how to apply the various types of strategic evaluation and control.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Strategic Management:</b> Definition – Strategy Vs Strategic Management - Strategic Intent – Strategic Management Process – Approaches and modes of strategic decision making - Strategic Planning – Environmental Scanning and Environmental Analysis - Industry- internal-SWOT- Competitive- advantage – Porter’s Competitive analysis.	10	6	0	16	I
<b>II</b>	<b>Strategy Formulation and Choice:</b> Approaches to Strategic formulation – Levels of strategies – Types of strategies – Grand strategies - Generic competitive advantage – Cost Leadership – Portfolio analysis - BCG Matrix and SAP – blue ocean strategy - Strategies for CSR-Challenges and implementation.	8	3	0	11	I
<b>III</b>	<b>Functional Strategies:</b> Definition – Development of Functional Strategies – Production / Operation Strategy – Marketing Strategy – Financial Strategy – HR Strategy – R&D Strategy-System strategy.	8	3	0	11	II
<b>IV</b>	<b>Strategy Implementation:</b> Definition – Inter relationship between formulation and implementation – Importance – Issues – McKinsay 7s model – Resource Allocation - Importance - Approaches- techniques- criteria-factors- difficulties- caution – Organizational structure.	8	4	0	12	II
<b>V</b>	<b>Strategic Evaluation and Control:</b> Strategic Evaluation – Definition – Types-approaches- levels- characteristics- importance-	6	4	0	10	II



	criteria and barriers – Strategic Control - Definition- types- mechanisms – limitation.					
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

**Course Outcomes:**

**CO1:** Have knowledge in strategic management principles- strategic planning and analyzing environment.

**CO2:** Able to explain approaches- levels and types of strategies.

**CO3:** Able to formulate functional strategies.

**CO4:** Able to implement strategies adopting various approaches and techniques.

**CO5:** Able to evaluate and control strategies.

**References:**

**Text Books**

1. Aswathappa , K (1996) , Business Environment for Strategic Management , Himalaya Publishing House , New Delhi.
2. Azhar Kazmi (2002) , Business Policy and Strategic Management , Tata McGraw Hill , New Delhi.
3. Cherunilam , Francis (2005) , Strategic Management , Himalaya Publishing House , New Delhi.
4. Hax ,Majluf (1988) , Strategy Concept and Process , Pragmatic Approach , Prentice Hall , New Delhi.
5. Appa Rao C Parvathiswara Rao and Sivaramakrishna K (2010) , Strategic Management and Business Policy – Text and Cases , Excel Books , New Delhi.

**Reference Books:**

1. Krishore , Ravi M (2010) , Strategic Management – Text and Cases , Taxmann Publications , New Delhi.
2. Srinivasan.R (2009) , Strategies Management: The Indian Context , PHI Learning , New Delhi.

<b>Mapping of COs with PSOs and POs</b>												
<b>CO/PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	2	2	2	3	2	3	2	3	3	2	2	3
<b>CO2</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO3</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO4</b>	3	3	3	3	3	3	3	3	3	3	3	3
<b>CO5</b>	3	3	2	3	2	3	2	3	3	2	3	2

## HUMAN VALUES AND PROFESSIONAL ETHICS

Course Code: 24RIMP04HV

Credit: 2

Hours: 2

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Figure out the idea of significant worth frameworks job in private and expert settings. K2: Apply human qualities successfully inside the workplace to upgrade relational connections. K3: Incorporate fundamental beliefs into proficient improvement to direct moral navigation and vocation development.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To give understudies information and openness to human qualities and expert morals.</li> <li>• To rehearse the worth framework inside proficient turn of events.</li> <li>• To move understudies to embrace and apply values and morals in their expert direct.</li> <li>• To apply moral qualities in friendly connections to develop conscious and successful correspondence.</li> <li>• To stick to moral standards in different parts of life to keep up with honesty and obligation.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units For CFA
<b>I</b>	<b>Concept of Human Values:</b> Need for values and ethics in human life- types of values - Personal and moral values - Social values. Higher values in life G.Ramachandran Sandaran contribution.	5	2	0	7	I
<b>II</b>	<b>Political and Constitutional Values:</b> Democracy- socialism- secularism - Religious values – selflessness - awareness - character and virtues.	4	2	0	6	I
<b>III</b>	<b>Aesthetic Values:</b> Appreciation of literature and fine arts and nature - Economic values - Environmental values – Yoga: - Empowering Employees mind, body & Spirits.	4	2	0	6	II
<b>IV</b>	<b>Ethics:</b> Meaning- domains of ethics- need for ethics-challenges to ethics- ethics and morality- role of ethics in work environment values.	3	2	0	5	II
<b>V</b>	<b>Professional Ethics:</b> Basic Principles in Business – Moral responsibility ethics of customer protection and marketing. <b>Practical:</b> Students may select any SME and study ethical practices followed in the organization students may prepare reports and	4	2	0	6	II

	give presentation.					
	<b>Invited Talks /Field Visit</b>	0	0	0	0	-
	<b>Total Hours</b>	<b>20</b>	<b>10</b>	<b>0</b>	<b>30</b>	-

### Course Outcomes:

- CO1:** Appreciate the importance, significance, and unavoidable nature of values in different settings.
- CO2:** Gain an exhaustive comprehension of the different parts of values and morals.
- CO3:** Have a down to earth openness to the components of expert morals in genuine situations.
- CO4:** Forestall commitment in deceptive practices all through private and expert life.
- CO5:** Spur others to reliably take on and stick to moral practices.

### References:

#### Text Books

1. Dr.Shiva and Dr. Balaji Loganathan , (2011) , Value Education' , Sree Gomathi Publications , Chennai.
2. Gaur R.R, Sangal R, (2010), A Foundation Course in Human Values and Professional Ethics, Excel Books , New Delhi.
3. S.Srinivasan , (2005) , Value Based Management' , Jaico Books , Mumbai ,.
4. R.S. Naagarazan, (2006), A Textbook on Professional Ethics and Human Values', New Age International Publishers, New Delhi.
5. Dr. Kiruba Charles and V. Arul Selvi, (2016), Value Education, Neel kamal; First edition , New Delhi

#### Reference Books:

1. John Clammer, (2019) , Cultural Rights and Justice: Sustainable Development, the Arts and the Body, Palgrave Macmillan, 2nd edition , U.K.
2. Gregory R Maio , (2016) , The Psychology of Human Values , Routledge Publications , New York.
3. A.R. Mohapatra and Bijaya Mohapatra, (2014) , Value Education: A Study in Human Values and Virtues , Read worthy Publications , New Delhi.
4. Justin Oakley, Dean Cocking , (2001) , Virtue Ethics and Professional Roles , Cambridge University Press , United Kingdom.
5. Gogate S.B, (2010) , Human Values and Professional Ethics , Human Values and Professional Ethics , Vikas Publishing House; First edition , New Delhi.

#### Weblinks:

1. Thich Nhat Hanh , 2008 , Good Citizens: Creating Enlightened Society:  
[http://archive.kdd.org/good\\_citizens\\_creating\\_enlightened\\_society\\_thich\\_nhat\\_hanh.pdf](http://archive.kdd.org/good_citizens_creating_enlightened_society_thich_nhat_hanh.pdf).
2. Thought of Human Value education According to Mahatma Gandhi  
[management.nrjp.co.in/index.php/JSSMMS/article/download/155/294](http://management.nrjp.co.in/index.php/JSSMMS/article/download/155/294).

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## SEMESTER- IV - ELECTIVES COURSES

Electives	Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student must choose two courses in each specialisation in III & IV semesters.
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## **HUMAN CAPITAL MANAGEMENT ELECTIVES**

### **SEMESTER - IV**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP4E06	Performance Management Quality
24RIMP4E07	Stress Management
24RIMP4E08	Compensation Management
24RIMP4E09	Cross Culture Management
24RIMP4E10	Technology for Personal Productivity Management

## PERFORMANCE MANAGEMENT QUALITY

**Course Code: 24RIMP4E06**

**Credit: 4**

**Hours: 4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester- IV</b>
<b>Cognitive Level</b>	<p>K1: Recall the types of performance appraisal and performance management.</p> <p>K2: Understand the methods of performance level.</p> <p>K3: Examine the challenges and practices in an organization and the structure of motivation and compensation of performance of the employees in an organization and pay details.</p>	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To create and implement performance management systems.</li> <li>● To imparts skills in designing- analysis and restructure compensation management system- policies and strategies.</li> <li>● To enable the student to understand the deeper aspects of performance management to enable real life practice.</li> <li>● To refine the top remote understanding issues related to performance management.</li> <li>● To understand Performance management processes in an organization Performance planning and evaluation.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Performance Management:</b> Concept - Performance management process - Objectives of performance management system - Performance management and performance appraisal - Linkage of performance management system with other HR practices.	9	4	0	13	I
<b>II</b>	<b>Components of Performance Management System:</b> Performance planning - coaching - Performance measurement and evaluation - Performance management and appraisal -Methods of performance appraisal - Appraisal Communication - Counseling-Linking pay with performance.	8	4	0	12	I

<b>III</b>	<b>Implementation and Issues:</b> Performance Management Implementing - Strategies and challenges - Performance management documentation - Performance management audit - Use of technology and e-PMS- Performance management practices in Indian organizations.	8	4	0	11	II
<b>IV</b>	<b>Role of Compensation:</b> Economic and behavioral theories related to compensation - strategic perspectives of compensation - compensation as a motivational tool - compensation policy.	6	4	0	10	II
<b>V</b>	<b>Internal and External Compensation System:</b> Determining the worth of jobs - understanding inter and intra- industry compensation differentials - designing pay structure and administering compensation package.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** Discuss various aspects of the process performance appraisals.
- CO2:** Identify different methods used in needs assessment and discuss the role of organizational analysis, individual analysis and task analysis in need assessment.
- CO3:** Discuss the strength and weakness of traditional training methods and the new technology of employee performance.
- CO4:** Design a program for preparing for cross cultural assignments and able to discuss the potential legal issues that relate to training.
- CO5:** Effectively perform the manager's role in career management and design an effective program for employees.

#### References:

##### Text Books:

- 1 Bagchi ,S.N. (1998) , Performance management , Cengage Learning India .
- 2 Bhattacharyya , D. K. ( 2012) , Performance management systems and strategies , Pearson Education.
- 3 Bhattacharya (2003) , Compensation management , Excel Books India , 2003.
- 4 Milkovich , George T and Newman J.M. (2017) , Compensation , Tata McGraw Hill .
- 5 Henderson , R.O. (2017) , Compensation Management , Pearson Education .

##### Reference Books:

- 1 Armstrong , M. & Baron , A.( 2004.), Performance management and development , Jaico Publishing House , Mumbai.
- 2 Armstrong , M. ( 2012), Performance Management: Key Strategies and



Practical Guidelines , Kogan Page , London .

- 3 Bagchi , S.N. ( 2013), Performance Management , Cengage Learning India.
- 4 Bhattacharyya , D.K. ( 2015), Performance Management Systems and Strategies , Pearson Education.
- 5 Martocchio , J.J. ( 2015), Strategic Compensation , Pearson Education , 2015

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	3	3	2	1	1	2	3	1
CO2	3	3	3	3	3	2	2	1	1	2	2	1
CO3	3	3	2	3	2	3	3	3	1	3	3	3
CO4	3	3	2	3	2	3	3	3	1	3	2	3
CO5	3	3	3	2	3	3	3	2	1	3	1	2

## STRESS MANAGEMENT

**Course Code: 24RIMP4E07**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Recall the basics of stress management. K2: Understanding how to overcome stress management K3: Evaluating the Methods of stress management .	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To help the students understand how stress management helps at workplace in today's competitive world.</li> <li>● To know the importance of stress management .</li> <li>● To learn various models and also gives practical inputs on counseling at workplace.</li> <li>● To examine the process of counseling.</li> <li>● To know ethical responsibilities of clients and responsibilities.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	Concept of stress – Definition and Nature. Types of stress- eustress and distress – acute and chronic – hyper and hypo. Stress reaction. Stressors – definition, and identifying stressors - physiological systems, illnesses and diseases - psychological effects of stressors - individual stressors – organizational stressors – social stressors.	8	4	-	12	I
<b>II</b>	Theories of stress/ Models – cognitive, behavioral, and psychological theories. Conceptual model - transaction model - health realization/innate health model - measuring stress.	8	4	-	12	I
<b>III</b>	Stress management – Time Management, Personal Management. Therapy and Systematic Management – Stress Inoculation Method – Jacobson Progressive Muscle Relaxation – Systematic Desensitization.	9	4	-	13	II
<b>IV</b>	Interventions – Perception – Interpersonal Interventions – Spirituality - Meditation - Personal Responsibilities – Goal Setting – Self Assessment - Relaxation Techniques - Exercise - Diversity - Coping strategies for decreasing stressful behaviors - Rational emotive - Behavior Therapy - Massage Therapy – Yoga. Clinical importance.	8	4	-	12	II

<b>V</b>	Occupational Stress - Causes of occupational stress -Role of work place environments – Symptoms of work-related stress - Model of different components of work related stress – NIOSH approach to occupational stress - stress and college - family stress.	7	4	-	11	II	<b>Cour se Outc omes :</b>  <b>O1:</b> Unde rstan
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-	
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	60	-	

d the concepts and techniques of Counseling.

**CO2:** Understand various impact of organizations.

**CO3:** Understand importance of introducing counseling in the workplace.

**CO4:** Develop a creative Training in ethical decision- making- making ethical decisions.

**CO5:** Analyze the methods of training counselors- dynamics of training.

### Reference:

#### Text Books:

- 1.VinayJoshi, Stress: From Burnout to Balance, Sage Publications, 2005
2. AnitaSingh, Stress Management, Global India Publications Pvt. Ltd.

#### Reference Books:

1. Umesh Sharma, Stress Management through Ancient Wisdom and Modern Science, Excel Books India
2. Jeff Davidson, Stress Management, Jeff Davidson, Breathing Space Institute, 2001
3. Edward A. Charlesworth, Ronald G. Natha, Stress Management: A Comprehensive Guide to Wellnes, Ballantine Books, 2004

### Web Resources:

[www.stress.org/](http://www.stress.org/)

[www.stress.org.uk](http://www.stress.org.uk)

[www.psychologytoday.com/basics/stress](http://www.psychologytoday.com/basics/stress)

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	2	1	2	3	2	3	3	2	1	2	3	2
<b>CO2</b>	2	2	2	2	3	2	2	3	4	1	3	3

<b>CO3</b>	2	1	1	2	3	2	3	3	4	3	3	3
<b>CO4</b>	2	2	2	3	3	3	3	2	2	1	2	2
<b>CO5</b>	2	2	2	3	3	3	3	2	3	4	4	2

## COMPENSATION MANAGEMENT

**Course Code: 24RIMP4E08**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Recall about the compensation system in India K2: Understand the skills required for designing analyzing and restructuring reward management systems, policies and strategies. K3: Apply the functions and various dimensions of Compensation Management.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To study about the compensation system in India.</li> <li>• To examine the employee compensation and labour market and its model.</li> <li>• To understand managing employee benefits and rewards.</li> <li>• To analyze the sales compensation plan and its motivation to employees.</li> <li>• To determine the performance related compensation to employees.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	Introduction: Introduction: Concept, historical development of payment systems and importance. Components and Dimensions of compensation program, Factors influencing compensation, The 3-p compensation concept.	9	4	0	13	I
<b>II</b>	<b>Economic and Behavioral Dimensions of Compensation Management:</b> Economic theory of wages and its limitations. Motivational issues in compensation management, organizational justice and compensation, impact of Compensation on employee behaviour, consequences of dissatisfaction with compensation. Job evaluation and compensation.	8	4	0	12	I
<b>III</b>	<b>Managing Compensation:</b> Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy. Performance Based Compensation: Significance of performance appraisal system, effect of compensation on performance and motivation, pay for performance system, meeting the challenges of pay for performance system, types of pay for performance plan, compensation	8	4	0	11	II

	and performance, competency based compensation.					
<b>IV</b>	<b>Wages and Salary Administration:</b> Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials, wage policy and its importance, legal framework and compensation, objective of national wage policy. <b>Benefits and Administration:</b> Benefits determination process, Employees benefits and services, legally required benefits-dearness allowance, employee stock option plan (ESOP), types of retirement benefit plans, Flexible compensation/benefits plans, significance and types of various incentives.	6	4	0	10	II
<b>V</b>	<b>Compensation of special groups:</b> Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay. <b>Emerging Issues and Trends:</b> Tax implication of Employee Compensation package to the employer, tax efficient compensation package, Salary structuring, recent changes in taxation, comparative international compensation, new trends in compensation management.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** To know about the basics of Compensation Management and benefit systems and its strategies.
- CO2:** To understand macro and micro economics of labour market and employee compensations.
- CO3:** To get familiarize about managing employee benefits and rewards.
- CO4:** To develop and design executive and sales compensation plans.
- CO5:** To manage and understand performance related compensation and profit sharin plans.

#### References:

##### Text Books:

1. Joseph. J. Martocchio, (2006), Strategic Compensation–A Human Resource Management Approach – Prentice Hall.
2. Michael Armstrong & Helen Murlis , (2012), Hand Book Of Reward

Management – Crust Publishing House.

3. Richard .I. Henderson (2007), Compensation Management In A Knowledge Based World – Prentice Hall.
4. Richard Thrope & Gill Homen (2000), Strategic Reward Systems , Prentice Hall.
5. Thomas .P. Plannery, David.A. Hofrichter & Paul E. Platten (2005), People Performance & Pay – Free Press.

**Reference Book:**

1. Edwarde. E. Lawler III (2016), Rewarding Excellence (Pay Strategies for the New Economy) – Jossey, Bass.
2. Debasish Biswas, (2017), Compensation Management, Abhjeet Publications, New Delhi.
3. David Cichelli, (2017), Compensating the Sales Force: A Practical Guide to Designing Winning Sales Reward Programs, McGraw Hill Companies, Newyork.
4. Sharma, R.C.(2018), Compensation Management, Sage Publications.
5. Milkovich G. T, Newman J .M, & Venkata Ratnam C. S- Compensation -McGraw Hill Irwin.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	1	1	2	3	1	2	2	3	2	2
CO2	2	1	2	3	2	3	1	2	3	3	1	3
CO3	3	2	2	3	1	3	2	2	3	2	1	2
CO4	3	2	2	3	3	3	1	3	2	3	1	3
CO5	3	2	1	3	3	3	1	2	3	3	2	3

## CROSS CULTURE MANAGEMENT

Course Code: 24RIMP4E09

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Recall the concept of cross-culture management. K2: Understand different aspects of diversity in the workplace. K3: Adapt diversity in the workplace.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To introduce diversity in the workplace.</li> <li>● To make the students understand the primary aspects of diversity.</li> <li>● To make the students understand cross-cultural diversity.</li> <li>● To adapt to managing diversity</li> <li>● To adapt to managing diversity from the organisational standpoint</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to Diversity:</b> Fundamentals of Diversity – Levels of Diversity Discrimination – Forms of discrimination – Models and Process of Diversity - Theories of Diversity.	6	3	0	9	I
<b>II</b>	<b>Understanding Primary Aspects of Diversity:</b> Race and Ethnicity – Cultural Diversity – Issues of expatriate managers – Impact of Culture on Negotiation Gender Diversity in the Workplace – Women in Leadership Positions – Issues - Generational Diversity in the Workplace.	10	6	0	16	I
<b>III</b>	<b>Cross Cultural Diversity:</b> Social programme – Does social programme make a difference in the workplaces in India/other countries? Impact of religion- appearance-disability in workplaces.	7	4	0	11	II
<b>IV</b>	<b>Managing Diversity:</b> Ethical- Legal and Communication issues - Ethics of workplace diversity – Legal aspects of diversity in the workplace. Improving communication in today's diverse workplace.	8	4	0	12	II
<b>V</b>	<b>Managing Diversity from Organization Stand Point:</b> Creating and sustaining diversity and inclusion in an organization developing and motivating a changing workforce – Diversity Training.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

**CO1:** Gain knowledge about diversity in the workplace.



**CO2:** Have an understanding of the primary aspects of diversity.

**CO3:** Have an understanding of cross-cultural diversity.

**CO4:** Able to adapt to managing diversity.

**CO5:** Able to adapt to managing diversity from an organisational standpoint of view.

## References:

### Text Books

1. Charles W.I. Hill and Arun Kumar Jain, (2010), International Business, 6th edition, Tata McGraw Hill, New Delhi.
2. John D. Daniels and Lee H. Radebaugh, (2000), International Business, Pearson Education Asia, New Delhi.
3. K. Aswathappa, (2012), International Business, 5 th Edition, Tata McGraw Hill, New Delhi.
4. Rakesh Mohan Joshi, (2009), International Business, Oxford University Press, New Delhi.
5. VyuptakeshSharan, (2011), International Business, 3rd Edition, Pearson Education in South Asia, New Delhi.

### Reference Books:

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, (2010), International Business, 32 7 th Edition, Cengage Learning, New Delhi.
2. MonirTayeb. (2007), International Human Resource Management. Oxford.
3. Randy L. Desimone, Jon M. Werner – David M. Mathis (2007), Human Resource Development, Cengage Learning.
4. Robert L. Mathis and John H. Jackson, (2007), Human Resource Management, Cengage Learning.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

## TECHNOLOGY FOR PERSONAL PRODUCTIVITY MANAGEMENT

**Course Code: 24RIMP4E10**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester- III
<b>Cognitive Level</b>	K1: Recall the characteristics of personal productivity. K2: To gain knowledge in the Task Management system. K3: To develop time management skills.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To introduce students to the concept of personal productivity and its importance in modern life.</li> <li>To familiarize students with a range of digital productivity tools and techniques.</li> <li>To provide students with practical skills for organizing tasks, managing time, and improving efficiency.</li> <li>To enable students to develop personalized productivity systems tailored to their individual needs and preferences.</li> <li>To empower students to apply technology effectively to enhance their personal and professional productivity.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	Introduction to Personal Productivity: Understanding personal productivity-Importance of time management-Introduction to digital productivity tools-Setting personal productivity goals.	<b>9</b>	<b>4</b>	<b>0</b>	<b>13</b>	<b>I</b>
<b>II</b>	Task Management Systems: Overview of task management systems (TMS)-Exploring popular TMS: To do list, Trello, Asana, etc.-Creating and organizing tasks-Prioritizing tasks using TMS	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>I</b>
<b>III</b>	Time Blocking and Calendar Management: Introduction to time blocking technique-Utilizing digital calendars effectively-Scheduling and organizing tasks-Balancing personal and professional commitments	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>II</b>
<b>IV</b>	Note-taking and Information Management: Importance of effective note-taking-Exploring note-taking apps: Ever note, One Note, Notion, etc.-Organizing and categorizing information-Integrating notes with task and time management systems	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>II</b>

<b>V</b>	Automation and Workflow Optimization: Understanding automation tools and workflows-Introduction to Zapier, IFTTT, and other automation platforms-Streamlining repetitive tasks-Optimizing workflows for enhanced productivity	<b>7</b>	<b>4</b>	<b>0</b>	<b>11</b>	<b>II</b>
	<b>Invited Talks/Field Visit</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1.** Understand the principles and strategies of personal productivity.
- CO2.** Utilize various digital tools and apps for task management, time blocking, note-taking, and automation.
- CO3.** Organize and prioritize tasks effectively using task management systems.
- CO4.** Manage their time efficiently by employing time blocking techniques and digital calendars.
- CO5.** Develop and maintain a comprehensive system for managing information and resources.
- CO6.** Optimize their workflows through automation and integration of digital tools.
- CO7.** Apply the concepts and skills learned to improve their personal and professional productivity in real-life scenarios.

### References:

#### Text Books:

#### Reference Books:

1. Allen, D. (2001). *Getting things done: The art of stress-free productivity*. Viking.
2. Clear, J. (2018). *Atomic habits: An easy & proven way to build good habits & break bad ones*. Avery.
3. Newport, C. (2016). *Deep work: Rules for focused success in a distracted world*. Grand Central Publishing.
4. Knapp, J., & Zeratsky, J. (2018). *Make time: How to focus on what matters every day*. Currency.
5. Bailey, C. (2016). *The productivity project: Accomplishing more by managing your time, attention, and energy*. Crown Business.

Mapping of COs with PSOs and POs												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2	PSO 3	PSO 4	PSO 5	PSO6
<b>CO1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>
<b>CO2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>

<b>CO4</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b>CO5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>

## **FINANCIAL MANAGEMENT ELECTIVES**

### **SEMESTER - IV**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP4E16	Mergers, Acquisitions and Corporate Restructuring
24RIMP4E17	Micro Finance
24RIMP4E18	Global Financial Markets
24RIMP4E19	Strategies for Financial Services
24RIMP4E20	Corporate Tax Management

## MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

**Course Code:24RIMP4E16**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	<p>K1:Sensitize and make the students understand about the need for mergers and acquisitions corporate restructuring for achieving fast growth and maximize.</p> <p>K2: Familiarize in knowing the importance of strategic alliances.</p> <p>K3:Understand about shareholders value in the context of ever increasing competition unnerved up by in Indian economy.</p>	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To understand the corporate restructuring like mergers &amp; acquisitions.</li> <li>● To analyze the strategic alliances and Joint Ventures as alternatives to acquisitions strategy- valuation of firm- equity- brand valuation and cost of capital</li> <li>● To study about the procedure for takeover and its impact on organisation and country.</li> <li>● To examine the defense and bid strategies in corporate restructuring.</li> <li>● To improve the accounting and tax part of the organization.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Mergers &amp; Acquisitions Process</b> – Forms of M&A – Types of Mergers – Reasons for Buying and Selling a Business – Stake holder groups in M&A activities - Framework for M&A strategies – Motivational Hypothesis for M&A – M&A Theories – The Efficiency Theory – The Monopoly Theory – The Valuation Theory – The Empire Building Theory – The Process Theory – The Disturbance Theory	7	4	0	11	I
<b>II</b>	<b>Valuation of Merger and Acquisitions</b> – Objectives – Sources of Information – Valuing the Business Vs Valuing the Company – Net Asset Valuation Model – Dividend Valuation Model – PER Model – EVA and APV Model an overview – Economic Gains and Costs of M&A – The Share Exchange Ratio. Intangible Assets: Types – Importance – Classification – Approaches to Valuation of Intangible Assets Dis investments and Privatization – Methods –	8	4	0	12	I

	Approaches to Valuation – Alternative Valuation approaches for Private Companies – Family Business Valuation and its issues					
<b>III</b>	<b>Synergy – Benefits from Synergy</b> – Synergy Equation – Theories of Synergy – Pricing of M&A – All-cash Acquisition – All-share Exchange Acquisition – Cash and Share Offer – Break-even Synergy – Determining the Price Range of Acquisition – Synergy and Value creation in M&A – Acquiring Poorly Managed Firm – Acquiring Undervalued Firms – Synergy and Merger Success	9	4	0	13	II
<b>IV</b>	<b>Payments for M&amp;A – Methods</b> – Factors Affecting Choice of Financing Method – Stock Deal or Cash Deal – Financing the Cash Offer – Payment for Cross-Border Acquisitions – Leveraged Buyout – Structuring – Characteristic of LBO Candidates – Sources of LBO Targets – Factors determining LBO returns	7	4	0	11	II
<b>V</b>	<b>Due Diligence</b> – Scopes and Types – Process – Due Diligence in Cross-Border Deals – Integration – Levels of organizational distance – Types – Corporate Cultures – Acculturation – Major Laws of M&A in India	6	4	0	10	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

## Course Outcomes:

**CO 1:** At the end of the course- the students will be able to Understand the objectives of Mergers and Acquisitions.

**CO2:** Understand the Valuation practices and Methods of payment in M&A .

**CO3:** Understand the Procedure for Takeovers and Acquisitions.

**CO4:** Understand the Defense and Bid Strategies of Mergers.

**CO5:** Understand the Tax aspects of M&A .

## References:

### Text Book:

1. Donald M. DePamphilis, Mergers, Acquisitions and other restructuring Activities, 5 th Edn, Elsevier – 2010
2. Weston, Mark Mitchell, J. Harold Mulherin, Takeovers, Restructuring, and Corporate Governance, 4th Edition, Pearson – Aug 2003
3. Kamal Ghosh Ray, Mergers and Acquisitions Strategy, Valuation and Integration, PHI - 2010
4. Peter Howson, Acquisition Essentials, Denzil Rankine, Pearson - Oct 200
5. Weston, Chung & Hoag, Mergers, Restructuring, and Corporate Control, PHI - 2010

### Reference Book:

1. Gaughan, Patrick A., Mergers - What Can Go Wrong and How to Prevent it, 1st Edn., Wiley Finance - 2005
2. Gaughan, Patrick A., M&A and Corporate Restructuring, 4th Edn., Wiley - 2007
3. Mergers, Acquisitions and Corporate Restructuring, 1st Edn., Vikas – 2009
4. Rajesh Kumar., Mergers and Acquisitions - Text and Case, Tata McGraw Hill – 2011
5. Ramanujan, Mergers: The New Dimension for Corporate Restructuring, Tata McGraw Hill – 2000

### Web resources

1. <http://www.amazon.com/Mergers-Acquisitions>
2. RestructuringActivitiesSecond/dp/0122095529#reader\_0122095529
3. [http://www.amazon.com/Complete-Guide-MergersAcquisitionsIntegration/dp/0787947865#reader\\_0787947865](http://www.amazon.com/Complete-Guide-MergersAcquisitionsIntegration/dp/0787947865#reader_0787947865)
4. <http://www.amazon.com/Art-Merger>

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	2	3	2	3	2	3	3	2	3	2
CO2	2	1	3	3	2	2	3	2	3	2	2	3
CO3	2	2	2	3	2	1	3	2	2	1	2	2
CO4	3	2	2	2	1	3	2	3	3	2	1	2
CO5	2	2	2	3	3	2	3	2	3	2	4	3



## MICRO FINANCE

**Course Code:24RIMP4E17**

**Credit: 4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-IV</b>
<b>Cognitive Level</b>	K1: Applying the ideas of worldwide monetary in worldwide climate situation. K2: Analyze global corporate money and its sources. K3: Portray the gamble associated with global money.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To dissect the different pay creating exercises under microfinance</li> <li>• To apply the FICO score technique</li> <li>• To dissect different procedures for estimating of microfinance items</li> <li>• To assess different measures for changing NGO's</li> </ul>	

<b>Unit s</b>	<b>Contents</b>	<b>Lectur Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Indian Rural Financial System:</b> Microfinance Concepts – Need and improvement, products - savings, credit, insurance, pension, equity, leasing, hire-purchase service - Microfinance models - Emerging Global Microfinance practices.	7	4	0	11	I
<b>II</b>	<b>Development of Microfinance:</b> Microfinance, Development, Income generating activities and Micro enterprise: Market (demand) analysis, financial analysis including sources. Technological analysis, Socioeconomic analysis, Environmental analysis. Logical framework, Implementation & Monitoring	8	4	0	12	I
<b>III</b>	<b>Credit Delivery Methodology :</b> Credit Lending Models : Associations; Bank Guarantees Community Banking, Cooperatives, Credit Unions, Grameen Model, SHG, Individual, Intermediaries, individual lenders, NGOs, micro credit programmes, and Commercial banks)	8	4	0	12	II

<b>IV</b>	<b>Pricing of Microfinance products:</b> Purpose base, Activity base, Economic class base Open bidding, etc. Pricing saving products, Amount of savings base, Attendance at periodical meeting  Adding to corpus. Gender issues in Microfinance and Conflict resolution in Microfinance – Client impact studies measuring impact of Microfinance and Micro enterprises	8	4	0	12	I
<b>V</b>	<b>Commercial Microfinance:</b> MFIs: Evaluating MFIs- Social and performance metrics, fund structure, value-added services The Rise of Commercial Microfinance-: Transforming NGOs. Structure of Microfinance Industry and Constraints on MFI Growth. The partnership model – MFI as the servicer	6	3	0	9	III
	<b>Invited Talks/Field Visit</b>	2	0	0	2	
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	

#### Course Outcomes:

CO1: Perceive the current situation of country monetary framework in India.

CO2: Sort different pay creating exercises in microfinance.

CO3: Apply the FICO score strategy for rating credit value.

CO4: Examine the different techniques for estimating of microfinance items.

CO5: Understand the changing proportions of NGO's.

#### References:

##### Text Books:

1. Joanna Ledgerwood, “Microfinance Handbook” : an institutional and financial perspective, The World Bank, Washington, D.C.
2. Beatriz Armendariz and Jonathan Morduch, “The Economics of Microfinance”, Prentice-Hall of India Pvt. Ltd. Delhi, 2005.
3. Rene, M., Stulz, (2013), Risk Management and derivatives, Thomson – South Western.
4. John. C. Hull, (2012), Options, Futures and other Derivative Securities’, PHI Learning, 9th Edition.
5. Keith Red head, (2011), Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’ – HI Learning.

##### Reference Books:

1. Malcolm Harper, “Practical Microfinance” A training Guide for South Asia, Vistaar Publication, New Delhi.2003.

2. C.K. Prahalad, "The Market at the Bottom of the Pyramid," 2006, The Fortune at the Bottom of the Pyramid, Wharton School Publishing

Mapping of COs with POs and PSOs												
CO/PO	P O  1	P O  2	P O  3	P O  4	P O  5	P O  6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6
CO 01	3	2	2	3	2	2	2	3	3	2	2	3
CO 02	2	1	3	3	2	2	3	2	3	2	3	2
CO 03	2	2	2	3	2	2	3	2	2	1	2	3
CO 04	3	2	2	2	1	3	2	3	3	2	2	2
CO 05	2	2	2	3	3	2	3	2	3	2	3	4

# GLOBAL FINANCIAL MARKET

Course Code: 24RIMP4E18

Credit: 4

Hours:4/Week

<b>Programme</b>	<b>MBA</b>	<b>Semester-IV</b>
<b>Cognitive Level</b>	K1: Analyzing the international financial environment. K2: Examining the source of international corporate finance and investment. K3: Making students familiar with international derivatives management.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To understand the financial environment prevails globally.</li> <li>• To analyze the International Financial management.</li> <li>• To study about the derivatives markets and its situation globally.</li> <li>• To analyze the international source of funds.</li> <li>• To examine the risks involved and methods to overcome the risk involved internationally.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>International Financial Environment:</b> Overview and Evolution of International Finance – Institutions for International Finance – International Monetary Fund - World Bank and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – Forward rate parity- Interest rate parity.	8	4	0	12	I
<b>II</b>	<b>Indian Capital Market- Primary Market</b> Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.	7	4	0	11	I
<b>III</b>	<b>Secondary Market</b> -Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges – Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.	8	4	0	12	II

IV	<b>Debt Market And Forex Market</b> -Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.	8	4	0	12	II
V	<b>Mutual Funds, Derivatives Markets And Venture Capital And Private Equity</b> Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** Learn about evolution- process and system of International Finance.
- CO2:** Identify the concepts of international merger and acquisitions- financial techniques and regulations.
- CO3:** Understand about international monetary system.
- CO4:** Knowing about international financial instruments globally and bond management.
- CO5:** Explore the learning in international risk assessment.

#### References:

##### Text Books:

1. Apte P.G., (2011) International Financial Management, Tata McGraw Hill.
2. John C Hull, 2008, Student Solutions Manual for Options, Futures and Other Derivatives, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education.
3. Alan C. Shapiro, (2010), Multinational Financial Management, PHI Learning, 5th Edition.
4. Eunand Resnik, (2011), International Financial Management, Tata McGraw Hill, 5th Edition.
5. Baumol William. J (1973), Website of Indian Government on EXIM policy, Economic Theory and Operations Analysis, Prentice Hall, London.

##### Reference Books:

1. Jeff Madura, (2011), International Corporate Finance, Cengage Learning, 9th Edition.
2. Daniel R.Kane, (2011), Principles of International Finance, Routledge Library Editions.
3. GopalaKrishnan.P.G, Nandini Jagannarayan (2011), Foreign Direct Investment and International Portfolio Investment, Himalaya Publishing House.

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6
CO1	2	2	1	3	2	3	1	2	1	2	2	3
CO2	3	3	3	3	3	2	3	2	3	3	2	2
CO3	3	3	3	3	3	2	3	2	3	3	2	3
CO4	2	2	1	2	2	3	1	2	1	2	4	2
CO5	3	3	3	3	3	2	3	2	3	3	2	4

## STRATEGIES FOR FINANCIAL SERVICES

Course Code: 24RIMP4E19

Credit: 4

Hours:4/Week

Programme	M.B.A.	Semester-IV
<b>Cognitive Level</b>	<b>K1:</b> Analyze the process of financial models and its types. <b>K2:</b> Understand the mergers and amalgamations. <b>K3:</b> Summarize the stock exchanges and its functions and operations.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To acquaint the students with concepts of Financial management from strategic perspective.</li> <li>To familiarize various Techniques and Models of Strategic Financial Management.</li> <li>To train the students in the techniques of financial planning.</li> <li>To know the risk and uncertainty while in investment decisions..</li> <li>To understand the stock exchange and regulations of SEBI.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Strategic Investment Decisions</b> - Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestment.	8	4	0	12	I
<b>II</b>	<b>Critical Analysis of Appraisal Techniques</b> - Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.	7	4	0	11	I
<b>III</b>	<b>Strategic Analysis of Selected Investment Decisions</b> - Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.	8	4	0	12	II
<b>IV</b>	<b>Stock Exchanges:</b> Constitution - control - functions - Prudential Norms - SEBI Regulations- - Sensitive Indices - Investor Services - Grievance Redressal Measures,Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.	8	4	0	12	II
<b>V</b>	<b>Financial Distress:</b> Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy. Exchangeable Commercial Paper.	7	4	0	11	II

	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1: Understand the concepts of financial modeling.  
CO2: Explain the determinants and techniques of investment decision.  
CO3: Describe the financial restructuring.  
CO4: Assess the significance of various components of investors' services.  
CO5: Learn various terms of options- warrants in strategic financial management.

### References

#### Text Books

1. Rajni S & Preeti Hiro (2018), Strategic Financial Management, PHI, New Delhi.
2. Weaver & Weston (2019), Strategic Corporate Finance, Cengage Learning, New Delhi.
3. Chandra Prasanna, (2017), Financial Management, Tata McGraw Hill, New Delhi.
4. Gurusamy S, (2015), Financial Markets and Institutions, Thomson Publication, New Delhi.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.

#### Reference Books:

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi, 2010.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 9th edition, 2010.
3. I. M. Pandey, Financial Management , Vikas Publishing House, 10th edition, 2010.
3. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
5. Website of IDBI Related to Project Finance

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	2	2	1	2	2	1	1	2	1	2	3	2
<b>CO2</b>	3	3	3	3	3	3	3	2	3	3	2	2
<b>CO3</b>	3	3	3	3	3	3	3	2	3	3	2	2
<b>CO4</b>	2	2	1	3	2	1	1	2	1	2	3	2
<b>CO5</b>	3	3	3	3	3	3	3	2	3	3	2	2



## CORPORATE TAX MANAGEMENT

Course Code: 24RIMP4E20

Credit: 4

Hours:4/Week

<b>Programme</b>	<b>MBA</b>	<b>Semester-IV</b>
<b>Cognitive Level</b>	<b>K1:</b> Analyze the scheme of taxation. <b>K2:</b> Summarize the Tax planning. <b>K3:</b> Execute the students to learn about the profits and gains of business.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To Explore the corporate tax acts, and its applicability.</li> <li>● To Analyze the salient features of various aspects of corporate taxation available for business domain in India and make plans and determine tax liability.</li> <li>● To Explore global practices related to tax planning.</li> <li>● To Discuss the applicability of code of conduct prescribed by different acts and provisions related to corporate tax</li> <li>● To Describe and elaborate about tax provisions its role in business activities</li> <li>● To Deliberate on provisions of corporate tax in given situation and plan for effective compliance.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units For</b>
<b>I</b>	Introduction to tax planning and management, Carry Forward & Set-Off of Business Losses & Depreciation, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector	8	4	0	12	I
<b>II</b>	<b>Computation of taxable income of companies;</b> Finance Act, Computation of the amount of corporate tax liability; Fringe Benefits & Perquisites, Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.	7	4	0	11	I
<b>III</b>	Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions: Capital structure decisions.	8	4	0	12	II

<b>IV</b>	Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by instalment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset..	8	4	0	12	II
<b>V</b>	<b>Assessment procedures</b> –Tax planning – PAN – Filing of returns – IT Authorities - corporate GST filing.	7	4	0	11	II
	<b>Invited Talks / Field Visits</b>	2	0	0	2	-
	<b>Total</b>	40	20	0	60	-

### Course Outcomes:

- CO1:** Evaluate Income Tax and accounting and Income exempted from Tax.  
**CO2:** Formulate head of income and about salaries and house property.  
**CO3:** Compare Profits and Gains of business and profession - Capital gains and income from other sources  
**CO4:** Appraise Set off and carry forward of losses - assessment of individual & firms and Deductions.  
**CO5:** Formulate Assessment procedures , Tax planning , PAN, Filing of returns and IT Authorities.

### References:

#### Text Books:

1. V.P.Gaur and Narang, (2013), Income tax law and practice, Kalyani Publishers.

#### Reference Books:

1. B.B.Lal, (2012), Income tax, Pearson India Publishers.
2. Singhania (2018), Income tax: Law& Practice, Tax Man Publishers.
3. Dr. Vinod K Singhania & Dr Monica Singhania Corporate Tax Planning and Business tax Procedures Taxmann Publication Latest Edition
4. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practices Bharat Law House Latest Edition
5. Dr. Vinod K Singhania & Dr Kapil Singhania Direct Taxes – Law & Practice Taxmann Latest Edition

Mapping with COs, POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	2	2	1	2	2	1	1	2	1	2	2	2

<b>CO2</b>	3	3	3	3	3	3	3	2	3	3	2	2
<b>CO3</b>	3	3	3	3	3	3	3	2	3	3	2	2
<b>CO4</b>	2	2	1	2	2	1	1	2	1	2	3	2
<b>CO5</b>	3	3	3	3	3	3	3	2	3	3	2	2

## **OPERATIONS MANAGEMENT ELECTIVES**

### **SEMESTER - IV**

<b>CODE NUMBER</b>	<b>COURSE TITLE</b>
24RIMP4E26	Fundamentals of Six Sigma
24RIMP4E27	Advanced Operations Research
24RIMP4E28	Supply Chain Analytics
24RIMP4E29	Logistics Management System and Practices
24RIMP4E30	Total Quality Management

## FUNDAMENTALS OF SIX SIGMA

**Course Code: 24RIMP4E26**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Understand barriers and fundamentals of six sigma. K2: Know the contributions of cost quality. K3: Learn concepts of six sigma and bench-marking tools with process.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To educate the students on concept of quality in production leading to total quality in business management</li> <li>● To understand the differences between production quality improvement and six sigma</li> <li>● To know the important factors in production and management processes that contribute to six sigma.</li> <li>● To learned the various elements in training and education in evolving a six sigma.</li> <li>● To familiar with various Quality accreditation systems.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	The fundamentals of six sigma-principles of quality management- Business Performance Improvement and six sigma-the evolution of Six Sigma-Qualities as a Business Performance Metric-Quality Principles and Six Sigma- six sigma and Competitive Advantage. Principles of Six Sigma- process Concept and Systems Thinking- Six Sigma Body of Knowledge-Metrics and Measurement-Six Sigma Problem Solving-Six Sigma in Service Organization.	8	4	0	12	I
<b>II</b>	Project Organization, Selection, and Definition-Organizing for Six Sigma Projects People skills- Six sigma Project Selection- Project Definition-Project Review. Process Measurement- Process Metrics- Data Collection-Data Summarization– Measurement System Evaluation and Verification- Process Capability Evaluation Bench-marking	7	4	0	11	I
<b>III</b>	Process Analysis – Statistical Methods in Six Sigma-Probability Distribution- Basic Statistical Methods-Tools for Process Analysis. Process Improvement-Principles of Process Improvement- Tools for Process Improvement- Six Sigma and Lean Production-Implementation Planning.	8	4	0	12	II

<b>IV</b>	Process Control- Control Systems-Statistical Process Control- Constructing and Using Control Charts. Design for Six Sigma-Concept and Design Development- Overview of DFSS- Concept Development- Concept Engineering- Design Development- Quality Function Deployment Detailed Design and Analysis- Design Failure Mode and Effect Analysis- Reliability Prediction in DFSS	8	4	0	12	II
<b>V</b>	Design for Six Sigma-Optimization and Verification-Design of Experiments- Taguchi Methods for Robust Design- Design for Reliability- Reliability Evaluation-Simulation in DFSS-Design Verification. Six Sigma Implementation- Principles for Six Sigma Implementation-Project Management- Organizational Culture and Change Management- Enterprise Leadership Knowledge Management.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** Relate Philosophies of Quality Management with organization performance.
- CO2:** Demonstrate tools and techniques of Quality Management and Implementation.
- CO3:** Analyze the various types of techniques are used to measure quality and create customer satisfaction.
- CO4:** Use quality management methods analyzing and solving problems of organization.
- CO5:** Critically appraise the organizational- communication and team work requirements for effective quality management.

#### TEXT BOOKS:

1. James R. Evans and William M. Lindsay, 2014. An introduction to six sigma and process improvement 2e,
2. Cengage Learning India Private Limited, New Delhi - 110092.
3. Thomas Pyzdek and Paul Keller ,2015. The Six Sigma Handbook, Fourth Edition by - McGraw-Hill.

#### REFERENCES:

- 1.Dhirendra Kumar, 2006. Six Sigma Best Practices: A Guide to Business Process Excellence for Diverse Industries, J. Ross Publishing.
- 2.Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six Sigma, Oxford: Butterworth-Heinemann,
- 3.Georgette Belair and John O' Neill 2007. Implementing Design for Six Sigma: A leader's guide, Pearson Education, New Delhi 110 017.

#### WEB RESOURCES:

[www.sixsigmatutorial.com](http://www.sixsigmatutorial.com)  
[www.sixsigmaonline.org](http://www.sixsigmaonline.org)  
[www.sixsigmaspc.com](http://www.sixsigmaspc.com)

**Mapping with COs, POs and PSOs**

<b>CO/PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO1</b>	3	2	3	4	4	3	1	2	1	1	2
<b>CO2</b>	3	3	3	2	2	3	1	1	1	1	1
<b>CO3</b>	3	3	2	1	3	3	1	1	1	1	1
<b>CO4</b>	3	3	4	2	2	2	1	1	1	1	1
<b>CO5</b>	3	3	3	1	3	3	1	1	1	1	1

## ADVANCED OPERATIONS RESEARCH

**Course Code: 24RIMP4E27**

**Credit: 4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-IV</b>
<b>Cognitive Level</b>	K1: Learn mathematical concept for business K2: Understand mathematical modelling skills for business K3: Apply mathematical modelling skills through operations research techniques	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To introduce various optimization techniques of operations research.</li> <li>● To facilitate the use of Quantitative Technique in various functional areas.</li> <li>● To impart mathematical modelling skills through operations research techniques</li> <li>● To apply mathematical modelling skills through operations research techniques</li> <li>● To inculcate the practices of Network scheduling by PERT and CPM in practical.</li> </ul>	

<b>Unit</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	<b>Linear Programming Problem (LPP):</b> Introduction - Graphical solution method - General form - canonical form and standard form of LPP - Simplex method.	10	6	0	16	I
<b>II</b>	<b>Transportation Problem (TP):</b> Formation and solution of TP - North - West corner method - Least cost method - Vogel's approximation method. Assignment problem (AP) - Formation and solution methods of AP.	6	3	0	9	I
<b>III</b>	<b>Games and Strategies:</b> Introduction - Maxi - min-Mini - max principle - Games without saddle points - Graphical solution of 2xn and mx2 games. Replacement Problem - Replacement of equipment and policy - Individual replacement policy and Group replacement policy.	7	4	0	11	II
<b>IV</b>	<b>Inventory:</b> Types - decisions - objective and reasons for carry - Deterministic inventory problems with and without shortages- Single and Multi item price break model.	8	4	0	12	II



<b>V</b>	<b>Network Scheduling by PERT and CPM:</b> Introduction - Logical sequencing - Rules for network construction -Critical path analysis - Distinction between PERT and CPM - Applications and advantages of network techniques.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

**CO1:** Able to apply Linear Programming model in business.

**CO2:** Able to apply transportation problem model in business.

**CO3:** Able to apply principles Games and Strategies in business.

**CO4:** Able to apply Inventory model in business.

**CO5:** Able to apply PERT and CPM modeling business.

### References:

#### Text Books

1. Gupta P. K, Hira.D.S (2002), Operations Research- S. Chand and Company- New Delhi.
2. KantiSwarup P.K. Gupta Man Mohan (2011), Operations Research, Sultan Chand and Sons, New Delhi.
3. Panneerselvam R. (2006), Operations Research - Second Edition (Prentice-Hall of India- NewDelhi.

### Reference Books:

1. Hamdy A. Taha, (2003), Operations Research – An Introduction (Mac-millan Pub. Co. Inc.)
2. G.V. Shenoy U.K. Srivatsava & S.C. Sharma (2001), Operations Research for Management (Wiley Eastern Ltd.)
3. Frank S. Budrick, Dennis McLeavy & Richard Mojena (2018), Principles Of Operations Research For Managemetnn; II Ed.- (Richard D. Irwin Inc.)

Mapping of COs with PSOs and Pos												
CO/PO	PO	PO	PO	PO	PO	PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO	PSO
	1	2	3	4	5	6					5	6

<b>CO1</b>	2	3	2	3	3	3	3	3	3	2	3	3
<b>CO2</b>	3	3	3	2	3	3	3	3	2	3	3	3
<b>CO3</b>	2	2	3	2	3	2	2	3	3	3	3	3
<b>CO4</b>	3	2	3	3	3	2	3	3	3	3	2	3
<b>CO5</b>	3	3	2	3	3	2	3	3	3	2	3	3

## SUPPLY CHAIN ANALYTICS

**Course Code: 24RIMP4E28**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Understand the functional areas of supply chain and logistics management. K2: Examine the planning- decision making process in supply chain analytic. K3: Make students familiar with demand requirement and supply chain analytics with various departments and know the advance analytics model in supply chain.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To understand the functional activities or data set relevance to logistics and supply chain management.</li> <li>• To analyze the aggregate planning and resource allocation decisions- procurement analytic- production modeling international financial management.</li> <li>• To study about the demand and the way to fulfill the analytic.</li> <li>• To analyze the supply chain network design analytic.</li> <li>• To examine the make/buy decision- analysis of total supply chain cost and computation of transfer prices.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to Supply Chain Analytics:</b> Understanding functional activities or data set relevance to logistics and supply chain management - Strategies for data collection and aggregation - Approaches to analysis of functional data - Integrating results of functional analyses to better understand logistics and supply chain performance - Developing improvement strategies based on results of data analyses.	8	4	0	12	I
<b>II</b>	<b>Supply Planning Analytics:</b> Procurement and Strategic Sourcing - Inventory Modeling - aggregate planning and resource allocation decisions - Procurement Analytics - Production modeling - Prescriptive Analytics: Making the Best Decisions in Settings with Low Uncertainty - Decision Trees - Making the Best Decisions in Settings with High Uncertainty - Warehouse location-case studies.	7	4	0	11	I

<b>III</b>	<b>Demand Fulfillment Analytics:</b> Demand Fulfillment - Price optimizing - optimizing inventory levels in distribution network - Transportation modeling - delayed differentiation - mass customization - Predictive Analytics - Risk and Evaluation of Alternatives - Using Solver to solve transportation or distribution problems - Demand Uncertainty - Forecasting.	8	4	0	12	II
<b>IV</b>	<b>Supply Chain Network Design Analytics:</b> Value of Supply Chain Network Modeling - Intuition Building with Center of Gravity Models - Locating Facilities Using a Distance - Based Approach - Alternative Service Levels and Sensitivity Analysis - Adding Capacity to the Model - Adding Outbound Transportation to the Model - Introducing Facility Fixed and Variable Costs - Baseline and Optimal Baselines - Three Echelon Supply Chain Modeling - Adding Multiple Products and Multi - Site Production Sourcing - Multi - Objective Optimization.	8	4	0	12	II
<b>V</b>	<b>Integrated Supply Chain Analytics:</b> Make/Buy decision - Total Supply Chain Cost - computation of transfer prices - revenue management - yield management -product changes/economies of scale - Recommendation production and prioritization case studies Advance Analytics in supply chain - Big data analytics - Machine Learning - Fuzzy Logic and Techniques - Application in SCM.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

- CO1:** Use various tools to analyze strategic- tactical- and operational supply- chain decisions including facility location- vehicle routing- and inventory management;
- CO2:** Develop mathematical modeling and solution tools for supply chain management using data analysis;
- CO3:** Apply forecasting methods as well as formulate and solve optimization problems.
- CO4:** Develop models for making network design decisions and use optimization methods for facility location and network design decisions .
- CO5:** Extract knowledge and intelligence from the dynamic information like fuzzy logic to compute future demand- available production capacity and sources of supply for minimizing the cost.

#### References:

##### Text Books:

1. Chopra S-Meindl. P- (2016)- Supply Chain Management: Strategy- Planning and Operation- 6<sup>th</sup>edition- Pearson Education- USA.

2. Joel D Wisner- G. Keong Leong- Keah-Choon Tan- (2012)- Supply Chain Management – A Balanced Approach - 3<sup>rd</sup> edition Cengage Learning.
3. Plenert- G. J- (2014)- Supply Chain Optimization through Segmentation and Analytics- 1<sup>st</sup> edition- CRC Press.
4. Raman A- Fisher M- (2010)- How Analytics Are Transforming the Supply Chain and Improving Performance- HBS Press.
5. Watson M- (2014)- Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain- Pearson Education.

#### **Reference Books:**

1. Feigin G, (2011), Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA.
2. Fisher M, Raman A, (2010), The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Harvard Business Press, Boston, Massachusetts, USA.
3. Hand field R, (2016), Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA.
4. Tayur S. Ganeshan R- Michael, (2015), M. Quantitative Models for Supply Chain Management, Kluwer Academic Publishers.
5. Winston, Wayne L.S. Christian Albright, (2010), Practical Management Science-3<sup>rd</sup> edition, Pacific Grove, CA: Duxbury.

<b>Mapping of COs with PSOs and POs</b>												
<b>CO/PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	3	2	3	2	2	2	2	3	3	3	3	3
<b>CO2</b>	2	2	3	3	2	2	3	2	2	3	2	3
<b>CO3</b>	3	2	3	3	2	3	3	2	3	2	2	2
<b>CO4</b>	2	2	2	3	2	3	2	3	3	2	2	2
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	3	3

# LOGISTICS MANAGEMENT SYSTEM AND PRACTICES

**Course Code: 24RIMP4E29**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Understand the concepts of logistics. K2: Explain about the Materials management functions. K3: Analyze the Traditional Vehicle Routing Problems.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To develop the ability to apply the concepts- tools- and techniques of logistics management in business decisions.</li> <li>● To orient the students on the principles and analytical tools of material management.</li> <li>● To recall about Role of transportation in a supply chain - direct shipment</li> <li>● To understand the health care industry and other service industries.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CF A
I	Introduction to Logistics Management – The importance of logistics management for whole-of-life costs control-Logistics management in the capital procurement process.	9	4	0	13	I
II	Integrated Logistic Support (ILS) concepts – Major elements of ILS and need for an integrated approach-Logistics Support Analysis – The purpose of LSA, its operation and limitations.	7	4	0	11	I
III	Planning logistics management activities to coincide with other project management areas – Alternative ILS solutions and Life Cycle Costs – Assessment and life-cycle implications – Industry as a participant in the logistics effort – Transportation: methods, issues and future.	8	4	0	12	II
IV	Logistics Information Systems, including Computer-aided Acquisition and Lifecycle Support (CALS). Warehousing locations in business logistics – Storage and distribution as issues for logistics managers in the logistics strategy.	6	4	0	10	II
V	Re-ordering and economic order quantities – standard business logistics methods Repair or replace decisions – computer based methods.	7	4	0	11	II



## TOTAL QUALITY MANAGEMENT

**Course Code: 24RIMP4E30**

**Credit:4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester- IV</b>
<b>Cognitive Level</b>	K1: Recall the concept of quality management. K2: Explain the principles and theories of TQM. K3: Apply the techniques of TQM in practice.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• Understand the evolution of quality .</li> <li>• Understand the 8D methodology.</li> <li>• Learn the Statistical Process Control.</li> <li>• Reveal the Failure Mode Effect Analysis (FMEA).</li> <li>• Explain about the Quality Audits.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial. Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
I	<b>Introduction:</b> Introduction - Need for quality - Evolution of quality - Definition of quality - Concept of Quality –Concept of total Quality - Customer Focus – customer perception - customer retention - Dimensions of product and service quality - Cost of quality.	9	4	0	13	I
II	<b>Quality Management Philosophies:</b> Quality Gurus - Crosby - Deming - Masaaki Imai - Feigenbaum - Ishikawa - Juran - Oakland - Shigeo Shingo - and Taguchi - Concepts of Quality circle - Japanese 5S principles and 8D methodology.	7	4	0	11	I
III	<b>Statistical Process Control:</b> Statistical Process Control (SPC) – Meaning - Significance - Six Sigma - concepts of process capability - product life characteristics curve - Total productive maintenance (TMP) - Business Process Improvement (BPI) – principles - applications - re engineering process - benefits and limitations.	8	4	0	12	II
	<b>Quality Tools and Techniques:</b> Quality Tools - The seven traditional tools of quality - New management tools - Six - sigma - Bench marking - Failure Mode Effect Analysis (FMEA) – Taguchi - quality loss function - parameter and tolerance design - signal to noise ratio.	6	4	0	10	II
V	<b>Quality Management Systems:</b> Introduction Quality management systems – IS/ISO 9004:2000 – Quality System – Elements - Documentation					



	guidelines for performance improvements - Quality Audits - QS 9000 – ISO 14000 –Employee involvement – Motivation - empowerment - Team and Teamwork - Recognition and Reward - Performance appraisal - Supplier Rating.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

**CO1:** Understanding the evolution of Quality management.

**CO2:** Ability to apply statistical process control to enhance quality.

**CO3:** Ability to apply quality tools to enhance organization's quality performance.

**CO4:** Awareness of quality management systems.

**CO5:** Understanding of quality philosophies and practices.

### Text Books:

1. Douglas C. Montgomery, (2018), Introduction to Statistical Quality Control, Wiley Student Edition 4th Edition, Wiley India Pvt Limited.
2. Panneerselvam.R, Sivasankaran. P (2015), Quality Management- PHI Learning.
3. Indian standard, quality management systems, Guidelines for performance improvement (Fifth Revision)- Bureau of Indian standards, New Delhi.

### Reference Books:

1. Dale H. Besterfield, Carol Besterfield, Michna, Glen H. Besterfield, Mary Besterfield, Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, (2018), Total Quality Management (TQM), Fifth edition, Pearson Education.
2. Shridhara Bhat K (2010), Total Quality Management – Text and Cases- Himalaya Publishing House-First Edition.
3. Poornima M. Charantimath (2011), Total Quality Management, Pearson Education, Second Edition.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

## MARKETING MANAGEMENT ELECTIVES

### SEMESTER - IV

CODE NUMBER	COURSE TITLE
24RIMP4E36	Industrial Marketing
24RIMP4E37	Digital and Social Media Marketing
24RIMP4E38	Brand Management
24RIMP4E39	Services Marketing
24RIMP4E40	Marketing Research and Metrics

## INDUSTRIAL MARKETING

Course Code: 24RIMP4E36

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Break down the market an open door for which B2B showcasing should be possible. K2: Recognize the interest for the modern items and fragmenting the likely client. K3: Deciding the channels of advertising and best technique for correspondence.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To know the distinction between modern business sectors with that of buyer markets.</li> <li>● To comprehend the difficulties looked by Modern Advertisers.</li> <li>● To frame the organizational purchasing process.</li> <li>● To make sense of the valuing client relationship the executives in business markets.</li> <li>● To look at the sorts of conveyance directs in business advertising.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Introduction to Industrial Markets</b> - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour.	8	4	0	12	I
<b>II</b>	<b>Strategic Industrial Marketing (S.T.P.)</b> - Marketing Information Systems and Marketing Research – B2B Commerce.	7	4	0	11	I
<b>III</b>	<b>Classification of Industrial Products and Services</b> - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.	8	4	0	12	II
<b>IV</b>	<b>Formulating Channel Strategies and Physical Distribution decisions</b> – Channel Management -Promotional Strategies for Industrial Goods/ Services.	8	4	0	12	II

<b>V</b>	<b>Developing Marketing Strategies and Programs for Industrial Goods / Services.</b> – Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	-	-	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### **Course outcome:**

CO1: Understanding the principles and evolution of quality management in the context of industrial marketing.

CO2: Ability to apply statistical process control methods to enhance quality in industrial settings.

CO3: Ability to utilize quality tools to improve organizational quality performance in industrial markets.

CO4: Awareness of various quality management systems relevant to industrial marketing.

CO5: Understanding of quality philosophies and practices as they apply to industrial marketing strategies.

#### **References:**

##### **Text Books:**

1. Havaldar Krishna K., 2018, "Industrial Marketing," 2nd Edition, McGraw Hill Education, New Delhi, India.
2. Govindarajan M., 2014, "Industrial Marketing," 1st Edition, Prentice Hall India Learning Private Limited, New Delhi, India.
3. Sahaf Musadiq A., 2008, "Industrial Marketing," 1st Edition, Oxford University Press, New Delhi, India.
4. Balaram Dogra and Karminder Ghuman, 2010, "Industrial Marketing," 1st Edition, Tata McGraw-Hill Education, New Delhi, India.
5. R. Srinivasan, 2019, "Strategic Industrial Marketing," 1st Edition, PHI Learning, New Delhi, India.

##### **Reference Books:**

1. Robert R. Reeder, Edward G. Brierty, and Betty H. Reeder, 1991, "Industrial Marketing: Analysis, Planning, and Control," 2nd Edition, Prentice-Hall, Englewood Cliffs, NJ.
2. Michael D. Hutt and Thomas W. Speh, 2020, "Business Marketing Management: B2B," 12th Edition, Cengage Learning, Boston, MA.
3. Samli, A. Coskun, 1996, "International Consumer Behavior: Its Impact on Marketing Strategy Development," Quorum Books, Westport, CT.
4. Valarie A. Zeithaml and Mary Jo Bitner, 2003, "Services Marketing: Integrating Customer Focus Across the Firm," 3rd Edition, McGraw-Hill, New York, NY.
5. Krishna K Havaldar, (2010), Cases and Concepts m, Corey-R.E., Industrial Marketing, Text and Cases, Industrial Marketing, Prentice Hall Inc-New Jersey.
6. Frank G. Bingham Jr., Roger Gomes, and James R. Williams, 2005, "Business Marketing," 3rd Edition, McGraw-Hill/Irwin, New York, NY.

<b>CO/</b>	<b>Mapping of COs with PSOs and Pos</b>
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<b>PO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	<b>PSO 6</b>
<b>CO1</b>	1	2	3	4	5	6	1	2	3	4	5	6
<b>CO2</b>	2	2	1	2	2	2	2	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3	3	3	2	2	3	2	3
<b>CO4</b>	3	3	3	3	3	3	3	2	3	2	2	2
<b>CO5</b>	2	2	1	2	2	2	2	3	3	2	2	2

## DIGITAL AND SOCIAL MEDIA MARKETING

**Course Code: 24RIMP4E37**

**Credit: 4**

**Hours: 4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Understanding the essentials of digital marketing plan and elements of a digitization. K2: Understanding the purchasing characteristics and segmenting targeted customer. K3: Analyzing the best way of using digital media to reach- acquisition and retention of new customer.	
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>● To Explain the conceptual foundations of Digital Marketing Management as a functional area of business.</li> <li>● To Study the application of digital and social media marketing concepts in marketing concepts strategic decisions.</li> <li>● To plan the essentials of digital marketing plan and elements of a digital marketing.</li> <li>● To know the purchasing characteristics- using digital media to reach- acquisition and retention of new customer.</li> <li>● To analyzing Advertising Performance through various digital Medias.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Understanding Digital Marketing: Concept - Components of Digital Marketing - Need and scope of digital marketing - benefits of digital marketing - digital marketing platforms and strategies comparison of marketing and digital marketing - digital marketing trends.	10	6	0	16	I
II	Channels of Digital Marketing: Digital marketing - website marketing - search engine marketing - online advertising - e-mail marketing - block marketing - social media marketing - audio - video and interactive marketing - online public relations - mobile marketing - migrating from traditional channels to digital channels.	6	3	0	9	I
III	Digital Marketing Plan: Need of digital marketing plan - elements of a digital marketing plan – Marketing plan - executive summary - mission - situation analysis - opportunities and issues - goals and objectives - marketing strategy - action plan - budget - writing the marketing plan and implementing the plan.	7	4	0	11	II

IV	Marketing in the Digital Era: Segmentation – importance audience segmentation - how different segments use digital media – organizational characteristics - purchasing characteristics - using digital media to reach - acquisition and retention of new customer - digital media for customer loyalty.	8	4	0	12	II
V	Social Media Marketing: Understanding Social Media - Social Networking with Face book - Linked in - Blogging as a social medium - Micro blogging with Twitter - Social sharing with YouTube - Social Media for Customer Reach- Acquisition and Retention - measurement of Digital Media - Analysing Digital Media performance- Analysing website performance- Analyzing Advertising Performance.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1: Illustrate the various types of digital and social marketing formats.  
CO2: Sketch the growth of digital sector in India.  
CO3: Depict the social media industry in India – a complete region wise analysis.  
CO4: Demonstrate the career growth prospects in media industry.  
CO5: Emphasize the importance of retail location.

### References:

#### Text Books

1. Michael Miller, (2020), B2B Digital Marketing, Le. Pearson publication, New Delhi.
2. Vandana Ahuja, (2020), Digital Marketing- Oxford university press.
3. Michael R Soloman, Tracy Tuten (2020), Social Media Marketing, Pearson- le publication, New Delhi.

#### Reference Books:

1. Judy Strauss & Raymond Frost (2020), E-Marketing- Pearson publication, New Delhi.
2. Richard Gay, Alan Charles worth and Rita Esen (2007), Online marketing , A customer led approach osford university press.
3. Arup Varma, Pawan S.Budhar, Angelo S.De Nisi (2020), Digital Marketing, Wiley Pvt Ltd.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3



## BRAND MANAGEMENT

**Course Code: 24RIMP4E38**

**Credit: 4**

**Hours: 4/ Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-IV</b>
<b>Cognitive level</b>	K1: Understand the changing business environment. K2: Identify the indicators of management thoughts and practices of product management. K3: Understand fundamental premise underlying market driven strategies.	
<b>Course objectives</b>	<ul style="list-style-type: none"> <li>● To understand the changing business environment for the competitive world.</li> <li>● To identify the indicators of management thoughts and practices.</li> <li>● To understand fundamental premise underlying market driven strategies.</li> <li>● To determine the importance of Brand Equity &amp; Brand Identity.</li> <li>● To analyze the importance of brand association- brand revitalization- brand elimination- brand positioning and Repositioning.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	Brands & Brand Management: What is a brand? - Brand Elements – Core Brand Values and Brand Mantra – Brand Value Chain – Brand Value Proposition – Functional, Emotional and Self Expressive Benefits – Strategic Brand Management Process Iconic brands – Global brands	10	6	0	16	I
<b>II</b>	Brand Positioning – Identifying, choosing and communicating Points of Parity and Points of Difference – Brand Associations – Primary and Secondary Associations – Repositioning. Customer Based Brand Equity – The Brand Equity Pyramid – Brand Resonance	6	3	0	9	I
<b>III</b>	Brand Hierarchy – Levels, Principles of designing the brand hierarchy – Managing the Brand portfolio. Brand Architecture – Master brand, Over brand, Freestanding Brand and Endorser Brand structures – Price-Quality Brand Structures - House of Brands, Branded House, and Hybrid Structures. Managing Brands over time: Brand Revitalization - Brand Extension strategies – Product Category and Line Extension – Pros and cons of brand extension. .	7	4	0	11	II

<b>IV</b>	Brand Identity – Kapferer’s Brand Identity Prism – Elements of Brand Identity – Co-branding and Ingredient branding. Brand Personality – Brand Personality Dimensions and Traits – Drivers of brand personality Luxury brands – Cult brands	8	4	0	12	II
<b>V</b>	Brand Metrics – Measuring Brand Equity – Loyalty measures, perceived quality and leadership measures, associations/differentiation measures, awareness measures and market behavior measures. Brand Valuation – Methods: Cost, market and Income approach, Brand Valuation Models – Inter brand, Y&R’s Brand Asset Valuator, Millward Brown’s Brand Dynamics approach and Brandz.	6	3	0	9	II
	<b>Invited Talks/Field Visit</b>	3	0	0	3	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1:** Understand the fundamental concepts of product management.
- CO2:** Examine basic concept of product mix- product decisions and product line.
- CO3:** State concepts of branding.
- CO4:** Evaluate branding relationship.
- CO5:** State the importance of brand extensions.

### References:

#### Text Books:

1. Kevin Lane Keller: Strategic Brand Management (Pearson)
2. Jean-Noel Kapferer: The New Strategic Brand Management (Kogan Page)
3. Subroto Sengupta: Brand Positioning (Tata McGraw-Hill)
4. Brad VanAuken: The Brand Management Checklist (Kogan Page)

#### Reference Books:

[www.millwardbrown.com](http://www.millwardbrown.com) – a branding consulting and brand equity research firm

[www.martinlindstrom.com](http://www.martinlindstrom.com) – website of a popular author on branding topics like sensory branding and neuromarketing

[www.interbrand.com](http://www.interbrand.com) – website of the world’s largest brand consultancy that publishes annual list of Best Global brands.

Mapping of COs with POs and PSOs												
CO/PO	PO						PSO					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6

<b>C01</b>	3	3	3	3	3	2	2	2	1	1	3	3
<b>C02</b>	2	2	3	2	3	3	2	2	3	3	2	2
<b>C03</b>	1	2	2	3	3	2	2	3	2	2	1	2
<b>C04</b>	3	3	3	3	3	3	1	3	1	1	3	3
<b>C05</b>	2	2	3	3	3	3	2	2	2	2	2	2

## SERVICES MARKETING

**Course Code:24RIMP4E39**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Figuring out the showcasing idea - procedures and practices in administrations. K2: The course will assist the understudies with prevailing in their likely jobs as chiefs of administration associations. K3: Making esteem in assistance showcasing for maintenance of clients.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To viewpoint on the ideas - outline work and insightful methods accessible to support advertisers</li> <li>To determine the different difficulties looked in changed circumstances.</li> <li>To learn about the making esteem in help advertising.</li> <li>To comprehend the convey and execution of administration promoting.</li> <li>To concentrate on the commitments of administration promoting keeping up with.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Evaluation and Growth</b> – Definition– Service Economy – Evolution and growth of service sector – Nature and Scope of Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.	8	4	0	12	I
<b>II</b>	<b>Service Marketing Opportunities:</b> Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning..	7	4	0	11	I
<b>III</b>	<b>Service Design and Development:</b> Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.	8	4	0	12	II
<b>IV</b>	<b>Service Delivery and Promotion:</b> Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.	8	4	0	12	II

<b>V</b>	<b>Service Strategies:</b> Service Marketing Strategies for Health – Hospitality including travels tourism and hotels — Financial – Logistics–Educational — Entertainment & public utility services.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

#### Course Outcomes:

CO1: Ready to comprehend different issues in administrations advertising with explicit reference to country showcasing.

CO2: Understudy can figure out valuing procedures of different administrations.

CO3: They would acquire trust in doing administrations advertising.

CO4: The understudies would acquire information in estimating provoking interest and trying not to stand by in assistance conveyance.

CO5: They get it and follow the moral practices in conveying the administrations to the client.

#### References:

##### Text Books:

1. Christopher Lovelock, J Jochen Wrtz Jayanta Chattajee (2010), Services Marketing, People and Technology, (6th Edition), Pearson Education, New Delhi.
2. Christopher Lovelock, “Services Marketing–People–Technology–Strategy”, Addison Wesley Longman (Singapore), Pearson Education Asia- 2001- 4th Edition.
3. B.Balaji (2008), Services Marketing and Management, Chand & Co., New Delhi.
4. Keka Lahivi (2007), Services Marketing Issues and Cases, The ICFAI University Press- India.
5. Ravi Shankar, (2002), “Services Marketing-the Indian perspectives Text and Readings”, Excel Books New Delhi, 1st edition.

##### Reference Books:

1. Harsh V.Verma (2018), Services Marketing Text & Cases, Pearson Education in South Asia, New Delhi.
2. K.Rama Mohan Rao (2015), Services Marketing, Pearson Education Rt Lts, New Delhi.
3. Rol and T.Rust Anthony J. Zahorik and Timothy L.Keiningham, (2014), “Services Marketing”, Addison Wesley Longman (Singapore).
4. Valarie A. Zeithmal and Mary Jo Bitner, (2002), “Services Marketing, Integrating Customer Focus Across the Firm”- Tata McGraw-Hill- New Delhi-- 2nd Edition.

Mapping with COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO6
<b>CO1</b>	2	2	1	3	2	2	1	2	1	2	3	3
<b>CO2</b>	3	3	3	3	3	3	3	2	3	3	2	2
<b>CO3</b>	3	3	3	3	3	3	3	2	3	3	2	4
<b>CO4</b>	2	2	1	2	2	2	1	2	1	4	3	2

<b>CO5</b>	3	3	3	3	3	4	3	2	3	3	2	3
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## MARKETING RESEARCH AND METRICS

**Course Code: 24RIMP4E40**

**Credit: 4**

**Hours:4/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Figuring out the fundamental ideas of Worldwide showcasing. K2: Dissecting the commodity finance-strategy advancement and guidelines. K3: Assessing the effect of commodity strategies in worldwide level.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To cause the understudies to comprehend the essential ideas of product and import globally.</li> <li>• To furnish the understudies with a top to bottom information on exchanging strategy advancement and guidelines.</li> <li>• To cause them to figure out about send out documentation.</li> <li>• To give understudies an establishment on preparing finance for send out.</li> <li>• To plan and follow send out methodology in worldwide exchange.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>The Marketing Research System</b> - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research.	9	4	0	13	I
<b>II</b>	<b>Sampling Process in Marketing Research</b> – Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probability sampling Techniques - Sample Size determination - Sampling Errors.	8	4	0	12	I
<b>III</b>	<b>Measurement &amp; Scaling in Marketing Research:</b> Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure	7	4	0	11	II

<b>IV</b>	<b>Data Instruments - Data Collection-</b> Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing, Coding and Editing. Data Analysis - - Hypothesis Testing - Report Writing - Presentation of Data.	7	4	0	11	II
<b>V</b>	<b>Application of Marketing Research:</b> Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research.	7	4	0	11	II
	<b>Invited Talks/Field Visit</b>	2	0	0	2	-
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	-

### Course Outcomes:

**CO1:** Familiarize students with export and import internationally.

**CO2:** Equip students with an in-depth knowledge on trading policy promotion and regulations.

**CO3:** Illustrate and make them understand about export documentation and its preparation.

**CO4:** Provide students a foundation for finance for export.

**CO5:** Preparing and following export procedure for global trade scenario.

### Reference:

1. Kapoor. D.C. (2002), Export Management, Vikas Publishing House (P) Ltd New Delhi.
2. Kumar. V.(2000), International Marketing, Pearson Education (Singapore), Pvt. Ltd. New Delhi.
3. Shaked Ahmad Siddiqui. Dr. (2011), International Marketing, Dream tech Press, New Delhi.
4. Svend Hollensen (2010), Madhumita Banerjee, Global Marketing, Pearson publications, New Delhi.
5. Warsen J. Keegan, Mark C.Green, (2005), Global Marketing- Dorling Kindersley (India) PvtLtd - New Delhi.

Mapping with COs and POS with PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO1</b>	2	2	1	3	2	4	1	2	1	2	3	3
<b>CO2</b>	3	3	3	3	3	5	3	2	3	3	2	4
<b>CO3</b>	3	3	3	3	3	5	3	2	3	3	2	5
<b>CO4</b>	2	2	1	2	2	4	1	2	1	2	4	4
<b>CO5</b>	3	3	3	3	3	5	3	2	3	3	2	5



## **SYSTEMS MANAGEMENT – ELECTIVES**

### **SEMESTER - IV**

<b>Course Code</b>	<b>Course</b>
24RIMP4E46	Business Analytics
24RIMP4E47	Data Science for Business Analytics
24RIMP4E48	Cloud Computing
24RIMP4E49	Visual Basics for Business Applications
24RIMP4E50	Internet of Things (IoT)

## BUSINESS ANALYTICS

**Course Code : 24RIMP4E46**

**Credit: 4**

**Hours: 4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester- III</b>
<b>Cognitive Level</b>	K1: Identify the analytics of business and its advantages. K2: Explain the various types of business analysis. K3: Know the managing resources for business analytics.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To use business analytics for decision making.</li> <li>● To apply the appropriate analytics and generate solutions.</li> <li>● To model and analyze the business situation using analytics.</li> <li>● To understand the management of work related stress at an individual and organizational level.</li> <li>● To develop and implement effective strategies to prevent and manage stress at work.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units For CFA</b>
<b>I</b>	Introduction to Business Analytics (BA) Business Analytics - Terminologies - Process - Importance - Relationship with Organisational Decision Making - BA for Competitive Advantage.	8	4	0	12	I
<b>II</b>	Managing Resources for Business Analytics: Managing BA Personnel - Data and Technology - Organisational Structures aligning BA - Managing Information policy - data quality and change in BA.	7	4	0	11	I
<b>III</b>	Introduction to Statistical Analysis Basics of probability and statistics-Hypothesis testing and confidence intervals-Correlation and causation Regression Analysis-Simple linear regression Multiple regression-Model evaluation and interpretation- Classification Techniques and Clustering-Logistic regression-Decision trees K-means clustering and hierarchical clustering	8	4	0	12	II
<b>IV</b>	Introduction to Machine Learning Supervised vs. unsupervised learning-Overview of popular algorithms-Model training and evaluation-Advanced Machine Learning Techniques-Decision trees and random forests-Neural networks and deep learning-Natural Language Processing (NLP)	8	4	0	12	II

V	Business Applications and Strategy Marketing Analytics: Customer segmentation, campaign analysis-Financial Analytics: Risk management, portfolio management-Supply Chain Analytics: Inventory optimization, demand forecasting- HR Analytics: Workforce planning, performance analysis Developing a Business Analytics Strategy: Building teams, aligning goals, ethical considerations	7	4	0	12	II
	<b>Invited Talks /Field Visit</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcome:

- CO1: Ability to understand the role of Business Analytics in decision making.  
CO2: Ability to identify the appropriate tool for the analytics scenario.  
CO3: Ability to apply the descriptive analytics tools and generate solutions.  
CO4: Understanding of Predictive Analytics and applications.  
CO5: Knowledge of Prescriptive Analytics and demonstrating business process improvement.

### References:

#### Text Books

#### Reference Books:

1. Christian Albright S and Wayne L. Winston (2015), "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning-2.
2. James R. Evans (2012), "Business Analytics- Methods- Models and Decisions", Pearson Edition.
3. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). *An Introduction to Statistical Learning with Applications in R*. Springer.
4. Sharda, R., Delen, D., & Turban, E. (2020). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective*. Pearson.
6. Géron, A. (2019). *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow: Concepts, Tools, and Techniques to Build Intelligent Systems*. O'Reilly Media.

Mapping of Cos with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	3	3	3	2	2	2	1	3	1
CO2	2	2	3	2	3	3	3	2	2	3	3	3

<b>C03</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>
<b>C04</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>
<b>C05</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>

## DATA SCIENCE FOR BUSINESS ANALYTICS

**Course Code: 24RIMP4E47**

**Credit:4**

**Hours:4/Week**

Programme	MBA	Semester- IV
<b>Cognitive Level</b>	K1: Familiarise with the evolution of data mining and warehousing. K2: Learnt about data mining and warehousing. K3: Ability to carry out data mining and warehousing.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To understand and implement classical models.</li> <li>● To learnt about algorithms in data warehouses and data mining.</li> <li>● To master data mining techniques in various applications like social-scientific and environmental context.</li> <li>● To develop skill in selecting the appropriate data mining algorithm for solving practical problems.</li> <li>● To learnt about the usage of data warehouse.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: The Evolution Of Data Warehousing (The Historical Context)- The Data Warehouse- A Brief History - Characteristics - Operational Database Systems and Data Warehouse (OLTP & OLAP)-Today's Development Environment.	8	0	4	12	I
II	Data Processing: Data Marts - Meta data - Multidimensional Data Models- Types of Data and Their Uses - from Tables and Spreadsheets to Data Cubes- Identifying Facts and Dimensions- Designing Fact Tables.	8	0	4	12	I
III	Data Warehousing: Principles of Data Warehousing (Architecture and Design Techniques) - System Processes - Data Warehousing Components - Architecture for a warehouse - Three-tier Data Warehouse Architecture - Steps for the design and construction of Data Warehouses.	8	0	4	12	II
IV	Data Mining: Data Mining - Introduction - Motivation - Importance - Knowledge Discovery Process - KDD and Data Mining - classification of data mining systems - Major issues -from Data warehousing to data Mining.	8	0	4	12	II

V	Data Integration: Data Integration and Transformation - Data Reduction - Data Warehouse and OLAP Technology for Data Mining - data warehouse - Architecture - Implementation -Data warehouse usage.	8	0	4	1 2	II
	<b>Invited Talks/Field Visit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
	<b>Total Hours</b>	<b>4 0</b>	<b>2 0</b>	<b>0</b>	<b>6 0</b>	<b>-</b>

### Course Outcomes:

CO1: Analyze the basic concepts of data warehousing and the required skills to develop and use them.

CO2: Apply the methods and techniques for preprocessing of data.

CO3: Describe the designing of Data Warehousing to solve the root problems.

CO4: Explain different methodologies used in data mining and data warehousing.

CO5: Compare different approaches of data warehousing and datamining with various technologies.

### References :

#### Text Book

1. Krzysztof J. Cios- Witold Pedrycz, Roman W. Swiniarski (2017), "Data mining: A Knowledge Discovery Approach" -Springer.

#### Reference Books

- 1 Hand D.J. Heikki Mannila, Padhraic Smyth (2011), "Principles of data mining" MIT Press.
- 2 Soumen Chakrabarti-Earl Cox-Ian H. Witten, Morgan Kaufmann (2018), "Data mining : knowitall".

Mapping of Cos with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	3	3	3	2	2	2	1	3	1
CO2	2	2	3	2	3	3	3	2	2	3	3	3
CO3	1	2	2	3	3	3	2	2	3	2	3	2
CO4	3	3	3	3	3	3	3	1	3	1	3	1
CO5	2	2	3	3	3	3	3	2	2	2	3	2

## CLOUD COMPUTING

**Course Code: 24RIMP4E48**

**Credit:4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester- IV</b>
<b>Cognitive Level</b>	K-1: Recall the Major Players in Cloud Computing. K-2: Understand the Pros and cons of Virtualization. K-3: Able to carry out cloud computing.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>● To provide comprehensive and in-depth knowledge of Cloud Computing concepts.</li> <li>● To disseminate Cloud Computing fundamental issues.</li> <li>● To explain the technologies- applications and implementations.</li> <li>● To provide the basic ideas and principles in data center design.</li> <li>● cloud management techniques and cloud software deployment considerations.</li> </ul>	

<b>Un its</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
<b>I</b>	Cloud: Definition - Benefits - Usage Scenarios - History of Cloud Computing - Cloud Architecture -Types of Clouds -Business models around Clouds – Major Players in Cloud Computing - Issues in Clouds - Eucalyptus - Nimbus - Open Nebula - Cloud Sim.	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>I</b>
<b>II</b>	Types of Cloud services: Software as a Service - Platform as a Service – Infrastructure as a Service - Data base as a Service -Monitoring as a Service – Communication as services - Service Providers - Google -Amazon - Microsoft Azure - IBM - Sales force.	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>I</b>
<b>III</b>	Email Communication Over the Cloud: CRM Management - Project Management - Event Management - Task Management – Calendar - Schedules - Word Processing – Presentation – Spread sheet - Data bases – Desktop - Social Networks and Groupware.	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>II</b>
<b>IV</b>	. Cloud Strategy and Management Formulating cloud adoption strategies aligned with business goals- Managing cloud resources, costs, and performance- Addressing governance, risk management, and compliance in cloud environments	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>II</b>

<b>V</b>	Cloud Security and Compliance Understanding cloud security challenges and threats-Implementing security controls and best practices in cloud environments-Ensuring compliance with industry regulations and data protection laws	<b>8</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>II</b>
	<b>Invited Talks/Field Visit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
	<b>Total Hours</b>	<b>40</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

### Course Outcomes:

- CO1: Describe the key technologies - architecture - strengths - limitations and applications of cloud computing and explain the types and service models of cloud.
- CO2: Deploy applications over commercial cloud computing infrastructures such as Amazon Web Services - Windows Azure - and Google App Engine.
- CO3: Communicate through cloud for the management and improvement of business or an organisation.
- CO4: Understand different CPU-memory and I/O virtualization techniques that serve in offering software - computation and storage services on the cloud.
- CO5: Describe the core issues such as security-privacy-and interoperability in cloud platforms.

### References :

#### Text Books

1. James E Smith- RaviNair (2006), Virtual Machines Morgan Kaufmann Publishers.
2. John Ritting house & James Ransome (2010), Cloud Computing - Implementation - Management and Strategy - CRC Press.
3. Michael Miller (2018), Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Que Publishing-August.

#### Reference Books

- 1 G.J.Popek- R.P. Goldberg (2014), Formal requirements for virtualizable third generation Architectures- Communications of the ACM- No. 7- Vol.17- July1974.
- 2 Anthony T Velte- Toby J Velte- Robert El senpeter (2010)-Cloud Computing: A Practical Approach- Tata McGraw-Hill.
- 3 David E.Y. Sarna (2011), Implementing and Developing Cloud Application - CRC press.
- 4 The Big Switch: Rewiring the World, from Edison to Google" by Nicholas Carr
- 5 Cloud Computing for Business: The Open Group Guide" by Chris Harding

### Mapping of COs with PSOs and POs



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# **VISUAL BASIC FOR BUSINESS APPLICATION**

**(computer science department)**

**Course Code: 24RIMP4E49**

**Credit: 4**

**Hours: 4/Week**

## INTERNET OF THINGS (IoT)

**Course Code:24RIMP4E50**

**Credit:4**

**Hours:4/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-IV</b>
<b>Cognitive Level</b>	K1: Recall the IoT enabling technologies. K2: Explain the IoT architecture. K3: Apply Data Analytics for IoT.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To provide a comprehensive understanding of the Internet of Things (IoT) and its significance in the modern business environment.</li> <li>To explore the key technologies and components that constitute IoT systems.</li> <li>To analyze the business applications and potential of IoT in various industries.</li> <li>To understand the challenges and strategies for implementing IoT solutions in business.</li> <li>To prepare students for strategic decision-making and management roles in IoT-enabled businesses.</li> </ul>	

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
I	Introduction to Internet of Things (IoT): Definition and Concept of IoT, History and Evolution of IoT, IoT Architecture and Ecosystem, Key Components of IoT: Sensors, Actuators, Connectivity, and Platforms , IoT Communication Models and Protocols	8	4	0	12	I
II	IoT Technologies and Platforms: IoT Hardware: Sensors, Actuators, Microcontrollers, IoT Software: Operating Systems, Middleware, Applications,Connectivity Technologies: RFID, Bluetooth, Wi-Fi, Cellular, LPWAN, IoT Platforms: Cloud-Based, Edge Computing, Data Management and Analytics in IoT	7	4	0	11	I
III	Business Applications of IoT: IoT in Manufacturing (Industry 4.0),IoT in Healthcare,IoT in Smart Cities and Homes, IoT in Retail and Supply Chain Management, Case Studies of Successful IoT Implementations	8	4	0	12	II
IV	Implementing IoT in Business: IoT Strategy and Roadmap Development,Project Management for IoT Deployments, IoT Solution Design and Integration, Scalability and Interoperability in IoT Systems,Managing IoT Ecosystems and Partnerships.	8	4	0	12	II



## DISSERTATION

**Course Code: 24RIMP04DD**

**Credit: 6**

**Hours: 0**

Each student is required to submit a dissertation in the fourth semester, adhering to the following timeline:

- **Finalization of Research Design:** Weeks 1-3
- **Review of Literature & Construction of Tools:** Weeks 4-6
- **Data Collection:** Weeks 7-9
- **Data Analysis:** Weeks 10-12
- **Report Writing and Submission:** Weeks 13-15

The dissertation must be submitted by the end of the 15th week. It will be evaluated by an external examiner (nominated by the Head of the RIM Department) and the internal supervisor. The assessment process will be conducted under intimation to the Controller of Examinations.

### **Marks Distribution**

Evaluation of Report (Guide/Supervisor - Internal)	75
Evaluation of Report (External Member)	75
Evaluation of Performance through Viva-Voce (Joint)	50
	200

**VALUE ADDED COURSE -II**

**IV – SEMESTER**

**VALUE ADDED COURSE**

<b>Course Code</b>	<b>Course Title</b>	<b>Credit</b>
24RIMP4VA5	The Foundations of Happiness at Work	2
24RIMP4VA6	Personality Development	2
24RIMP4VA7	Selling and Negotiation Skills	2
24RIMP4VA8	R and Python Programming	2

## THE FOUNDATIONS OF HAPPINESS AT WORK

**Course Code: 24RIMP4VA5**

**Credit: 2**

**Hours: 2/Week**

Programme	MBA	Semester-IV
<b>Cognitive Level</b>	K1: Make sense of what bliss at work resembles; K2: Comprehend the reason why the bliss at work is matter at this point; K3: Develop the bliss at work, Carry logical knowledge to present day work.	
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To characterize and make sense of the requirement for bliss at work;</li> <li>To draw out the connection between bliss at work and further develop execution of individual representatives.</li> <li>To raise the association with regards to development efficiency commitment connection and nature of work;</li> <li>To distinguish normal boundaries to work bliss both at the individual and social level; and</li> <li>To come up with a powerful technique to increment bliss.</li> </ul>	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<b>The benefits of Humour at Work:</b> How to find humour at work – Science of happiness – the personal- social- and professional advantages of happiness at work.	7	1	0	8	I
II	<b>Case Studies:</b> Case Studies and research studies to boost practical ways of bringing happiness.	8	2	0	10	I
III	<b>Happiness and Performance of Employees:</b> Performance of organisation – innovation – productivity – quality at work.	9	3	0	12	II
IV	<b>Barriers and Pitfalls:</b> Identify barriers and pitfalls to achieve happiness at work.	9	2	0	11	II
V	<b>Strategies for Happiness:</b> Strategy for evaluating levels of happiness within an organisation- family- society and nation – change in attitude and behaviour of individual and organisation.	7	2	0	9	II
	<b>Total Hours</b>	<b>40</b>	<b>10</b>	<b>0</b>	<b>50</b>	<b>-</b>

**Course Outcomes:**

CO1: Understudies would ready to comprehend what satisfaction is working;

CO2: They would ready to relate satisfaction at work and execution of individual and association.

CO3: Understudies would ready to distinguish the hindrances to work bliss and track down technique to defeat it.

CO4: The understudies would emerge from the boundaries and cherries their life.

CO5: The Understudies will track down the method for playing out the obligations for their country, society and family in essential way.

**Reference:**

<https://www.my-mooc.com>

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	2	1	2	3	2	2	3	3
CO2	2	2	1	3	3	3	1	2	2	2	3	1
CO3	3	2	3	2	2	3	3	3	1	1	2	3
CO4	2	2	3	3	2	2	2	1	1	2	2	3
CO5	1	2	2	3	2	2	1	1	2	2	1	2



## PERSONALITY DEVELOPMENT

**Course Code: 24RIMP4VA6**

**Credit: 2**

**Hours: 2/Week**

<b>Programme</b>	<b>MBA</b>	<b>Semester-</b>
<b>Cognitive Level</b>	K1: K2: K3:	
<b>Course Objectives</b>	To develop inter personal skills and be an effective goal oriented team player. To develop professionals with idealistic, practical and moral values To develop communication and problem solving skills. To re-engineer attitude and understand its influence on behavior.	

### Course Outcomes

<b>Units</b>	<b>Contents</b>	<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>	<b>Units for CFA</b>
I	Defining Personality - Personality Development - Stability of Personality - Personality Change	6	1	0	7	I
II	Psychoanalytical Theory of Personality-Humanistic Theory of Personality-Trait Theory of Personality-Social Cognitive Theories-Behaviorism and Learning Approaches to Personality- Eastern Theory: Thriguna Theory (SRT)	7	5	0	12	I
III	Cognitive Determinants - Intellectual Development and Intellectual Capacities - Deviant Intelligence - Major areas of adjustment affected by Intelligence Socio-cultural Determinants - Family and Educational Determinants - Social Determinants Emotional Determinants - Dominant Emotions, Emotional Expressions - Emotional Balance and Emotional Deprivation - Emotional Catharsis and Emotional Stress.	9	5	0	14	II
IV	Motivation and its Process Life Skills for Personality Development.	9	6	0	15	II
V	Emotions, Ego, Pride, Stress, Achievements, Confidence improvement, Recognition of one's own limitations and deficiencies , Interpersonal Skills, Communication Skills, Commitment , making decisions, handling your and other people's stress, empowering, motivating and inspiring others.	5	4	0	9	II
	<b>Invited Talks/Field Visit</b>	3	-	-	3	-
	<b>Total Hours</b>	<b>36</b>	<b>20</b>	<b>0</b>	<b>60</b>	<b>-</b>

1. Ciccarelli .K. Sandra, Meyer.E. Glenn, (2007). Psychology, Pearson Prentice Hall, New Delhi.
2. Hilgard, E, Atkinson RC & Atkinson RL (1976). Introduction to Psychology (6th Edn.), Oxward &IBH Publishing Co. Pvt Ltd, New Delhi.
3. Nair .V. Rajasenan, (2010). Life Skills, Personality and Leadership, Rajiv Gandhi National Institute of Youth Development, TamilNadu.

**INSIGHT, 2009, Career Development Centre, SRM Publications .**

1. Covey Sean, **Seven Habits of Highly Effective Teens**, New York, Fireside Publishers, 1998.
2. Carnegie Dale, **How to win Friends and Influence People**, New York: Simon & Schuster, 1998.
3. Thomas A Harris, **I am ok, You are ok** , New York-Harper and Row, 1972
4. Daniel Coleman, **Emotional Intelligence**, Bantam Book, 2006

[illegible]

## SELLING AND NEGOTIATION SKILLS

Course Code: 24RIMP4VA7

Credit: 2

Hours:2/Week

<b>Programme</b>	<b>MBA</b>	<b>Semester-</b>
<b>Cognitive Level</b>	K1: Knowing customer preferences and needs. K2: ability to understand and communicate with customers using verbal and non-verbal communication K3: formulate the strategy to sale the service or goods	
<b>Course Objectives</b>	The primary objective of this course is to equip students with essential selling and negotiation skills that are critical for success in business environments. The course will cover strategies and techniques for effective selling, understanding customer needs, building relationships, and negotiating favorable outcomes. Students will develop practical skills through role-plays, case studies, and real-world applications.	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
<b>I</b>	<b>Fundamentals of Selling:</b> Introduction to Selling: Definition, importance, and role of selling in business. Sales Process: Stages of the sales process from prospecting to closing. Sales Techniques: Consultative selling, solution selling, and relationship selling. Understanding Customer Needs: Techniques for identifying and analyzing customer needs.	4	2	-	6	1
<b>II</b>	<b>Communication and Relationship Building:</b> Effective Communication: Verbal and non-verbal communication skills. Building Rapport: Techniques for establishing trust and rapport with customers. Active Listening: Importance and techniques of active listening in sales. Customer Relationship Management: Tools and strategies for managing customer relationships.	4	2	-	6	1
<b>III</b>	<b>Sales Strategies and Techniques:</b> Sales Presentations: Preparing and delivering effective sales presentations. Handling Objections: Techniques for addressing and overcoming objections. Closing Techniques: Strategies for closing the sale and securing commitment. Post-Sale Activities: Follow-up, service, and maintaining customer satisfaction.	4	2	-	6	II
<b>IV</b>	<b>Fundamentals of Negotiation:</b> Introduction to Negotiation: Definition, importance, and types of negotiation. Negotiation Process: Stages of the negotiation process from preparation to agreement.	4	2	-	6	II



<b>C02</b>	3	3	3	2	3	3	3	3	2	3	3	3
<b>C03</b>	3	2	3	3	3	2	2	3	3	3	3	3
<b>C04</b>	3	2	3	3	3	2	3	3	3	3	2	3
<b>C05</b>	3	3	2	3	3	2	3	3	3	2	3	3

## **R AND PYTHON PROGRAMMING**

**Course Code: 24RIMP4VA8**

**Credit: 2**

**Hours: 2/Week**