

SCHEME AND SYLLABUS 2020 ONWARDS
(OUTCOME BASED EDUCATION)

For

**MBA (FULL TIME/ SCHOOL OF DISTANCE EDUCATION/TRAVEL
AND TOURISM)**



UNIVERSITY OF KERALA

THIRUVANANTHAPURAM - 695034

Program Regulations and Syllabus - For those who joined in 2020– 21 onwards

- 1. PROGRAM:** Master of Business Administration (MBA)
- 2. PROGRAMMES OFFERED:**
 - a. MBA (FULL TIME)**
 - b. MBA OFFERED THROUGH SCHOOL OF DISTANCE EDUCATION**
 - c. MBA (TRAVEL AND TOURISM)**
- 3. DURATION:** Two years Full Time (each year having Two Semesters)
- 4. MEDIUM OF INSTRUCTION AND EXAMINATIONS:** English only.
- 5. ELIGIBILITY FOR ADMISSION:**
 - A. The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all the cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed) in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M. Com or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation as per University rules.
 - B. The candidates should possess a valid score from any one of the entrance examinations conducted by K-MAT, C-MAT or CAT. The scores obtained during the previous academic year alone be considered.
 - C. The provisional rank list for admission to the MBA programme will be prepared based on the score obtained by the candidate in the Entrance Test (80% weightage), Group Discussion (10% weightage) and Interview (10% weightage).
 - D. There will be a representative of the University in the Group discussion and Interview held at the colleges. Dean, Faculty of Management studies will forward the list of representatives to the University and upon approval, the University will intimate colleges.
 - E. Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala (Course Equivalency Certificate) at the time of admission. Only those candidates who produce eligibility certificate and mark lists of Degree or Master's Degree from *other universities* at the time of counseling, will be considered for admission.
 - F. Reservation of seats is as per the Government of Kerala and University of Kerala norms from time to time.

6. PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

Upon completing the degree, the student will be able to:

- PEO - 1** Analyse social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills, and expertise to the community
- PEO - 2** Involve in lifelong learning to adapt educational needs in a changing world to maintain their competency and to contribute to the advancement of knowledge in a multi-disciplinary environment.
- PEO - 3** Learn to adapt to a rapidly changing environment with learned and applied new Skills
- PEO - 4** This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development.
- PEO - 5** To inculcate the spirit of teamwork, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures

7. PROGRAMME OUTCOMES (POs)

- | Number | Programme Outcome |
|----------------|--|
| PO – 1 | Demonstrate the ability to perform professionally in organizations or start-ups. |
| PO – 2 | Perform in a social, cultural, and ethical responsibility as an individual or as a member of a team in a professional manner. |
| PO – 3 | Exude positive attitude in all the sectors and are willing to support any professional initiatives with positive mind-set. |
| PO – 4 | Adapt to sustain in emerging era and constantly upgrade skills towards independent and lifelong learning |
| PO – 5 | Communicate complex concepts with professionalism by adapting appropriate resources and modern tools |
| PO – 6 | Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives. |
| PO – 7 | Able to conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion |
| PO – 8 | Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development. |
| PO – 9 | Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice. |
| PO – 10 | Able to identify, assess and shape entrepreneurial opportunities and to evaluate |

their potential for business success.

8. PROGRAMME SPECIFIC OUTCOMES (PSOs)

Number Programme Specific Outcomes

- PSO 1** Apply the knowledge gained during the program to identify, Formulate and solve real life problems to meet the core competency with continuous up
- PSO 2** Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.
- PSO 3** Consolidate the acquired theoretical knowledge into practical skills and wisdom.
- PSO 4** Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

9. PROGRAMME STRUCTURE:

SEMESTER - I

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 1	MGT 511	PRINCIPLES & PRACTICES OF MANAGEMENT	25	75	100	4
Core 2	MGT 512	ORGANISATIONAL BEHAVIOUR	25	75	100	4
Core 3	MGT 513	DOMESTIC BUSINESS ENVIRONMENT AND VALUE BASED MANAGEMENT	25	75	100	4
Core 4	MGT 514	ACCOUNTING FOR MANAGERS	25	75	100	4
Core 5	MGT 515	MANAGERIAL ECONOMICS	25	75	100	4
Core 6	MGT 516	QUANTITATIVE TECHNIQUES	25	75	100	4
Core 7	MGT 517	ENVIRONMENTAL MANAGEMENT	25	75	100	4
Total for semester – I			175	525	700	28

SEMESTER - II						
Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 8	MGT 521	EXECUTIVE BUSINESS COMMUNICATION	25	75	100	4
Core 9	MGT 522	MARKETING MANAGEMENT	25	75	100	4
Core 10	MGT 523	OPERATIONS RESEARCH	25	75	100	4
Core 11	MGT 524	BUSINESS LAW	25	75	100	4

Core 12	MGT 525	PRODUCTION AND OPERATIONS MANAGEMENT	25	75	100	4
Core 13	MGT 526	RESEARCH METHODOLOGY	25	75	100	4
Core 14	MGT 527	FINANCIAL MANAGEMENT	25	75	100	4
Core 15	MGT 528	MANAGING HUMAN RESOURCES	25	75	100	4
		Total for semester – II	200	600	800	32

SEMESTER – III

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 16	MGT 531	INNOVATION MANAGEMENT & ENTREPRENEURSHIP	25	75	100	4
Core 17	MGT 532	DATA ANALYTICS	25	75	100	4
Core 18	MGT 533	INFORMATION SYSTEMS AND CYBER SECURITY	25	75	100	4
ELECTIVE 1			25	75	100	3
ELECTIVE 2			25	75	100	3
ELECTIVE 3			25	75	100	3
ELECTIVE 4			25	75	100	3
ELECTIVE 5			25	75	100	3
Core 19	MGT 534	INTERNSHIP/MINI PROJECT	50	50	100	2
		Total for semester – III	250	650	900	29

SEMESTER - IV

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 20	MGT 541	STRATEGIC MANAGEMENT	25	75	100	4
ELECTIVE 6			25	75	100	3
ELECTIVE 7			25	75	100	3
ELECTIVE 8			25	75	100	3
Core 21	MGT 542	SUMMER PROJECT		150	150	6
Core 22	MGT 543	COMPREHENSIVE VIVA VOCE		50	50	2
		Total for semester –IV	100	500	600	21
		Total for all semesters	675	2225	3000	110

(50% in total for a pass in a course, no internal minimum, 38 marks required for a pass in external examination out of 75) . For internships separate minimum (50%) for Internal and external

The list of electives offered during the III and IV semesters are as follows

A. FINANCE

Course Code	III Semester	CC	IV Semester
MGTF01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	MGTF 06	BEHAVIOURAL FINANCE
MGTF02	PROJECT FINANCE	MGTF 07	COMMODITIES AND FINANCIAL DERIVATIVES
MGTF03	STRATEGIC FINANCIAL MANAGEMENT	MGTF 08	ADVANCED COST & MANAGEMENT ACCOUNTING
MGT F04	FINANCIAL SERVICES		
MGT F05	INTERNATIONAL FINANCIAL MANAGEMENT		

B. HUMAN RESOURCE

MGTH01	TRAINING AND DEVELOPMENT	MGTH 06	STRATEGIC HUMAN RESOURCES MANAGEMENT
MGTH02	HR ANALYTICS AND APPLICATIONS	MGTH 07	COMPENSATION MANAGEMENT
MGTH03	ORGANISATIONAL CHANGE AND DEVELOPMENT	MGTH 08	LEADING AND MANAGING DIVERSITY IN ORGANISATIONS
MGTH04	PERFORMANCE MANAGEMENT		
MGTH05	LEADERSHIP AND TEAM BUILDING		

C. MARKETING

MGTM01	CONSUMER BEHAVIOUR	MGTM06	RETAIL MARKETING
MGTM02	INTEGRATED MARKETING COMMUNICATION	MGTM 07	SOCIAL MEDIA MARKETING
MGTM03	PRODUCT AND BRAND MANAGEMENT	MGTM 08	RURAL MARKETING
MGTM04	SERVICES MARKETING		
MGTM05	SALES AND DISTRIBUTION MANAGEMENT		

D. OPERATIONS MANAGEMENT

MGTOM 01	BUSINESS PROCESS REENGINEERING	MGTOM 06	TOTAL PRODUCTIVE MAINTENANCE
MGTOM 02	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	MGTOM 07	WORLD CLASS MANUFACTURING
MGTOM 03	TRENDS IN PRODUCTION AND OPERATIONS MANAGEMENT	MGTOM 08	SERVICES OPERATIONS MANAGEMENT
MGTOM 04	INNOVATION MANAGEMENT		
MGTOM 05	QUALITY MANAGEMENT SYSTEM		

E. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

MGTL01	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	MGTL06	KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS
MGTL02	BUSINESS ANALYTICS FOR SCM	MGTL07	REVERSE SUPPLY CHAIN MANAGEMENT
MGTL03	FACILITIES AND WAREHOUSE MANAGEMENT	MGTL08	RETAIL SUPPLY CHAIN MANAGEMENT
MGTL04	PACKAGING AND MATERIALS HANDLING		
MGTL05	TRENDS IN SUPPLY CHAIN MANAGEMENT		

F.SYSTEMS

MGTS01	SYSTEM ANALYSIS AND DESIGN	MGTS06	ARTIFICIAL INTELLIGENCE FOR BUSINESS
MGTS02	INTRODUCTION TO DATA BASE MANAGEMENT SYSTEMS	MGTS07	ENTERPRISE RESOURCE PLANNING
MGTS03	SOFTWARE ENGINEERING	MGTS08	DECISION SUPPORT SYSTEM
MGTS04	SOFTWARE PROJECT MANAGEMENT		
MGTS05	BUSINESS INTELLIGENCE AND DATA WAREHOUSING		

G. TRAVEL AND TOURISM MANAGEMENT

MGTT01	TOURISM GEOGRAPHY	MGTT06	AIRPORT AND CARGO MANAGEMENT
MGTT02	TOURISM PRODUCTS OF INDIA	MGTT07	INTERNATIONAL TOURISM AND GLOBAL UPDATES
MGTT03	TRAVEL AND TOUR OPERATIONS MANAGEMENT	MGTT08	DESTINATION PLANNING & MARKETING
MGTT04	SUSTAINABLE TOURISM		
MGTT05	HOSPITALITY MANAGEMENT		

Note on Selecting an Elective:

A student can opt two streams of electives (Dual Specialization only). In order to have dual specialization, the student should complete four papers each of the two specializations. A student can also take single specialization wherein he or she needs to complete all the eight electives on offer. Those who have registered for MBA (Travel and Tourism) can only opt for the eight electives in G (Travel and Tourism Management). As for the certificate of specialization, the Principals/ Directors of respective centers are authorized to issue certificates. There is no minimum number of candidates required for registering for an elective course. **Operations and Logistics combination will not be offered as dual specialization.**

10. INTERNAL EVALUATION:

For the Theory Courses, the break-up of marks shall be as follows:

INTERNAL EXAMINATIONS	10 MARKS
SEMINARS	5 MARKS
ASSIGNMENTS	5 MARKS
ATTENDANCE/CLASS PARTICIPATION	5 MARKS
TOTAL	25 MARKS

A student will be allowed to write the end semester examination only if he/she obtains the minimum attendance stipulated by the University.

11. EXTERNAL EVALUATION:

An external evaluation of 75 marks will be conducted by the University in all four semesters for the courses excepting the MOOC, Project work and Comprehensive viva.

The pattern of examination:

FOR PAPERS OTHER THAN MGT 514, MGT 515, MGT 516, MGT 523, MGT 525, MGT 526, MGT 527 THE FOLLOWING PATTERN TO BE FOLLOWED:

PART A

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED. (5 x 4 = 20 MARKS)

PART B

5 QUESTIONS EACH FROM EACH UNIT TO BE ASKED. 3 QUESTIONS TO BE ANSWERED (3 x 10=30 MARKS)

PART C

1 CASE STUDY/ RESEARCH ORIENTED QUESTION (25 MARKS)

IN THE CASE OF MGT 514, MGT 515, MGT 516, MGT 523, MGT 525, MGT 526, MGT 527 SUBJECTS:

PART A

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED. (5 x 5 = 25 MARKS)

PART B

5 QUESTIONS TO BE ANSWERED WITH INTERNAL CHOICE. ONE QUESTION EACH FROM EACH UNIT TO BE ASKED. (5 x 10=50 MARKS)
MINIMUM OF THREE PROBLEMS TO BE GIVEN IN PART B

Requirement for a Pass

50% in total for a pass in a course, no internal minimum (Other than for Internships), 38 marks required for a pass in external examination out of 75. For Internships, Separate minimum of 50% required for both internal and external evaluation /viva voce.

12. MOOC:

According to the guidelines of UGC, the students are encouraged to avail this option of enriching by enrolling themselves in the MOOC provided by various portals such as SWAYAM, NPTEL, etc. As per University Grants Commission (UGC) notification

published in the gazette of India about UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulation, 2016 on 19th July 2016, The Massive Open Online Course (MOOC) through SWAYAM platform is compulsory. A student has to compulsorily undertake 2 MOOC Courses, One in each year, through the Swayam/NPTEL platform and successfully clear the papers for the course thus selected and it should be in the area related to their specialization but with focus on employability. The institute shall recommend courses in the first year and the student shall be given opportunity to select a course in the second year, with the advice of his mentor or faculty. The students must compulsorily submit the certificates of MOOC courses that they have opted during the comprehensive viva-voce examination at the end of the fourth semester. If a student fails to undertake the courses or has successfully done only one course, they will not be permitted to appear for the Comprehensive Viva Voce Examination. The University will constitute a Board of Examiners for conducting the comprehensive viva-voce. Students securing less than 25 marks in the comprehensive viva-voce out of 50 & those who don't have the certificates of MOOC Courses will have to repeat the same during the next year. Such students will be given a total of three chances to clear the same. The details can be had from <http://ugcmoocs.inflibnet.ac.in/ugcmoocs/>.

Note

It's the student's responsibility to ensure that they register for the MOOC Course, they complete the MOOC course, they appear and pass the exams for the course they have enrolled and handover the certificate to the institute. The institute shall give charge of MOOC Courses to a faculty and ensure that students are joining for courses.

13. PROJECT WORK: Details are given along with the syllabus in Annexure

14. TRANSITORY REGULATIONS:

Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the Chairman, BOS in Business Management (PG) endorsed by the Dean, Faculty of Management studies concerned.

15. Any other regulations not found in this, the University's broad regulations will come into force.
16. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programme, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.

University of Kerala

Master of Business Administration Syllabus

Semester 1:

I SEMESTER:

MGT 511 PRINCIPLES & PRACTICES OF MANAGEMENT

MGT 512 ORGANISATIONAL BEHAVIOUR

MGT 513 DOMESTIC BUSINESS ENVIRONMENT AND VALUE BASED MANAGEMENT

MGT 514 ACCOUNTING FOR MANAGERS

MGT 515 MANAGERIAL ECONOMICS

MGT 516 QUANTITATIVE TECHNIQUES.

MGT 517 ENVIRONMENTAL MANAGEMENT

MGT 511: PRINCIPLES & PRACTICES OF MANAGEMENT

Semester : I
Course Code : MGT 511
Credit : 4
Course : PRINCIPLES & PRACTICES OF MANAGEMENT
Aim :

- To provide an insight into the principles of management and the practical aspects that is connected to the same.
- To provide an outline of concepts,
- To provide an understanding of modern organizations in terms of the management of people,

Course Objective : To understand (a) How do organizations function and why? (b) What sort of problems do they face, (c) why, and how do they cope with them? (d) How do they influence individual behavior and vice versa?

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	No	√

Course Outcomes:

a) Knowledge-

By the end of this course, students should be better able to

- Understand what management is and why it is important

- Understand the changes in theories about how managers should behave to motivate and control employees
- Understand the nature of managerial decision making
- Identify the main steps of the planning process and explain the relationship between planning and strategy
- Describe the types of organizational structures managers can design, and explain why they choose one structure over another
- Explain what leadership is and what makes for an effective leader

Skills-

Critical Thinking Skills - to include creative thinking, innovation, inquiry and analysis, evaluation and syntheses of information

Communication Skills – to include effective development, interpretation, and expression of ideas through written, oral, and visual communication

Teamwork – to include the ability to consider different points of view and to work effectively with others to support a shared purpose or goal

Decision Making Skills – Collection, evaluation, and syntheses of information

Outline Syllabus:

UNIT I

Management concepts – Definition, Manager – Management – Management as a fundamental Process, Management process in detail, The input – Process – Output approach, Qualities of Good Managers, Roles of Managers, The **Evolution of Management Thought** - “Early **Management Thought**,” “The Scientific **Management** Era,” “The Social Person Era,” and “The Modern Era.” “Early **Management Thought**”.

UNIT II

Contributions of F.W. Taylor - Henry Fayol - Behavioral School of Management Approach - Styles of management - European - American - Japanese – Indian. Taylor - Management Philosophy - “Scientific Management”, Fayol - General theory of administration.

UNIT III

Basic functions in Management – PODSCORB – Henry Fayol’s Study – Management Functions - POLC - Planning , Organising, Leading & Controlling . Planning – Definition –

Types of Planning on the basis of Nature, Time and Use Nature - Operational Planning, Strategic Planning, Contingency Planning / Time - Long Term , Intermediate, Short Term Plans / Use - Single Plan, Standing Plan, Planning Process – Analysis of the Environment – SWOT Matrix as a planning tool, Organizing – Definition, Importance of organizing, Organisational Structure – Purpose, Types .

UNIT IV

Leading –Managing, Motivating & Directing People, Control – Definition, Purpose, Types - feed forward **controls**, concurrent **controls** and feedback **controls**, Motivation – Definition, Frameworks of Motivation, Types, Theories of motivation Content & Process Theories, Leadership – Definition, Theories and Models of leadership, Types of Leadership, Qualities of a good leader, leaders role in team development.

UNIT V

Decision Making – Definition - Factors affecting decision making process, organizational culture -Hofstede’s Cultural Dimensions Theory- Managers Challenges in the 21st century , The Changing role with the advent of technology.

References

1. Koontz , H. and Weihrich,H. (2015). Essentials of Management 10th Edition, New Delhi, McGraw-Hill Companies.
2. Chandrasekar KS, AM Sumi, Ashadevi J and M Al Ameen (2019), History of Management Thought, Vijaynicole imprints.
3. Srinivasan, R. and Chunawalla,S.A. (2014). Principles of Management, Mumbai, Himalaya Publishing
4. Chandan, J.S. (2016). Principles of Management, New Delhi, Vikas Publications.
5. Stoner, J.A., Freeman, R.E. and Gilbert, D.R. (2018) .Management 6th Edition. New York, Pearson Education.
6. Drucker,P.F. (2001). Management challenges for the 21st Century, New York, Harper Collins.
7. www.swayam.gov.in

Additional Reading:

- Vikalpa , Journal of the Indian Institute of Management

- Harvard Business Review
- Economic & Political Weekly
- The Effective Executive, Peter Drucker (Harper Business, 2006)
- Good to Great: Why Some Companies Make the Leap and Others Don't by James C. Collins (Harper Collins, 2001)
- Competing for The Future by Gary Hamel, C. K. Prahalad (Harvard Business School Press, 1994)
- 7 Habits of Highly Effective People: Powerful Lessons In Personal Change by Stephen R. Covey (Simon and Shuster, 1990)

MGT 512: ORGANISATIONAL BEHAVIOUR

Semester : I
Course Code : MGT 512
Credit : 4
Course : ORGANISATIONAL BEHAVIOUR

Aim :

- To Understand organizations - show how a multiplicity of perspectives can be used to make managerial action effective
- Suggest concepts, frameworks, and models for understanding organizational phenomena at the level of the individual, the group, and the organization.
- facilitate participants in reflective thinking which, while it guides you towards specific actions with respect to organizational problems, also stimulates a critical dissection of organizational reality
- stimulate reflective action, and participants will be encouraged to explore ways as to how this can be achieved in organizational contexts
- develop an understanding of the impact of people management on organizational performance
- Stimulate critical reflection on organizational psychology.

Course Objective : To throw light on the individual behavior, group behavior and the organizational wide behavior and how managers consider behavior as an important tool in making decisions.

Teaching Strategy :Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	No	√	√	√	√	√

Course Outcomes:

a) Knowledge-

- To understand a range of the theoretical understandings available in OB
- To be able to critically engage with both theoretical and practical constructions of issues and questions in OB
- To be able to reflect on individual and group behaviour in a theoretically informed way

b) Skills-

- Interactive: be aware of the potential impacts of various forms of interaction
- Social Participation: assess how to go about intervening in an organizational situation
- Reflective: make psychology judgements about the management of others
- Decision Making: make decisions about the appropriate use of HRM techniques
- Evaluative: recruitment and selection and performance management of employees

Outline Syllabus:

UNIT I

Introduction to OB : Definition of OB- levels of analysis-contributing disciplines to the understanding of OB,, OB - Contemporary application & challenges of OB, The Hawthorne Experiments & its Importance, Models of OB - Developing a comprehensive and Holistic Model of OB, Frameworks in OB – Behavioristic, Social Learning and Cognitive frameworks, Behavioural indices-efficiency and effectiveness.

UNIT II

Basics in OB - Perception: definition-factors affecting perception- perception process: simple & complex- selective perception-social perception-impression formation and management. **Values:** Definition- types of values- Bruce Maglino's workplace values- Emotions – Types – Universal Emotions, Emotional Intelligence, **Personality:** Definition-theories- personality tests and measurement - personality typology- application in organization, **Anxiety** and its Management strategies.

UNIT III

Basics in OB – Learning. Definition-Learning Curves and theories-Behaviourmodificationanditsorganizational application- , **Motivation** - Definition , Motivational Framework- Theories of motivation: Content theories – process theories – Applications, **Stress** – Definition, Types and Models of Stress, Stress Mitigation Methods

UNIT IV

Interpersonal dynamics - Developing interpersonal awareness-JohariWindow- Transactional analysis – Types of Transactions, Games and Script Analysis, Empathyand Assertiveness, **Groups** – Definitionandclassificationofgroups , Groups Vs Teams, Group Decision making. Roles,norms,andstatus- Groupdecisionmaking-Teams- Developing highperformance teams. **Leadership** - Definition - Leaders vs. Managers, Types of Leaders, Leadershiptheories and models, **PowerandPolitics.** Definition-Basesofpower-power-tacticsandstrategies-political implicationsofpower-, Power Vs Authority, **Conflict & Its Management** - Different views of conflict - conflict process - Levels of conflict , Conflict resolution strategies.

UNIT V

Culture & Change Management (9 Hours)- Organizational Culture – Definition, Types of Culture , Organizational Change and Development – Change - Definition , Models of Change, Resistance to change – How to overcome resistance.

References

1. Robbins, S.P. (2019) . Essentials of Organisational Behaviour. New Delhi, Pearson education
2. Luthans, F. (1998). Organisational Behaviour. Boston, Mc Graw Hill
3. Manojkrishnan CG, Chandrasekar K.S, Ramanakumar KPV “Stress & Stress Management in the I.T Industry , Vijay Nicole Imprints Pvt Ltd, (2016)
4. Parikh, M. and Gupta,R. (2017). Organisational Behaviour. New Delhi, Mc Graw Hill.
5. Umasekaran (2004). Organisational Behaviour, New Delhi, Tata Mc Graw Hill

Additional Reading

- www.swayam.gov.in (NPTEL Courses)
- MargieParikh and Rajen Gupta,“OrganisationalBehaviour”, McGraw Hill.
- Muchinsky, PM. & Culbertson, SS. Psychology Applied To Work, Summerfield.

MGT 513: DOMESTIC BUSINESS ENVIRONMENT AND VALUE BASED MANAGEMENT

Semester : I

Course Code : MGT 513

Credit : 4

Course : DOMESTIC BUSINESS ENVIRONMENT AND VALUE BASED MANAGEMENT

Aim :

- Understand Economic Environment in which Businesses function
- Understand Social Environment in which Businesses function
- Understand Cultural influences in which Businesses function

Course Objective: to get an exposure on the domestic business environment and recent trend.

Teaching Strategy: Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:

a) Knowledge-

- to understand need and importance of various social economic and cultural environmental aspects in India.

b) Skills-

- Planning: To prepare an environment friendly strategies as an ingredient of business strategy
- Information: to evaluate the effectiveness of flow of information with a given macro- system

Outline Syllabus:

UNIT I

Understanding Domestic Business Environment - Concept- Significance-environmental factors- Relationship between business and environment – Inclusive growth - Rural development -The implications of economic environment to business

UNIT II

Economic Environment- Fiscal Management – Budget and Economic Survey - Direct Taxes vs Indirect Taxes - Goods and Services Tax (GST) Concepts and Features –Customs duty- – Monetary Policy and Tools- Sectors of economy and their relative changing importance - Post Liberalization Developments

UNIT III

Social and Cultural Environment in which managers function- Indian social structure- Sociological systems that have a bearing on Management - Customs-and Culture- transitions – demographic changes and Demographic Dividend - Savings and consumption habits- Business implications- Technological Environment - R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO – NITI AYOOG- – Capital market: SEBI, FII, investments, NBFCs- Mutual Funds- Insurance .

UNIT IV

Ethics: Principles and characteristics of ethics - the concept of business ethics - factors affecting business ethics -importance of business ethics - advantages of business ethics, Ethical Philosophies and theories an overview ,Ethics and Values - Values – importance -

sources of value systems – types of values - loyalty and ethical behavior - values across cultures – ethics -- Features and best practices in ethics programme - creating a control system - compliance orientation Vs value orientation - code of ethics Vs code of conduct - ethics training and communication - ethics committee - functions of ethics committee - integrity , Ethics Programme - Ethics audit - ethical dilemma - understanding and resolving an ethical dilemma, Case Study.

UNIT V

Ethical decision making – process - ethical leadership and its importance - whistle blowing – definition – types - ethical dilemma in whistle blowing - Ethics in Indian Business Context across functional areas – Corporate Social Responsibility- Case studies.

Role of Business in Society - Value Based Management- Creative Accounting- Shared Values- Corporate Governance Norms in India-Public Policy Markets and Shared Value

References

1. Cherunilam ,F. (2018). Business Environment – Text and Cases, Mumbai, Himalaya Publishing house.
2. Saleem, S. (2010). Business Environment (2nd Ed). New Delhi, Pearson India.
3. Mittal, V. (2011). Business Environment. New Delhi, Excel Books
4. Senthil, K. and Senthil, R. (2006). Business Ethics and Values, Mumbai, Himalaya Publishing House.
5. Marianne, J.M. (2008). Cases in Business Ethics. New Delhi, Cengage Learning India Pvt Ltd.
6. www.swayam.gov.in

Additional Reading

<https://www.sebi.gov.in/>

Porter, R. (2013) ‘Creating shared Value as Business Strategy’

file:///C:/Users/Dell/Desktop/CreatingShared%20Value.pdf

Meyer, H (2018) ‘Creating Shared Value’ Cambridge University

file:///C:/Users/Dell/Desktop/specialreport-creatingsharedvalue.pdf

MGT 514: ACCOUNTING FOR MANAGERS

Semester : I
Course Code : MGT 514
Credit : 4
Course : ACCOUNTING FOR MANAGERS

Aim :

- To introduce the student, the basics of accounting, management accounting, financial reporting etc.
- The development of the ability to understand the nature of the information presented by accountants, particularly in balance sheets, profit and loss accounts and cash flow statements.
- To know the strengths and weaknesses of accounting information as a basis for decision taking.
- To comprehend the financial performance measures used to assess the extent to which an organization reaches its objectives.

Course Objectives: To enable the students to independently read and analyze financial statement of an organization.

Teaching Strategy: Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	No	√	√	√	√

Course Outcomes:

a) Knowledge-

- the terminology used in financial and management accounting;
- the methods used by accountants in the preparation of financial statements and reports;
- the techniques used in making financial decisions;
- the methods used to measure an organisation's financial performance the terminology used in financial and management accounting;
- the methods used by accountants in the preparation of financial statements and reports;
- the techniques used in making financial decisions; and the methods used to measure an organisation's financial performance

b) Skills-

- interpretative: the information disclosed in accounting reports, including the reports that are published by public companies in their Annual Report; the risk- return trade off
- Informative: use accounting information to assess the profitability, liquidity and capital structure of firms;
- Analytical: determine the stock market ratios that are used to judge the performance of companies that are quoted on a stock exchange;
- Planning: relevant costs that should be used in making financial decisions;
- Utilize a spreadsheet for financial calculations and analysis.

Outline Syllabus:

UNIT I

Accounting – Branches of accounting – Financial Accounting – Importance and Functions – Book Keeping – Systems of Book Keeping- Double Entry Book Keeping - Journal – Ledger – Cash Book – Bank Reconciliation Statement- Trial Balance- Generally Accepted Accounting Principles (GAAP)- Accounting concepts and conventions.

UNIT II

Capital and Revenue – Depreciation – Methods of charging depreciation – Final Accounts- Trading and Profit and Loss Account- Balance sheet.

UNIT III

Management Accounting- Meaning, Definition, Nature, Objectives, Scope, Importance. Distinction between financial, cost and management accounting systems. Financial statement analysis – tools – comparative financial statements, common-size financial statements, trend analysis, Ratio Analysis – Du Pont analysis.

UNIT IV

Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement- Cash Flow Analysis – Cash Flow Statement.

UNIT V

Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Responsibility Accounting – International Accounting Standards – IFRS.

References

1. Shukla, M.C.(1995).Advanced Accountancy,. New Delhi, S. Chand & Co.
2. Jain, S.P. &Narang K.L (1998). Advanced Accountancy, Luknow, Kalyani Publishers.
3. Maheswari, S.N &Maheswari ,S.K. (2018). Financial Accounting (6th ed).New Delhi, Vikas Publications.
4. Gupta, R.L & Gupta, V.K. (2014). Financial Accounting. New Delhi, Sultan Chand & Sons.
5. www.swayam.gov.in

Additional Reading

Jain and Narang, Financial Accounting and Analysis, Kalyani Publishers.

Khan and Jain, Accounting for Management TMH, 2001.

Walter B.Megis, Charles E.Johnson and Robert F.Megis, Accounting the basis for Business Decisions, Tata McGrawHill, 1999.

MGT 515: MANAGERIAL ECONOMICS

Semester : I
Course Code : MGT 515
Credit : 4
Course : MANAGERIAL ECONOMICS

Aim :

- To introduce the concept of economics to potential managers
- To introduce the key economic concepts, principles and policy instruments in the context of the business environment.
- To enable the students to become effective business managers by attaining an understanding of the micro environments of business.
- To develop economic understanding of the debates related to macro-economic growth and sustainable economic development.

Course Objective : To make potential managers understand the influence of economics in management decision making.

Teaching Strategy: Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning

√	√	√	√	√	√	√	No	√
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Course Outcomes:

- a) **Knowledge**-Knowledge outcomes include familiarity with, and the ability to interpret, significant information, major issues and contemporary events in economics.
- b) **Cognitive Skills**-Cognitive skills include an understanding of, and ability to apply, concepts, principles and theories in the analysis of issues and to solve uncomplicated problems. Cognitive skills are evidenced by familiarity with the major techniques of enquiry, and the ability to gather, analyses and report on qualitative and quantitative data.

Outline Syllabus:

UNIT I

Definition of Managerial Economics – Decision making – Fundamental Concepts affecting Business Decisions – The Incremental Concepts, Marginal Concepts-, Equi-marginal Concept – The Time Perspective, Discounting principle, Opportunity Cost principle.

UNIT II

Utility analysis and the demand curve – Equilibrium of the consumer, indifference curve Analysis, price effect, income effect and substitution effect – Elasticity of Demand – Demand Forecasting.

UNIT III

The production function – Production with one variable input – Law of variable proportions – Production with two variable inputs – Production Isoquant – Iso cost lines estimating production Functions – cost concepts and Break-Even Analysis.

UNIT IV

Market Structure – Perfect and Imperfect competition – Monopoly, Duopoly, Monopolistic Competition and Oligopoly Models. Introduction to Game Theory – Pricing Methods

UNIT V

Indian Economy Salient Features: National Income – Concepts – Gross Domestic Product, Gross National Product, Net National Product –Business Cycles and Contra cyclical Policies - Factors influencing International Trade and Global Business Environment - Balance of Payments – Disequilibrium, methods to correct disequilibrium- Banking and Financial Institutions In India: An Introduction

References:

1. Stiglitz, J.E. and Walsh .C.E. (2006) Principles of Micro Economics. London, WW Norton.
2. Stiglitz, J.E. and Walsh .C.E. (2006) Principles of Macro Economics. London, WW Norton
3. Mankiv, G. (2019). Principles of Economics, Boston, Cengage Learning
4. Hirschey, M. (2008). Fundamentals of Managerial Economics, 8th Ed., Cincinnati, South-western College Publications.
5. Gupta, G.S. (2018). Managerial Economics, New Delhi, Tata McGraw Hill
6. Ricky W. G and Mike W. P. (2018). International Business, 7th Edition, New York, Pearson.
7. Kapila, U. (2019). Indian Economy Performance And Policies 20th Edition Paperback, Gurgaon, Academic Foundation
8. www.swayam.gov.in

Additional Reading

<http://commerce.gov.in>

Business Line

Economic Times

Business Standard

www.rbi.org.in

www.imf.org.in

<https://in.reuters.com/>

MGT 516: QUANTITATIVE TECHNIQUES

Semester : I
Course Code : MGT 516
Credit : 4
Course : QUANTITATIVE TECHNIQUES

Aim :

- To provide an insight into the basic statistics, probability, estimations and correlations for managerial decision making
- To lay the foundations for the skills of analysis and the use of mathematical and statistical techniques to enable student to solve problems.
- To challenge trying to solve problems.
- To enable the students to comprehend quantitative methods for business.

Course Objective: to engender a sound “numerical common sense”; namely the skill to correctly interpret information presented in numerical form which is largely demanded by the modern business world.

Teaching Strategy: Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	No	√	No	√	√

Course Outcomes:

a) Knowledge-

- have a critical understanding of alternative means of presenting data
- understand the nature and use of commonly used summary statistics
- understand the use of simple statistical distributions to support decision making
- be aware of issues in the design and execution of data collection processes
- be able to assess the quality of information provided by a sample
- understand the concepts of simple regression analysis and its use for estimation

b) Skills:

- Computer: use a spreadsheet to manipulate and study a data set and to design an appropriate presentation of key issues
- Numerical: design (and critically appraise designs for) a process for collecting data to inform decision making
- Analytical: use a spreadsheet to determine summary statistical measures and to conduct a simple regression analysis
- Investigative: Summarising data, drawing inferences
- Problem Solving: to derive, formulate and apply solutions for specific problems. Be able to integrate different concepts to solve complex mathematical problems

Outline Syllabus:

UNIT I

Basic Statistics: Basic Concepts of Statistics, Charts and Diagrams, Measures of Central Tendency and Dispersion, Sampling Methods - Probability and Non-Probability Sampling, Sampling and Non-Sampling Error.

UNIT II

Probability: Random Variable, Basic Concepts, Random Variable, Theorems: Addition, Multiplication, Conditional Probability, Baye's Theorem, Business Applications of Probability

UNIT III

Probability Distributions: Normal, Binomial, Poisson, Exponential Distributions

UNIT IV

Statistical Estimation: Basic Concepts, Point and Interval Estimation, Sampling Distribution, Standard Error, Testing of Hypothesis, t-test, z-test, Chi Square test, f-test, ANNOVA, MANOVA.

UNIT V

Correlation and Regression: Simple, Partial and Multiple Correlation, Regression, Business Applications, Time Series Analysis, Software Packages SPSS, AMOS.

References

1. Levin R.L. and Rubin, D.S. (2010). Statistics for Management, New York, Pearson Education (7th Ed.),
2. Tulsian, P.C. and Pandey, V. (2004). Quantitative Techniques. New Delhi, Pearson Education.
3. Vora, N. D. (2006). Quantitative Techniques in Management. New Delhi, Tata Mc. Graw Hill Education.
4. Beri, G. C. (2005). Business Statistics. New Delhi, Tata Mc. Graw Hill Education.
5. Gupta, S.P.(2010). Statistical Methods. New Delhi, Sultan Chand & Sons.
6. Kothari, C.R.(2004). Research Methodology (2nd Ed.), New Delhi, New Age International (P) Ltd
7. Jasrai, L. (2020). Data analysis using SPSS, New Delhi, Sage books.
8. www.swayam.gov.in

MGT 517: ENVIRONMENTAL MANAGEMENT

Semester : I
Course Code : MGT 517
Credit : 4
Course : ENVIRONMENTAL MANAGEMENT

Aim :

- Business Planning for the Green Economy
- Strategic Environmental Management
- Sustainability as a managerial function.
- Promoting Eco-preneurship
- Strategies for risk assessment and environmental management
- To provide an understanding of issues in Environmental Management
- To provide tools in environmental management
- to study and propose appropriate solutions to environmental degradation issues

Course Objective: To familiarize the student with the need and importance for environmental management, environmental policies and procedures of environmental auditing and impact assessment from a management angle.

Teaching Strategy: Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:

a) Knowledge-

- to understand need and importance of various environmental laws implemented in India.
- to understand Environmental management systems, its significance and certification procedure.
- knowledge on steps, procedures and methodologies of Environmental Impact Assessment.

b) Skills-

- Planning: To prepare an environment friendly strategy as an ingredient of business strategy
- Compliance: To comply with regulations and goals.
- Information: to evaluate the effectiveness of flow of information with a given system

Outline Syllabus:

UNIT I

Concept of Sustainable Development: 2030 Agenda for Sustainable Development- Millennium Development Goals- Environmental Management: Introduction, definition, and scope. Need for EM. Ethics and Environment, Environmental policies and programmes in India.

UNIT II

Environment Impact on Business: Social, Economic, Political, Cultural, Legal and constitutional sub-systems of environment and their impact on Business., Environmental Regulations –Importance of Environment Protection Act, Air Act, Water Act, Wildlife Protection act and Forest conservation act. Learning Outcome:

UNIT III

Environmental Impact Assessment (EIA): Introduction, purpose and evolution of EIA, steps involved in EIA process. -Environmental clearance procedure. EIA methodologies in brief.

Impact prediction, evaluation, and mitigation.

UNIT IV

Environmental Auditing (EA): Introduction, objectives, and scope. Types of Environmental audits. Basic structure of EA. General steps in EA. Role of EA in industrial projects. Life Cycle Assessment (LCA) and its purpose. Procedure for LCA.

UNIT V

Different applications of LCA. Environmental Management Systems (EMS): Significance and core elements of EMS. EMS standards – ISO 14000 – principles and structure, ISO 14001 and OHSAS 18001 certification procedure.

References:

1. Singh K and Shishodia A (2007) Environmental Economics- Theory and Applications Sage Text
2. Cherunilam ,F. (2018). Business Environment – Text and Cases, Mumbai, Himalaya Publishing house.
3. Kulkarni V and Ramachandra T V,(2009). Environmental Management, TERI Press, New Delhi
4. www.swayam.gov.in

Additional Reading

NPTEL material on Environmental Management – <https://nptel.ac.in/courses/120108004/>
<https://sustainabledevelopment.un.org/?menu=1300>
<https://www.un.org/millenniumgoals/>
<https://www.un.org/millenniumgoals/news.shtml>
<https://niti.gov.in/verticals/sustainable-dev-goals>
<http://www.mospi.gov.in/sustainable-development-goals/sdgs>

University of Kerala

Master of Business Administration Syllabus

Semester 2:

II SEMESTER:

MGT 521 EXECUTIVE BUSINESS COMMUNICATION

MGT 522 MARKETING MANAGEMENT

MGT 523 OPERATIONS RESEARCH

MGT 524 BUSINESS LAW

MGT 525 PRODUCTION AND OPERATIONS MANAGEMENT

MGT 526 RESEARCH METHODOLOGY

MGT 527 FINANCIAL MANAGEMENT

MGT 528 HUMAN RESOURCES MANAGEMENT

MGT 521: EXECUTIVE BUSINESS COMMUNICATION

Semester : II
Course Code : MGT 521
Credit : 4
Course : EXECUTIVE BUSINESS COMMUNICATION
Aim :

- To provide an understanding on the various dimensions of business communication
- To foster the soft skills for effective management
- To develop reading, presentation, listening, writing skills
- To apply techniques for conveying messages to audience, master various types of graphic aids

Course Objective: To develop competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for writing formal reports.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
√	√	√	√	√	√	√	No	√

Course Outcomes:**a) Knowledge-**

- Cross cultural
- Ethical Values
- Report Writing
- Conducting Meetings.

b) Skills-

- Planning: To prepare for promoting business strategy
- Communication
- Reading, Writing, Reporting,
- Listening
- Presentation
- Team
- Interactive
- Negotiation

Outline Syllabus:**UNIT I**

Principles of Business Communication-Types of Business Communication-Methods and Media of Communication- Process& Models of Business Communication - Barriers to Organizational Communication- Overcoming barriers and Strategies for improving Business Communication ,Types of Organizational Communication- Communication for interpersonal influences .

UNIT II

Effective Leadership Communication - Cross Culture Communication -Negotiation with superiors, peers, other colleagues- Collective Bargaining and Negotiating with Collective Organizational Representatives, Verbal and Nonverbal Communication in business -Public Speaking Skills- Business presentations – Role of audio-visual aids and computers in oral presentations- Interviewing- Types, Art of negotiation- Listening skills - listening process, types of listening, deterrents to listening process, essentials of good listening, Mannerisms -

UNIT III

Written communication- the mechanics of writing, Structures and methods of written communication - Letter for different kinds of situations – Enquiries-Customers’ complaints- Collection letters - Sales promotion letters.- Memoranda- Directives and instructions- Notices -Reports-Memo - Agenda - Proposals -Minutes -Professional papers - Agreement documents -Press releases - Preparation of resumes.

UNIT IV

Conducting Meetings-Procedure – Preparing agenda, minutes and resolutions-Conducting seminars and conferences- Group Discussion-Drafting Speech-Report writing - Structure of reports - Formal Reports –Technical Reports- Norms for including Exhibits & Appendices.

UNIT V

Business Attire & Professionalism: Dressing sense, selecting the right clothing for a business wardrobe, Business style and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Guidelines for appropriate business attire, Multicultural dressing, Body Language at Work - building posture, facial expressions and eye contact, gestures for effective communication. Dining Etiquette: Planning a meal, issuing invitations, How to proceed through a receiving line, seating guidelines, navigating a place setting, appropriate table manners.

References

1. Courtland, B.L.and John V,T. (2005). Business Communication Today. New Jersey, Prentice Hall International.
2. Apai and Rhoda (2014).Principles and Practice of Business Communication, Mumbai, Sheth Publishers.
3. Argenti P.A.Corporate Communication (6th Ed),New York, Irwin McGraw Hill.
4. Krishna Mohan (2018).Developing Communication Skills, New Delhi, MacMillan India
5. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter

Additional Reading

Guffey,M.,E. and Loewy, D. (2010). Business Communication, Cincinnati, South-Western Collage publishing.

Reader’s Digest - Various Issues

MGT 522: MARKETING MANAGEMENT

Semester : II
Course Code : MGT 522
Credit : 4
Course : MARKETING MANAGEMENT
Aim :

- To develop the different analytical perspectives and management decision tools.
- To equip the students with the concepts of Planning, designing and implementing marketing strategy to achieve the long-term objectives that is critical for any firm in a competitive market situation.

Course Objective: The objective of this course is to equip the students with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	No	√	√	√	√	√

Course Outcomes:

a) Knowledge:

- The students are expected to be familiar with the basic concepts and components of the marketing management and to be knowledgeable in marketing principles
- Develop skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications
- The students will be equipped with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making.

b) Skills-

- By the end of the course the students would be able to gain the following skills: Interactive, Social Participation, Reflective, Decision Making & Evaluative.

Outline Syllabus:

UNIT I

Introduction to Marketing Management: Concept - nature and importance of marketing - evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - marketing organization - customer lifetime value - marketing organization and control systems - organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control

UNIT II

Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - changing pattern of consumer behaviour

UNIT III

Marketing Research and Selecting the Target Markets: Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies

UNIT IV

Product and Pricing Decisions: Concept of product - product line and product mix -new product development – packaging and labelling - Branding – Concepts of branding, brand types, brand equity, branding strategies- product life cycle stages and strategic marketing decisions - Services marketing - Pricing concepts, factors influencing price decisions - pricing strategies

UNIT V

Promotion and Distribution Decisions: Promotion mix - integrated marketing communication – advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing - emerging trends in marketing - social marketing – digital marketing - green marketing –Retro marketing-marketing analytics -- Current developments in Marketing, Ethics in Marketing

References

1. Chandrasekar K.S (2019),Marketing Management: Text & Cases, Vijaynicole imprints.
2. Kotler Philip (2016), Marketing Management, Pearson India Education.
3. Saxena, Rajan (2004) Marketing Management, Tata McGraw Hill.
4. Ramaswamy, V.S. and Namakumari S (2018), Marketing Management, Sage.

Additional Reading

1. Stanton, W.J, Michael Etezel and Bruce J.Walker (1997) Fundamentals of Marketing, McGraw Hill
2. Kotler, Keller, Jha & Koshy(2003) Marketing Management - A South Asian Perspective, Pearson

MGT 523: OPERATIONS RESEARCH

Semester : II
Course Code : MGT 523
Credit : 4
Course : OPERATIONS RESEARCH
Aim :

- To understand the meaning, purpose, and tools of Operations Research
- Explain the Applications of Operations Research to Management

Course Objective: Offer insights into the various operations research models and its importance in business decision

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	No	√	√	No	√	√

Course Outcomes:

a) Knowledge-

- to predict and compare the outcomes of alternative decisions, strategies or controls.

- the application of scientific methods to improve the effectiveness of operations, decisions, and management.
- create models and propose innovative approaches,
- To develop scientifically based information that gives an insight into and guides decision making.

b) Skills-

- Planning: To prepare an operations strategy to be an ingredient of business strategy
- Analytical: To be equipped with linear programming, game theory, decision theory, queuing theory, inventory models and simulation

Outline Syllabus:

UNIT I

Introduction to Operations Research: Objectives and Business Applications of Operations Research, Models: Introduction, Linear Programming Problem (LPP) Formulation, Graphical Method, Simplex Method, Dual LPP, Basic Concepts of Sensitivity Analysis.

UNIT II

Transportation Models: Northwest Corner Method (NWC), Least Cost Method (LCM), Vogels Approximation Method, Assignment Model, Hungarian Method, Minimization of Cost.

UNIT III

Network Models: Critical Path Method (CPM), Program Evaluation Review Technique (PERT), Crashing, Resource Smoothing, Resource Leveling.

UNIT IV

Queuing Theory: M/M/1 Queue (System with Single Server), M/M/2 (System with Two Servers), Monte Carlo Simulation, Applications in Queuing and Inventory.

UNIT V

Decision Theory: Decision Making under Risk and uncertainty, Game Theory, Decision Tree, OR, Softwares

References

1. Taha, H.A. (2008). Operations Research,- An Introduction. New Delhi, Pearson Education.
2. Sharma, J.K. (2017) .Operations Research - Theory and Applications, New Delhi, Macmillan.
3. Hiller, F. S. and Jliederman,G. (2017). Introduction to Operations Research, New Delhi, Tata Mc.Graw Hill

Additional Reading

- Swarup,K.G. and, Mamohan ,P.K. (2010).Operations Research - Principles and Practice, (10th Ed.), New Delhi, Sulthan Chand & Sons
- Mital, K.V. and Mohan C. (2004). Optimization Methods in OR System Analysis, New Delhi, New Age (P) Ltd.
- www.swayam.gov.in

MGT 524: BUSINESS LAW

Semester : II
Course Code : MGT 524
Credit : 4
Course : BUSINESS LAW
Aim :

- To enhance knowledge on regulations which are essential for business such as labour laws, sale of goods act, industrial contract act, companies act, negotiable instruments act etc.

Course Objectives: to provide an insight into legal aspects covering the business and its importance in management decision making

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	05	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	No	√

Course Outcomes:

a) Knowledge-

- Legal knowledge that enables business
- liability and contracts in the corporate sector.

b) Skills-

1. Analytical skills to explore business environment.
2. Communication skills which help you familiarize with legal terminology
3. collaboration skills between different departments.
4. Teamwork skills: collaborating and contributing to group projects; demonstrating leadership.
5. Problem-solving skills: showing initiative in identifying and solving problems; implementing and monitoring solutions.
6. Self-management skills: taking responsibility; building confidence in your vision; working under pressure; demonstrating resilience.

Outline Syllabus:

UNIT I

The Industrial Contract Act, 1872, Nature and Classification of contracts - Essential elements of a valid contract - Offer and Acceptance - Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts - Breach of Contract and its remedies, Legality of Object and Consideration.

UNIT II

Sale of Goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties - Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller -Classification of Goods, Transfer of Property in Goods, Rules as to delivery of Goods, Buyers right against seller and Auction Sale

UNIT III

The Negotiable Instruments Act, 1881, Negotiable Instruments, Meaning, characteristics, types, parties - holder and holder in due course - Negotiation and types of endorsements, Dishonor of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership Act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership

UNIT IV

The Companies Act, 1956 - Company definition, meaning, features and types of Companies. Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies, Law of Agents, Rights and Duties of Agents, Kinds of Agent, Creation and Termination of Agency, Sub Agents and Substituted Agents

UNIT V

Labour Laws: Major Provisions of Industrial Disputes Act 1947, Factories Act, 1948, The Trade Union Act, 1926, The minimum Wages Act, 1948, Workmen's Compensation Act, 1923, The Maternity Benefit Act 1961, Payment of Bonus Act 1965, Payment of Wages Act 1936, Employees Provident Funds and Miscellaneous Provisions Act, 1952.

References

1. Dagar, I. and Agnihotri, A (2020). Business Law Text and Problems, New Delhi, Sage Publications
2. Kapoor, N.D. (2014). Elements of Mercantile Law (34TH Ed.), New Delhi, S.Chand & Sons.
3. Malik, P.L. (2018). A handbook of Labour and Industrial Law, Bengaluru, Eastern Book Company
4. Law for Business 19th edition, Ashcroft, Ashcroft, and Patterson, Cengage Learning, 2017, ISBN: 9781305654921.

Additional Reading

- S.N. Maheshwari & Maheshwari, Business Regulatory Framework, Himalaya Publishing House. 2006
- S.S. Gulshan, Business Law, 2/e, Excel Books, 2005
- Relevant BARE Acts.
- www.swayam.gov.in

MGT 525: PRODUCTION AND OPERATIONS MANAGEMENT

Semester : II
Course Code : MGT 525
Credit : 4
Course : PRODUCTION AND OPERATIONS MANAGEMENT
Aim :

- To introduce the operations function, in service and manufacturing organizations
- To address key aspects of design,
- To plan and control operations
- To understand operations in a global context.

Course Objectives: critically analyze an organization's approaches to the design of its products, services, and processes.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	No	√	√

Course Outcomes:

a) Knowledge-

- the choices and trade-offs inherent in developing an operations strategy.
- the nature of operations as an integrative function and the significance of information and change management.
- issues of integration of the operations with other management functions.
- the different approaches which may be taken in the design of products, services and processes.
- the appropriate techniques to employ when planning operational capacity at different levels.
- the strengths and weakness of a range of operational performance measures.

b) Skills-

- Planning: prepare an operations strategy which complements an organisation's business strategy
- Learning: appreciate capacity management issues and the identification of system constraints.
- Interpretative: make appropriate measures of an organisation's operational performance.
- Professional: develop quality plans and implement appropriate means of quality control.

Outline Syllabus:

UNIT I

Production as an organization function - Importance of Production Function - Scope of Production and Operations Management, Types of Production Systems, Strategic Operations Management, Operations Strategies, Elements of Operations Strategy, 5 Ps of Operations.

UNIT II

Plant location & Layout, Nature - Location Theories, Steps in Location, Location Models, Plant Layout, Factors influencing lay out, Principles of lay out, Lay out Tools and Techniques, Materials Handling, Material Handling Principles, Types, Selection and Design of Handling System.

UNIT III

Materials Management, Vendor rating, Inventory Models, EOQ, Reorder point, EOQ with Discounts, MRP-I, MRP-II, Selective Inventory Control (SIC), Just In Time (JIT), Basics of Kanban, VMI and ERP, Work Study, Work Measurement. Quality Management, Statistical Quality Control (SQC), Total Quality Management (TQM), Kaizen, Six sigma, ISO Systems, SCM Basic Concepts.

UNIT IV

Production /Operations Planning & Control, Role of production planning & control in Operations Management, Factors determining production planning, Aggregate Planning, Master Production Schedule, Scheduling, Loading, Routing, Product Planning for Various Production Systems, Line Balancing and sequencing, EBQ, Capacity Planning, Basics of Maintenance management, Maintenance Decisions, overview of FMS and Robotics.

UNIT V

Logistics: Definition, History and Evolution- Objectives, Logistics Management: Definition and Evolution -Achievement of competitive advantage through logistics Framework-Role of Logistics management-Integrated Logistics Management - Model – Flow of process activities (in brief), Third party logistics provider-Fourth party Logistics providers (4 pl)- Stages-Role of logistics providers, Strategic role of Logistics Management

References

1. Starr. M. K. (1972). Production Management - Systems and Synthesis, New York, Prentice Hall
2. Pannerselvam, R. (2012). Production and Operations Management, New Delhi, Prentice Hall of India
3. Buffa, E.S. and Sarin, R.K. (2007). Modern Production/Operations Management, New Delhi, Wiley India
4. Gaither, N. (2002). Production and Operations Management. Cincinnati, South Western College Publications.

5. Bedi, K. (2016). Production and Operations Management. New Delhi, Oxford University Press.
6. David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi, 2003
7. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
8. Logistics Management, Ismail Reji, Excel Book, First Edition, 2008

Additional Reading

- Mikell P. Groover, Automation, Production Systems, and Computer-Integrated Manufacturing, Pearson, 2007.
- Amitabh Raturi, Production and Inventory Management, South Western College, 2008.
- Adam Jr. Ebert, Production and Operations Management, PHI Publication, 1992.
- Operations Management by William J. Stevenson. Eighth Edition, Irwin / McGraw-Hill, 2005.
- Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.
- www.swayam.gov.in

MGT 526: RESEARCH METHODOLOGY

Semester : II
Course Code : MGT 526
Credit : 4
Course : RESEARCH METHODOLOGY

Aim :

- To make managers think like researchers
- To enable students to undertake research
- To understand the research process
- To enable the research reporting.

Course Objectives: to teach the method of conducting high quality research from social as well as business perspective.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	No	√

Course Outcomes:

a) Knowledge-

- Knowledge on laws and theories that explain a phenomenon or behavior of interest
- Acquisition of knowledge using the scientific method
- Theory-building (inductive research) and Theory Testing (deductive research)
- Concepts, Constructs, and Variables
- Operational definitions
- Theorization
- Models

b) Skills-

- Analytical skills: Logical: Scientific inferences must be based on logical principles of reasoning.
- Problem-solving skills: Exploratory Descriptive Explanatory Self-management skills: taking responsibility; building confidence in your vision; working under pressure; demonstrating resilience

Outline Syllabus:

UNIT I

Business Research: Definition, meaning, concept, nature, scope, need and managerial value, Research as the application of scientific method, Importance of research in managerial decision making; the Research Process and types of Research, Defining the Research Problem: Problem Formulation and Statement of Research Problem .

UNIT II

Research Design: Exploratory, Descriptive, Diagnostic/ Conclusive and Experimental Research - Details and applications, Operational and administrative structure for research, Sampling and Sampling Designs.

UNIT III

Methods & Techniques of Data Collection: Primary and Secondary Data - Meaning, Observational and other survey methods of Data collection, Development and designing of tools of data collection, Measurement scales, Measurement of attitudes, Validity and Reliability of the tools of data collection.

UNIT IV

Fieldwork in research and data processing, Classification and Tabulation, Analysis and interpretation of Data, Testing of Hypothesis, an overview of Parametric and Non-parametric tests, Essential ideas of Multivariate analysis of data - an overview of dependence and interdependence methods , Statistical Packages - SPSS.

UNIT V

Reporting of Research - Types of Reports - Substance of Reports - Format of Report, Presentation of Reports, – procedure of preparation of reference and bibliography.

References

1. Wilson, J. (2017). Essentials of Business Research, 2e, New Delhi, Sage Publications
2. Jonathan, J. (2010). Essentials of Business Research. New Delhi, SagePublications.
3. Bryman A and Bell, E. (2018) .Business Research Methods (3rd Edn.). New Delhi, Oxford University Press
4. Kothari, C.R. (2013).Research Methodology - Methods & Techniques. New Delhi, New Age international.

Additional Reading

1. Krishnaswami, O.R. and Ranganatham, M. (2005). Methodology of Research in Social Sciences. New Delhi, Himalaya Publishing
2. Panneerselvam, R. (2014). Research methodology, New Delhi, Prentice Hall of India
3. www.swayam.gov.in

MGT 527: FINANCIAL MANAGEMENT

Semester : II
Course Code : MGT 527
Credit : 4
Course : FINANCIAL MANAGEMENT
Aim :

- To develop an understanding of principles of finance
- To use this understanding for decision taking purposes
- To understand financial policies of companies (capital budgeting, forms of financing etc.).
- To understand the role of financial markets ;
- To appreciate risk and uncertainty for financial decision taking
- To evaluate decision rules for investment and financing proposals;

Course Objective: To study various financial decision making methods and learn how to integrate such techniques in monitoring the real performance of a business organization.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L) Total	Sem/(T)	Library/	Directed(DS)	Other:	Formal
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2 100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	No	√	√	No	√

Course Outcomes

a) Knowledge

- knowledge of the terms and concepts employed in finance;
- the working and functions of the financial system
- roles played by the key financial markets and institutions;
- the major theoretical advances in finance over the last three decades which have a bearing on managerial practices.

b) Skill-

- Valuation: To develop models for the valuation of securities and companies;
- Critical: risk return tradeoff - diversification and portfolios;
- interpretative: financial institutions;
- Planning: develop a financial plan for a business; and
- Analytical: Use of spreadsheet for financial calculations and analysis.

Outline Syllabus:

UNIT I

Nature and Scope of Financial Management: Meaning and Definition of Business Finance and Financial Management; Finance Functions; Objectives of Financial Management; Financial Decisions; Role and Functions of Finance Manager.

UNIT II

Capital Structure Decisions: Internal financing, Loan financing, Alternative forms of finance. Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt; Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of Composite Cost of Capital. Theories of Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach and Modigliani-Miller Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages.

UNIT III

Investment decisions: Time Value of Money – Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions: Concept of capital budgeting, Need, types and importance of capital investment decisions; Capital budgeting appraisal methods: Payback period method, Net Present Value Method, Internal Rate of Return method, and Present Value Index Method

UNIT IV

Management of Working Capital – Concept, types, importance and factors affecting working capital, Sources of working capital , Dividend Decision: Dividend Policy: Dividend and its forms, Objectives of Dividend Policy, Relevance and Irrelevance Theories of Dividend Decision: Walter’s Approach; Gordon’s Approach

UNIT V

Management of Cash and Marketable Securities: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India. **Receivable Management** - Objectives; Credit Policies; Credit Terms; and Collection Policies, **Inventory Management** - Objectives; and Techniques.

References

1. Van Horne, J. and Wachowicz Jr., J.M. (2008). Fundamentals of Financial Management, New Delhi, Prentice Hall of India.
2. Aravind.M. (2019). Principles of Financial Management: Practice and Decisions. New Delhi, Viva Books.
3. Brealey, R., Myers, S.C., Allen, F. and Mohanty, P. (2017). Principles of Corporate Finance. New Delhi, Tata McGraw Hill Publishing Company Ltd.
4. Pandey I. M.. (2016) . Financial Management. New Delhi, Vikas Publishing House Pvt. Ltd
5. Palanivelu, V.R, (2018 Revised Ed), Financial Management, S Chand & Company Ltd, New Delhi.

Additional Reading

- Chandra, P. (2019). Financial Management – Theory and Practice. New Delhi, Tata McGraw Hill Publishing Company Ltd.
- Khan M. Y., Jain P. K. (2018) .Financial Management – Text and Problems. New Delhi, Tata McGraw Hill Publishing Company Ltd.
- www.swayam.gov.in

MGT 528: MANAGING HUMAN RESOURCES

Semester : II
Course Code : MGT 528
Credit : 4
Course : HUMAN RESOURCES MANAGEMENT
Aim :

- To provide you with a repertoire of concepts, which will enhance understanding of organizational events and processes
- To enable to make judgments about behavior,
- To influence organizational phenomena effectively.

Course Objective: To provide an understanding of modern organisations in terms of the management of people, the strategies and processes of HRM, and to provide the basis for a critical review of HRM systems and techniques.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	25	Tut: 10	Pract: 10	Study: 50	5	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:

a) *Knowledge-*

- Alternative theories on how best to manage people in organisations
- Different models of HRM
- Theories and practices underlying performance management
- Contextualizing Concepts of culture, leadership, power and politics
- Decision making processes in HRM

b) *Skills-*

- Analytical: Apply suitable models and frameworks to the analysis of social situations and problems at the level of the individual, group and organisation
- Information: Be aware of the potential impacts of various forms of organizational interaction
- Social Skills: Assess how to go about intervening in a social situation
- Decision Enabling: make decisions about the appropriate use of HRM techniques
- Evaluation: Recruitment and selection of employees
- Learning Skills: Performance management and training and development

Outline Syllabus:

UNIT I

Evolution & Growth of HRM –Significance of HRM, Definition, Scope, Functions & Objectives of HRM, Roles of HR Managers in Modern day Organizations, HRM vs. Personnel Management, HRM & Human Capital Management – Contemporary HR Practices & Challenges, Introduction to HR Analytics, HRAccounting, HR Audit, HRIS.

UNIT II

Analysis & designing of jobs–Job Analysis – Definition, Process, Job Description vs. Specification – Job Design – Various Methods – Human Resource Planning(HRP)–Objective– factors affecting HRP – Process, Methods of Demand & Supply Forecasting–Recruitment – Definition, Methods, Process, Yield Ratio – Selection – Definition, Process & Methods, Selection Tests & its Importance – Interviews – Virtual interview–Placement – Induction/Orientation – Transfer – Promotion & Demotion – Definition & Types – Reasons for Demotion. **CASE DISCUSSION**

UNIT III

Performance Assessment & Human Resource Development: Performance appraisal – Definition, Process, Methods – Past Oriented & Future Oriented – Employee Training – Definition, Importance of Training, Training Need Assessment/Identification (TNA/TNI) – On the Job vs. Off the Job Training – Evaluation of Training – Training vs. Development – Management Development – Definition, Process, **CASE DISCUSSION**

UNIT IV

Wages & Salary Administration: Job evaluation – Definition, Process & Methods - Qualitative & Non Qualitative Methods, Basics of compensation – Definition, Types of Compensation – Direct / Indirect, Fixed / Variable Compensation – Wages vs. Salary – Wage Determination – Wage Theories & Concepts – Minimum Wage, Fair Wage, Living Wage, Wage Determination.

UNIT V

Employee Relations: Industrial Relations – Definition, Objectives of IR – Parties to IR – Trade Unions in India – Participative Management – Definition, Methods of WPM – Collective Bargaining – Definition, Types, Process – Employee Discipline & Grievance – Definition, Settlement of Grievance – Open Door vs. Step Ladder Technique – Industrial Disputes – Definition – Dispute Settlement Machinery – Bipartite & Tripartite bodies in India – Employee Separation Methods - Unethical Practices in HR. Industrial Disputes act, 1947, Factories act, 1948, The Trade Union Act, 1926 - **CASE DISCUSSION**

References

1. Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2017). Human resource management: Strategic and international perspectives. Sage Publications.
2. Bhattacharya Kumar Dipak (2017). HR Analytics – Understanding Theories & Applications, Sage Publications.
3. Sanghi, S. (2014). Human Resource Management. Vikas Publications.
4. Aswathappa, K. (2013). Human Resource Management 7E. Tata McGraw Hill.
5. Rao, V. S. P. (2010). Human Resource Management 3E–Text and Cases Excel Books. New Delhi.
6. Randhawa, G. (2007). Human Resource Management. Atlantic Publishers & Dist.
7. Armstrong, M. (2006). A handbook of human resource management practice. Kogan Page Publishers.

Additional Reading

- Industrial Disputes act, 1947, Factories act, 1948, The Trade Union Act, 1926,
- Vikalpa , Journal of the Indian Institute of Management
- Harvard Business Review
- Economic & Political Weekly
- The Effective Executive, Peter Drucker (Harper Business, 2006)

University of Kerala

Master of Business Administration Syllabus

Semester 3:

III SEMESTER:

Core Papers

MGT 531 INNOVATION MANAGEMENT & ENTREPRENEURSHIP

MGT 532 DATA ANALYTICS

MGT 533 INFORMATION SYSTEMS AND CYBER SECURITY

ELECTIVE 1

ELECTIVE 2

ELECTIVE 3

ELECTIVE 4

ELECTIVE 5

Elective List

FINANCE

HUMAN
RESOURCES

MARKETING

OPERATIONS

LOGISTICS
AND SUPPLY
CHAIN

SYSTEMS

MGT 531: INNOVATION MANAGEMENT AND ENTREPRENEURSHIP

Semester : III
Course Code : MGT 531
Credit : 4
Course : INNOVATION MANAGEMENT

Course Objective:

This course on Innovation Management and Entrepreneurship focusses to provide the MBA participants with adequate skills, analytical tools, perspectives, and experiences that enables them to emerge as successful and autonomous entrepreneurs, family-business entrepreneurs, or entrepreneurs in corporate settings. The course also focusses on innovation as a source of gaining sustainable competitive advantage for firms around the world. Bringing sustained success year after year through innovation has become a managerial challenge. This course also focusses on the practices and processes that managers use to manage innovation effectively.

Teaching Strategy:

Lectures supported by power point presentation, video materials, seminars during which case studies will be discusses and students will solve specific practical assignments. On-line reading materials and discussions. Face-to-face and e-Learning – working in groups on case studies; face-to face and on-line discussions; written assignments. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:**a) Knowledge-**

Upon completion of the course students will be aware of the basics in Innovation and Entrepreneurship, Steps for starting a new venture and its funding agencies, Role of Central Government and State Government in promoting Entrepreneurship Innovation policy, Types of innovations. They will be getting an overall understanding about innovation process and models describing the innovation process.

b) Skills-

- Interpretative
- Analytical and
- Evaluative skills

Outline Syllabus:**UNIT I**

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic and differences between Entrepreneur and Intrapreneur. Entrepreneurship development-its importance- Role of Entrepreneurship -Entrepreneurial environment. Role of consultancy organizations in promoting Entrepreneurs-Forms of business for Entrepreneurs.

UNIT II

Creating and starting the venture - Steps for starting a small industry - selection of types of organization , Managing, growing and ending the new venture - Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public - ending the venture, Venture Capital – Definition , Funding New Projects – Process – Examples for VC Firms, Issues and problems with VC Firms, International entrepreneurship opportunities.

UNIT III

Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects, Corporate Entrepreneurship.

UNIT IV

Innovation: - Definition, Need & Objectives of innovation, Types of innovation in Entrepreneurship – Sustaining, Disruptive, New Market, Integrative, Process of innovation Phases – Idea Generation, Concept, Solution and Market, Role of R&D (RTD) in innovation , Technological innovation - its importance , Technological innovation in business – reasons for and examples, Issues in technological innovation and how to overcome, Technological change and innovation and its impact on employees in future. The innovation matrix and its components – Radically Disruptive, radically sustaining, Incrementally Disruptive & Incrementally Sustaining.

UNIT V

Innovation projects. Methods for evaluation of innovation projects. Closed innovations. Open innovations, Theories of innovation – E.M Rogers Diffusion of Innovation (DOI) Theory and its limitations, Schumpeter’s Innovation Theory of Profit, Social Innovation – Definition, Process, Importance of social innovation, Examples of social innovation, architectural **and** modular innovation.

References

- Tidd, J., Bessant, J. (2013) Managing Innovation: Integrating Technological, Market and Organisational Change. 5th ed., Hoboken: John Wiley & Sons
- Trott, P. (2011) Innovation Management and New Product Development. 5th Edition. FT Prentice Hall.
- Drucker, P. F. (1985) Innovation and Entrepreneurship. New York: Harper Collins Publishers, Inc.

- Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
- Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill edition.

Additional Reading

- Davila, T., Epstain, M and Shelton, R. (2013) Making Innovation Work: How to Manage It, Measure It, and Profit from It, Updated Edition. Pearson Education Inc. 2013.
- www.swayam.gov.in

MGT 532: DATA ANALYTICS

Semester : III
Course Code : MGT 532
Credit : 4
Course : DATA ANALYTICS
Aim :

- To familiarize learners with the latest online technologies used in decision making
- To enable the learners, understand the importance of big data in strategic management
- To familiarize learners with various tools used in data analysis

Course Objective: The key objective of this **course** is to familiarize the students with most important information technologies used in manipulating, storing, and analyzing big **data**. We will examine the basic tools for statistical **analysis**, R and Python, and several machine learning algorithms.

Teaching Strategy:

In additional to the conventional classroom lectures, the students will be given hands on training in data analytic techniques and data analysis. Along with this the students have to submit deadline-based assignments and projects on the topics

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Lab	Formal	Total
Hours:	20	Tut: 5	Pract: 5	Study: 50	20	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:

a) *Knowledge-*

- A clear understanding of modern trends in online data management
- Understanding of Big Data and its relevance in formulating online business strategies
- Application of theory to practice to better decision making
- Understanding the nuances of data analysis
- Imbibing business intelligence for optimising outputs
- A holistic approach to achieving the goals and objectives of business through latest online data optimising techniques

b) Skills-

- Ability to interpret from the various outputs the best option suitable to address the problem at hand
- Create data sets using data analysis techniques for strategic decision making
- Ability to use Big Data using the various online tools available for effective interpretations
- Ability to understand the various algorithms used in data analytics
- Ability to create new data sets according the problem at hand

Outline Syllabus:

UNIT I

Understanding Data: Types of data – Data cleaning and preparation- Information – Types of data – Structured and unstructured - Characteristics – Information systems in modern day business – Importance of Information Processing in Management

UNIT II

Online data storage: Relevance of online data processing – Cloud computing –Cloud based services offered by Amazon, Google and IBM – E-Commerce Applications

UNIT III

Big Data Analytics: Big Data- Characteristics and Relevance – Applications of Big Data – Data search algorithms in search engines – Digital advertisements – Recommender systems – Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics

UNIT IV

Machine learning: Types of learning algorithms – Machine learning models – Areas of application – Business intelligence – Data gathering – Data storage and knowledge management

UNIT V

Data Analysis: Introduction to R Programming, PYTHON, SPSS, AMOS and MS-Excel – Key data analysis techniques used in creating data sets for business –Types of analysis – Descriptive – Diagnostic – Predictive and Prescriptive

References

1. Maheswari A (2017) Data Analytics, McGraw Hill Educations
2. S, A.Vivek & Kumar, Rakesh S. (2019). Business Analytics: An Introduction. Kollam: SS Book Series
3. Siegel E (2013) Predictive Analytics, The Power To Predict Who Will Click, Buy, Lie Or Die R, Wiley
4. Simon P (2015) Too Big to Ignore, The Business Case for Big Data, Wiley
5. Croll A, Yoskovitz (2013), Lean Analytics, Use Data to Build a Better Startup Faster, O'Reilly Media
6. James G , Witten D, Hastie T and Tibshirani R (2013), Introduction to Statistical Learning with Applications in R, Springer Science and Business
7. Miles A, Huberman M and Saldana J (2018), Qualitative Data Analysis: A Methods Source Book, Sage Publications

Additional Reading

Online references

<https://www.simplilearn.com/data-science-vs-big-data-vs-data-analytics-article>

<https://www.edureka.co/blog/what-is-data-analytics>

<https://intellipaat.com/blog/what-is-data-analytics/>

<https://www.proschoolonline.com/blog/top-10-data-analytics-tools>

<https://cyfar.org/types-statistical-tests>

<https://towardsdatascience.com/statistical-tests-when-to-use-which-704557554740>

MGT 533: INFORMATION SYSTEMS AND CYBER SECURITY

Semester : III
Course Code : MGT 533
Credit : 4
Course : CYBER SECURITY AND INFORMATION SYSTEMS

As the threat of cyber security becomes a focus for companies all around the world, this course is designed to help provide you with the skills needed to manage the challenges in the field of cyber security management. The course will enable you to gain knowledge of digital information security concepts and an understanding of how they are applied.

Course Objective: The objective of the course is to introduce Information Systems and also the need to learn the cyber security.

Teaching Strategy:

In addition to the conventional classroom lectures, the students will be given hands on training in data analytic techniques and data analysis. Along with this the students have to submit deadline-based assignments and projects on the topics

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Lab	Formal	Total
Hours:	25	Tut: 5	Pract: 5	Study: 50	15	Exams: 2	100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:

c) Knowledge-

- A better understanding of cyber operations
- Attain knowledge of advanced security and privacy issues in systems
- An understanding of information systems
- Understanding of cybersecurity tools, techniques
- To develop an understanding of security issues towards new architectures

Skills-

- Critical Thinking
- Cognitive skills and ability to identify, analyze and articulate the importance of managing IS-related risk and security issues in organizations, and the relationship

Outline Syllabus:

UNIT I

Management Information System (MIS) Concept and Role - Information Needs and Structure of MIS - Components and Structure- Organizational and Functional - information requirements by level of management activity – transaction processing systems – information support systems - role of MIS - impact of MIS - MIS as a support to the management - MIS and organizational effectiveness - System concept - MIS for a digital firm – Cyber security- A comprehensive overview of existing security vulnerabilities. Critical analysis of the state-of-the-art mitigation techniques and their pros and cons.- New cyber-attack patterns in emerging technologies.

UNIT II

Planning & Decision Making - Concepts in planning and control, Decision making and information systems - systems for decision support - Executive Support Systems (ESS) - Group Decision Support Systems (GDSS) - the process of developing DSS - individual and organizational model - knowledge management- enterprise-wide knowledge management systems - knowledge work systems - intelligent techniques - Knowledge Based Expert Systems (KBES) - Enterprise Resource Planning – Cloud based Decision support Decision Making -Executive Information Systems -

UNIT III

Information System for Control - System Analysis - System Design and Development - Data Base and Data Base Management Systems Databases and Information Management - - database models - capabilities of DBMS - RDBMS - using databases to improve business performance and decision making – client-server architecture. – Computer Based Management Information System • Computer Networking and Communication Technology - Big Data Analytics and Cloud Computing - Information Systems for Managerial Decisions – The Future Cyber Security and its problems-Intervention Strategies:- Introduction to the Legal Perspectives of Cybercrimes and Cyber security, Cybercrime and the Legal Landscape, The Indian IT Act, - Cybercrime and Punishment, Cyber law.

UNIT IV

Systems development models - prototype approach – classical SDLC approach - structured system design - system development process - tools and techniques of system design - data flow diagram - data structure - system implementation success and failure - quality control of information system - introduction to emerging technologies

UNIT V

Securing Information Systems - System vulnerability and abuse - wireless security challenges - malicious software - hackers and cyber vandalism - computer crime and cyber terrorism - business values of security and control - firewalls – intrusion - detection systems - antivirus software - securing wireless networks - encryption and public key infrastructure – ensuring system availability - security issues for cloud computing and the mobile digital platform

References

- Biswas, Jaytilak (2020) Management Information Systems: Sage Texts
- Jawadekar, Waman S (2013) Management Information Systems: A Global Digital Enterprise Perspective, McGraw Hill Education (India) Private Limited
- Laudon Kenneth C. & Laudon Jane P. (2012) Management Information System, Pearson Education
- Belapure Sunit and Godbole Nina,(2011) Cyber Security: Understanding Cyber Crimes, Computer

- Forensics And Legal Perspectives, Wiley India Pvt. Ltd,
- Grady Mark F, Parisi,, Fransesco (2005) “The Law and Economics of Cyber Security”, Cambridge University Press,
- O’Brien, James A Marakas George M and Behl Ramesh (2009) Management Information Systems,. Tata McGraw Hill Education Private Limited.

Additional Reading

Online references

- www.swayam.gov.in
- <https://www.csis.org/news/cybersecurity-agenda-45th-president>
- Jaccard, Julian Jang and Nepal, Surya (2014) A survey of emerging threats in cybersecurity *Journal of Computer and System Sciences* 80 (5) 973-993

MGTF 01 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Semester: III Module title: Security Analysis and Portfolio Management Credit: 3	CODE: MGTF 01 Module Type: Single
Module Aim(s): <p>This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught the stock market fundamental. It discusses the risk return trade-off of an individual investor, it also persists how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course will also emphasize students to learn forces that affect security market. To throw light on various investment alternatives.</p> <p>Course Objectives</p> <ul style="list-style-type: none">○ To know how investment managers consider risk and return as an important factor in making decisions.○ Suggest concepts, frameworks, and models for understanding Security Analysis and Portfolio Management and its different stages.○ To have an in-depth knowledge of the theory as well as practice of investment decision making.○ To Know the theory and practice of portfolio management○ To acquaint the students with the working of security market and principles of security analysis.○ To develop the skills required for portfolio management to be able to judge the competitive financial products.○ To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario.	

- To make critical appraisal of the working of the GMATE accounts, stock trading specific financial institutions of India

Teaching Strategy	Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.
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Hour Distribution

Study:	Lect:(L)	Sem/(T)	Library	Directed(D S)	Other:(Co mp.lab)	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	Computer lab: 5	Exams: 2	100

Course Outcomes:

Knowledge	<ul style="list-style-type: none"> ○ To have an understanding of the theoretical considerations available in investment and security market. ○ To be able to critically engage with both theoretical and practical constructions of issues and questions in investment decision and on security market ○ Understand the various alternatives available for investment ○ Learn to measure risk and return. Find the relationship between risk and return ○ Gain knowledge of the various strategies followed by investment practitioners ○ Develop conceptual knowledge on financial products, trading mechanism and variables that determine their market values
Skills	<ul style="list-style-type: none"> ○ Interactive: be aware of the potential impacts of various forms of risk in security market ○ Reflective: make psychology judgments about the management of savings ○ Decision Making: make decisions about the appropriate use of techniques and practices of portfolio construction and management ○ Ability to compare different types of investment alternatives. ○ Develop an understanding on the reasons and explanations for corporate hedging activity ○ Identify and evaluate the nature and extent of exposure to different types of risk and its management.

General Competencies		General competencies include the ability to distinguish effectively, the various investment avenues and construction of different set of portfolio, both for the individuals and firms						
Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes

UNIT DETAILS

UNIT – 1

Introduction to investments - Nature and scope of investment decision - investment planning, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds-- mutual fund types - performance evaluation of mutual fund- derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Impact of fiscal and monetary policy on investments, comparison of investment products.

UNIT - II

Institutional arrangement- Indian stock market and Bond markets, new issue market – functions – trading- types of orders– settlement - Depository services - Book building process - listing - secondary market - online trading- Risk and return- systemic risk types-unsystematic risk -minimizing risk-risk management - measurement of risks and return-beta.

UNIT III

Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis- measuring earnings, forecasting earnings, Valuation of fixed income securities-common stock valuation- one year holding-multiple year holding-constant growth model –multiple growth model-Bond valuation and yields - Bonds duration and yield analysis –YTM,YTC-bond risk- bond duration - Term structure theories - and valuation of options, Technical analysis-theories –Dow flow theory, Chart analysis- efficient market hypothesis.

UNIT IV

Portfolio management-steps- Markowitz portfolio theory-risk and return of Portfolio- portfolio construction- portfolio selection- CAPM, APT efficient frontier- constructing the optimum portfolio-portfolio revision-formula plans -portfolio performance evaluation-Need for Evaluation – Measuring Portfolio Return – Risk Adjusted Returns- Sharpe Ratio, Treynor Ratio, Jensen’s performance Index

UNIT V

Mechanics of investing- stock trading platforms-market terms-M trading-application based trading- Trading Procedure-broker-Demat Account- Dematerialization-Specified and Non-specified Securities-onlinetransaction –bonds-shares- mutual fund units

References:

- Bhalla, V K (2014). *Investment Management*, Sultan Chand Publishing House.
- Fischer Donald, Ronald Jordon, (2002). *Security Analysis and Portfolio Management*, Pearson.
- Punithavathy Pandian., (2006). *Security Analysis and Portfolio Management*. Vikas Publishing House.
- Prasanna Chandra, (2012). *Investment Analysis and Portfolio Management*, Tata McGraw Hill Education Private Limited, New Delhi

Additional Reading

- Investment Analysis and Portfolio Management by Reilly and Brown, Cengage Learning, India Ed
- Kevin S., (2010). *Security Analysis and Portfolio Management*, Prentice Hall of India
- www.sebi.gov.in

MGTF 02 – PROJECT FINANCE

Semester: III	CODE MGTF 02
Module title: PROJECT FINANCE	
Credit: 3	Module Type : Single
Module aims	
<p>This course aims at introducing the basic concepts of Project Financing enabling the students to understand the project finance mechanics and an holistic perspective of how concepts translate into practice.</p>	
<p>Objectives</p> <ul style="list-style-type: none"> ✓ To understand the framework for evaluating capital expenditure proposals. ✓ Enable to forecast blue print of a project. ✓ To identify the ways to prepare project plans ✓ To know the means to implement the project plan. ✓ To understand the allocation of funds as per the project plan. ✓ Help to choose the profitable project ✓ To recognise the feasibility of project plans 	
Teaching Strategy	
<p>Sessions will be supported by lecturing, power point presentations with proper assignments, solving practical problems and case study analysis. Opinions and suggestions of students will be appreciated and recorded. Performance evaluation shall also be made.</p>	
Study:	Lect:(L) Sem/(T) Library/ Directed(DS) Other: Total Formal
Hours:	30 Tut: 5 Pract:10 Study:50 5 100 Exams: 2

Skills

- ✓ Ability to prepare and Implement the Project Plans for organizations
- ✓ Capable to workout Profitable Projects for companies
- ✓ Attain skills for appraisal of projects.
- ✓ Ability to explain the details of Project Plan for Investors
- ✓ Capability to diagnose the issues in connection with evaluation of projects

General Competencies: General competencies include ability to solve complex project related problems ,take appropriate decisions and structuring project report

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	No	✓	√	√	•	• -

Outline syllabus**UNIT I**

Introduction to projects: Project report, steps involved in a preparation Project Report. 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.

UNIT II

Appraisal of Project – Commercial appraisal, Technical appraisal, Financial Appraisal, Economic appraisal. Appraisal for term loan and Working capital financing, Tandon, Chore Maratha committee recommendations, Credit monitoring arrangement, Financing of SME Modules. Traditional method and Nayak Committee recommendations – Preparations of Appraisal Report.

UNIT III

Cost and Means of finance-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.

UNIT IV

RBI Guidelines In DPGS AndBCF – Lines Of Credit – Working Capital Finance, Structure – Cash Credit, Overdraft, Bill Finance – Factoring – Forfeiting – Venture Capital – Merchant Banking Expert Pre-Shipment and Post Shipment.

UNIT V

Appraisal for leasing projects – Lease Evaluation – Appraisal for Hire purchase facility – Appraisal for venture capital – Appraisal of international projects –International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports. Industrial sickness and Rehabilitation, Definition of Industrial Sickness – Identification of Sickness, causes of sickness – Sick Industries.

References

- PRASANNA CHANDRA (2019) *Projects, planning, Analysis, Selection, Implementation and Review*.
- PRASANNA CHANDRA (1998) *Financial Management Theory & Practical* Fourth Edition M.C. Graw Hill Publishing, Tata MC Graw Hill.
- MACHIRAJU, 2019 *Vikas Project Finance*.HR Publishing House, New Delhi.
- HPS PAHWA, 2019 *Project Reports and Appraisals* Bharat Law House.
- Aravind.M. (2019). *Principles of Financial Management: Practice and Decisions*. New Delhi, Viva Books.

Additional Reading

- John D. Finnerty, *Project Financing: Asset-Based Financial Engineering*, Third Edition. Hoboken: John Wiley & Sons, Inc., 2013. (Finnerty) – available from NYU Bookstore.
- Ingo Walter (Editor), *The Infrastructure Finance Challenge* (London: OpenBook Publishers, 2017). (Walter) – posted on NYU Classes
- <https://www.udemy.com/project-finance-beginner>, www.simplilearn.com

MGTF 03 STRATEGIC FINANCIAL MANAGEMENT

Semester: III Module title: Strategic Financial Management Credit: 3	CODE: MGTF 03 Module Type: Single
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Module Aim(s):

This course is intended to enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

Objectives

- To acquaint the students with concepts of financial management from strategies perspective and
- To apply financial management concepts and theories for strategic financial management decision making.

Teaching Strategy

Lecture Sessions will be supplemented by task based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Lect:(L)	Sem/(T)	Library	Directed(DS)	Other:	Formal	Total
30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge

- To have an understanding of a range of the theoretical understandings available in strategic financial Management
- To be able to critically engage with both theoretical and practical constructions of issues and questions of strategic financial Management
- To have an understanding on importance of strategic financial

	<p style="text-align: center;">Management</p> <ul style="list-style-type: none"> ▪ To have an perceptive on funding of mergers and acquisition 							
Skills	<ul style="list-style-type: none"> ▪ Reflective: make psychosomatic decision about the strategic areas of financial Management. ▪ Decision Making: make decisions about the appropriate use of techniques and practices of strategic financial Management ▪ Develop an understanding on the reasons and explanations for take overs ▪ Identify and evaluate the nature and extent of exposure to different types of risks and its management 							
General Competencies	General competencies include the ability to distinguish effectively, the various financial management practices from strategic financial management							
Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Module Details

UNIT 1

Introduction to Strategic Financial Management- An overview of Strategic Financial Management- Concept_definition-characteristics-scope and importance-success factors-constraints-strategic planning process-financial Management decisions-investment decisions- financing decisions – dividend decisions - strategic Management for sustainable growth.

UNIT II

Financial Strategy for Corporate Restructuring - Meaning- purpose –type of corporate restructuring-expansion strategies-takeovers- joint venture-franchises-business alliance.Disinvestment strategies- liquidation-buyliquidation-buy- back of shares-constraints to restructuring-restructuring of sick organizations.

UNIT III

Financials aspects of Mergers and Acquisition - Meaning- purpose-types-process- payment option-evaluation of merger proposal-reverse merger-forms of acquisition –motivation for corporate take overs-benefits cost and tax consideration of take overs-hostile takeovers –cross border takeovers-constraint to take overs

UNIT IV

Financial risk managing strategy-Meaning-Types of corporate financial risk – investment-decision under-risk management tool and practice –derivatives instruments in hedging in risk

UNIT V

Financing strategy - Fund rising instrument-innovative sources of finance –Asset based financing-convertible and non-convertible debentures - deep discount bonds-secured premium notes-warrants-venture capital- international sources of finance-ethical issues in strategies finance transparency in operation.

References

- GP Jakarthyia, Strategic Financial Management, Vikas, New Delhi
- Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
- Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
- James T.Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

Additional Reading

- Rajni Sofat and Preeti Hiro. Strategic financial Management. *Prentice Hall of India*, New Delhi.
- Girish P Jakhotia , Strategic financial Management, *Vikas Publishing House*, New Delhi
- Prasanna Chandra,Financial Management, *Tata Mc Grawhills*, New Delhi
- Pandey I M Financial Management, *Vikas Publishing House*, New Delhi

MGTF 04 - FINANCIAL SERVICES

Semester: III Module title: Financial Services Credit: 3				CODE: MGTF 04 Module Type: Single			
Module Aim(s): <p>This course is intended to give the students with the basic concepts and Practical applications of Financial Services. The course is also aimed at familiarizing the students to the Indian Financial System.</p>							
Objectives <ul style="list-style-type: none"> • To get an in-depth knowledge of different financial instruments used in financial markets • To understand the organisation and working of stock exchanges • To understand the classification of Indian Financial Institutions and their role in economic development and the various services (fund based & fee based) provided by them • To study in detail the Government, Regulatory and Promotional authorities related to the financial markets and services • To get adequate knowledge about the procedures and practices adopted by authorities to regulate the Indian Financial System • To get knowledge on how to invest in financial markets 							
Teaching Strategy		Lecture Sessions will be supplemented by task based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.					
Study:	Lect:(L)	Sem/(T)	Library	Directed(DS)	Other:	Formal	Total
Hours:	30	5	Prac: 10	Study: 50	5	Exams: 2	100
Course Outcomes:							

Knowledge	<ul style="list-style-type: none"> • To have an in-depth understanding of the Financial System in India • To be able to critically analyse the recent trend/changes in the financial environment/financial sector reforms • To clearly understand the working of different financial institutions and its regulations • To identify or track the upcoming opportunities in financial sector based on the concepts gained. • To understand the various instruments for investment in financial markets. • To gain understanding about working of stock exchanges and evaluate the daily changes in the financial markets
Skills	Skilled enough with the intricacies of financial services and equipped with working knowledge applicable to the industry.
General Competencies	Knowledge about various forms of financial , SEBI and RBI guidelines/regulations for the various intermediaries and services

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Module Details

UNIT 1

Indian Financial System: Structure of a financial system – Financial Markets-Financial Instruments-Financial Institutions, Intermediaries, Financial Services-Financial Regulatory Authorities-Role of Financial System in economic development-Strengths and Weaknesses of Indian Financial System

UNIT II

Financial Markets: Money Market – Organized and Unorganized- Sub Markets-Capital Market-Primary Market-IPO-FPO-NFO-Book Building-Right Issue-Private Placement-Bonus Issue-Buy-back-Secondary Market-Stock Exchanges-Role and Functions of Stock Exchanges-BSE-NSE

UNIT III

Financial Instruments: Money Market Instruments-Call Money Markets-Treasury Bills-Repurchase Agreements-Bankers Acceptance-Commercial Paper-Certificate of Deposits-Commercial Bill Market-Capital Market Instruments-Shares-Debentures-Bonds

UNIT IV

Financial Institutions: Developmental Banks-Commercial Banks-Public Sector Banks-Private Sector Banks-New generation Banks-EXIM Banks-Insurance companies-NBFCs

UNIT V

Financial Services and Financial regulatory authorities: Financial Service Industry-Emergence and Developments-Fund based services-Merchant Banking-Non-fund-based services-Leasing and Hire purchasing-Bill discounting and Factoring-Forfeiting-Securitization-Mutual funds-Venture Capital funds-Depository participants-Credit rating-Consumer Finance-Credit and Debit cards-Insurance products-Financial sector reforms-RBI and SEBI guide lines to financial markets and services-BASEL Accord and BASEL norms-objectives-BASEL I,II,III

References

- Khan, M.Y. *Financial Services*, Tata Mc Graw Hill, 2010
- Punithavathy Pandian, *Financial Services and Markets*, Vikas PH, 2009.
- Machiraju, HR, *Indian Financial system*, Vikas PH, 2010.
- Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi, 2010

Additional Reading

- Gordon E & Natarajan K. *Financial Markets and Services* Himalaya PH, 2011.
- Rajesh Kothari, *Financial Services in India*, Sage Publication, 2010.

MGTF 05 INTERNATIONAL FINANCIAL MANAGEMENT

Semester: III Module title: International Financial Management Credit: 3	CODE: MGTF 05 Module Type: Single
Module Aim(s): <p>Students taking this elective course should expect to learn the nature and purposes of financial management in the international context. They will gain skills in international investment and financing techniques and in exchange risk management, including accounting and taxation aspects. They will learn, through hands-on case studies and simulations, how to judge the riskiness of a currency from a firm's perspective, and how to measure and manage the company's exposure to exchange rate and international interest rate risks.</p>	
Course Objectives: <ul style="list-style-type: none"> • To understand the factors responsible for emergence of globalized financial markets. • To understand meaning, nature and scope of international financial management. • Describe goals for international financial management. • To Know the historical perspectives of Multinational monetary and financial system • Understand various exchange rate regimes and country risk. • Describe nature and issues involved in international capital budgeting decisions; • Understand and apply the techniques of evaluating MNCs capital budgeting decisions. • Funding mechanism in international financial market and MNCs 	
Teaching Strategy	<p>Lecture Sessions will be supplemented by task based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.</p>
Hour Distribution	

Study:	Lect:(L)	Sem/(T)	Library	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge	<ul style="list-style-type: none"> ▪ To have an understanding of a range of the theoretical understandings available in international financial management ▪ To be able to critically engage with both theoretical and practical constructions of issues and questions of international financial management ▪ To have an understanding on importance of international financial management ▪ To have an perceive on international financial management and domestic financial management ▪ To have an understanding of multinational corporations (MNCs) and what economic roles do they play in global market.
Skills	<ul style="list-style-type: none"> • Interactive: be aware of the international financial intuition and theories which guide the international business. • Reflective: make psychosomatic decision about the management of short and long term fund management in international market • Decision Making: make decisions about the appropriate use of techniques and practices of international financial management • Ability to compare and contrast international financial management and domestic financial management • Develop an understanding on the reasons and explanations for international financial market and fund rising tools • Identify and evaluate the nature and extent of exposure to

	different types of risks and its management at international level.
General Competencies	General competencies include the ability to distinguish effectively, the various international financial management practices from domestic financial management

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes

Course Details

UNIT I

International financial management- introduction- nature and scope of international financial management- features of international finance- goals of international financial management- emergence of globalized financial markets- theory and practice of international financial management-International Monetary System: An Overview -Monetary System Before First World War -The Gold Exchange Standard - The Bretton Woods Era-Post Bretton Woods Period - Current Scenario of Exchange Regimes -The Era of Euro and European Monetary Union -Evolution of International Financial System -Evolution of International financial Institutions bilateral agencies-Emergence of International Banks -Euro Banks-Bank for International Settlements (BIS)

UNIT II

International Financial Markets-Foreign Exchange Market -History of Foreign –Foreign Exchange Transactions-Foreign Exchange -Quotations -Interpreting Foreign Exchange Quotations -Forward-Futures and Options Markets -International Money Market-Origins and Development- Money Market Interest Rates - Currencies-Standardizing Global Bank

Regulations-International Credit Market-Syndicated Loans- International Bond Market, Eurobond Market - Bond Markets -International Stock Markets-Issuance of Stock in Foreign Markets - Issuance of Foreign Stock in the United States-Listing of Stock by Non-U.S. F.

UNIT III

Country Risk Analysis-Importance-Political Risk Factors-Attitude of Consumers in the Host Country-Actions of Host Government, Blockage of Fund Transfers, Currency Inconvertibility, War, Bureaucracy, Corruption, Financial Risk Factors- Indicators of Economic Growth, Types of Country Risk Assessment, Macro assessment of Country Risk, Micro assessment of Country Risk, Techniques to Assess Country Risk, Checklist Approach, Delphi Technique, Quantitative Analysis, Inspection Visits, Combination of Techniques, - International capital budgeting decision - Nature of international capital budgeting decision - Difficulties and importance of international capital budgeting decisions - Data requirement for foreign investment decisions.

UNIT IV

Financing International Trade - Payment Methods for International Trade- Prepayment, Letters of Credit (L/Cs), Drafts, Consignment- Open Account, Trade Finance Methods, Accounts Receivable Financing, Factoring, Letters of Credit (L/Cs), Banker's Acceptance, Working Capital Financing, Medium-Term Capital Goods Financing Forfeiting, Countertrade, Agencies - International Trade, Export-Import Bank of the United States, Private Export Funding Corporation (PEFCO), Overseas Private

UNIT V

Long-Term Financing - Long-Term Financing Decision, Sources of Equity, Sources of Debt, Cost of Debt Financing, Measuring the Cost of Financing, Actual Effects of Exchange Rate Movements on Financing Costs, Assessing the Exchange Rate Risk of Debt Financing, Use of Exchange Rate Probabilities, Use of Simulation, Reducing Exchange Rate Risk, Offsetting Cash Inflows, Forward Contracts, Currency Swaps, Parallel Loans, Diversifying among Currencies, Interest Rate Risk from Debt Financing, The Debt Maturity Decision- Short-Term Financing-Sources of Short-Term Financing-Short-Term -Notes, Commercial Paper-Bank Loans,-Internal Financing by MNCs, MNCs and Foreign Financing- Determining the Effective Financing Rate, Criteria - Foreign Financing, Interest Rate Parity, The Forward Rate as a Forecast, Exchange Rate Forecasts, Actual Results from Foreign Financing, Financing with a Portfolio of Currencies, Portfolio Diversification Effects.

References:

- Prakash, Apte, G (1995). *International Financial Management*. Tata McGraw Hill Publishing Company Ltd, New Delhi.
- Bodie, Zvi, Alex Kane, and Alan J. Marcus, (1999). *Investments*, 4th ed. New York, NY: Irwin/McGraw-Hill.
- Eun–Resnick (2004) *International Financial Management* . (3rd Ed) .The McGraw–Hill Companies.
- Jeff Madura (2008). *International Financial Management*, Thomson Higher Education. Shapiro, Alan C, 2002). *Multinational Financial Management*, PHI, New Delhi.

Additional Reading

- Ian Giddy, 1994, *Global Financial Markets* , Houghton Mifflin
- Eun, C.S. and B.G. Resnick: *International Financial Management*; Seventh Edition; McGraw-Hill, 2015 (or newer edition if available)

MGTH 01 TRAINING AND DEVELOPMENT

SEMESTER – 3

Course Title: TRAINING AND DEVELOPMENT CODE-MGTH-01

Credit: 3

Module Type: Single

Course Aim:

In an increasingly complex, turbulent, dynamic, and competitive global environment, the development of an organization's most valuable assets - human resources is becoming more critical in terms of survival of organisations. This course will examine the role of Training & Development in maintaining an organization's competitive position in today's business.

Objectives

The course enables the participants to assess the techniques that will assist them as a manager in determining the general training needs of the organization and the specific needs of the employees so that organizational efficiency and effectiveness improve.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction - Evolution of training, Concept, Role, Need and Importance of training, Objectives of training and development, Overview of training functions, Designing an HRD programme, Types of training. Training philosophy, Principles of Training, Principles of Learning, Cognitive learning, Developing an integrated approach of Learning and Training programme, Future Trends in learning and development.

UNIT 2

Training Need Identification / Assessment (TNI/TNA) - Concept, Scope and Importance, Methods and Techniques of Training Need Assessment, Process of training, identification of job competencies, Criteria for identifying training needs (manpower analysis – task analysis – organization analysis) – Approaches to Training Needs Assessment, Recent scenario of TNI, Technology's Influence on Training and Learning.

UNIT 3

Designing and Conducting Training and Development Programmes - Factors affecting Training Design, Considerations in Designing Effective Training Programs, Trainer Competencies, Trainer's Role, The Trainer as Planner, Trainer's Encourage Objectivity and Creativity, Conducting Training and development Programme, Advantages of Designing Training and Development Programme, Designing a Training module, Training Audit, Training Research, Budgeting of training. Budgeting Process, Preparation of training proposals.

UNIT 4

Evaluation of Training and Development Programme - Concept, Types of Evaluation, Different methods of training, Factors Influencing Transfer of Training, Reasons for Evaluating Training, Evaluation Process, Pre-training Evaluation, Evaluation during Training Post-Training Evaluation - Determining Outcomes, Evaluation Techniques-Models of Training Evaluation - Kirk Patrick Model of evaluation – CIRO model – Cost Benefit analysis – ROI of training, Strategies for Effective Training Transfer, IBM Model, Uirle Patrick Approach

UNIT 5

Management Development - Focus and approach to Management Development, Knowledge and Skill of the Manager, Need and Importance of Management Development, Training for Executive Level Management, Components of Training for Management Development Programme, Selection of Techniques, Management Development Process, Company Strategies for Providing Development.

Course Outcomes:**Knowledge-**

- To have an understanding of a range of the theoretical understandings available in Training and Development.
- To be able to critically engage with both theoretical and practical constructions of issues and questions in Training and Development.
- To be able to reflect on individual and group behaviour in a theoretically-informed way

Skills-

- ✓ Skilled enough to use the approaches to training and development.
- ✓ To take training as a profession.
- ✓ Skilled enough to apply theories of learning to the training function.
- ✓ To Develop a training module

General Competencies-General competencies include the ability to understand Training requirements for the workforce , identify appropriate training methods, design and organise training programmes as and when required,, followed by evaluation ensuring that training has resulted in positive changes in the employee.

References

- Tapomoy Deb, (2018)“Training and Development”, Ane Books Pvt.ltd,
- B.Taylor & G.Lippitt: Management Development and Training Hand Book.
- David A.DeCenzo & Stephen P.Robbins: Fundamentals of Human Resource Management.
- Madhurima Lall and Sheetal Sharma “Personal Growth Training and Development”, Excel Books, 1st Edition, NewDelhi.
- Dr.B Janakiram, “Training and Development” Biztantra publications.
- V. S. P Rao, “Human Resource Management”, Excel Publishing House
- Frances and Roland Bee, “Training, Needs, Analysis, and Evaluation”, IPD London

Additional Reading

- ✓ P. NickBlanchard, JamesV.Thacker, “Effective Training: Strategies and Practices”, 2ndEdition Pearson Education.
- ✓ William E.Blank, Handbook for developing Competency-Based Training programmes, Prentice-Hall, New Jersey.
- ✓ Noe, Raymond A. Employee Training & Development. 7th ed. Mc Graw-Hill, 2016.

MGTH 02 - HR ANALYTICS AND APPLICATIONS

SEMESTER – 3								
Course Title: HR ANALYTICS & ITS APPLICATIONS							Module	
Credit: 3								
Type: Single								
Course Aim								
<p>In today’s technology driven world, HR analytics is pivotal to measure, express and take focussed HR decisions. This Course on HR Analytics is application oriented and prepared with the intension to get the participant placed in the role of Business Analyst/Data Analyst or Data Scientist. The course is a mix of qualitative and quantitative aspects of Analytics and has to be completed with workshop on HR Analytics. During the course basic concepts regarding HR metric will be revised and applied using organizational data. Basic knowledge in Excel and SPSS is expected from the participant.</p>								
Objectives:								
To make participants more competent & confident								
<ul style="list-style-type: none"> • In employee engagement, to measure the outcomes driven by data profiling. • In identifying metrics that influence attrition, and modelling the data for lowering attrition. • In identifying the impact of L&D, through evidence-based management, in enhancing employee performance. • In ranking employees for their career progression roadmap 								
Teaching Strategy:								
• Workshops /Lab • Case Method • Individual presentations and group presentations • Class discussions • Group and individual assignments • Lectures								
Study Hours:	Lect:(L) 30	Sem/(T) Tut: 5	Library/ Pract:20	Directed(DS) Study: 45	Other: 0	Formal Exams: 2	Total 100	
Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life long Learning

e				Adaptability	g				
√	√	√	✓	✓	√	√	•	•	-

Outline Syllabus:

UNIT I

Human Resource Function over The Years - History of different HRM Perspectives – Michigan & Harvard Schools of Thoughts, Descriptive & Conceptual Perspective, Normative Perspective, Resource based Perspective, Behavioural Perspective in HRM, **HRM from a Strategic Perspective –** Universalistic approach, Contingency Approach, Configuration Approach, Institutional Theory Vs Dependency Theory, **Reinforcement of HR Strategy Factors** (Recruitment & Selection, Career Development, Performance Management, Training & Development, Compensation Designing, Human Resources Planning) with HR Analytics, **HRM as a process –** Models in HRM, HR as a System – Hard & Soft Systems Approach in HR, **Roles of HR Managers in the DigitalEra –** Strategic Partner, Employee Advocate, Change Champion, Respect and Value Diversity, Maximising Potential, **Transition of HRM to HCM –** Theoretical frameworks of Strategic HCM, Emergence of HR Control Systems, Measurement tools used in HR Controlling. **Case Study – “Looking Beyond Gas Pedals – How Human Resources Lead to Toyota’s Failure”**

UNIT 2

Human Resource Decision Making & Analytics - Business Analytics – Emergence of Business Analytics, Importance and Significance of HR Analytics , Benefits of HR Analytics, **Phases of development of HR Analytics –** Descriptive Analytics, Correlation Analytics, Futuristic/Predictive/Prescriptive Analytics, **Steps to implement HR Analytics** (Clarity on HR Analytics, Top Management Acceptance, Incremental Approach, Understanding Terminologies, Develop Cross Functional Team, Train the People) , **History of HR Analytics -** HR Analytics and Changing role of HR Managers

UNIT 3

HR Data Collection&Predictive Analytics in HR – Steps in Collecting HR Data, BIG Data for Human Resources, Transforming HR data's into HR Information, Process of data Collection for HR Analytics - Qualitative & Quantitative Data, Data Visualisation or HR Report Visualisation , Performing Root Cause Analyses.

UNIT 4

Predictive Analytics in HR – Reactive Decision Making , Predictive Decision Making, **Framework of HR Analytics** – The LAMP Model , The Factor Model, Steps for alignment of HR Analytics with Business Goals and Strategies, Application of HR & Predictive Analytics, Data & Information for HR Predictive Analysis, Software Solutions – SPSS, Minitab, Stata, SAS, R, JASP, **Predictive Analytics Tools & Techniques** – Linear Regression, Discrete Choice Models, Logistic Regression, Multinomial Logistic Regression, Probit Regression, Neural Networks, Decision Tree & Scenario Analysis, **Case Study :- Strategic HR Analytics – Lessons from Walmart**

UNIT 5

Statistics & Statistical Modelling for Research & HR Decision Making - Descriptive Statistics Vs Inferential Statistics, HR Research Tools & Techniques – Correlational Research, Casual Comparative Research, Experimental Research, Dispersion, **HRIS, Parametric and Non-Parametric Tests in HR**, Linear Programming, Other Optimisation tools and Predictive Statistics in HR Analytics, Predictive HR Analytics & Regression Analyses, Linear regression, Least Squares Model, Predictive Statistical Tool – Learning Curves, Net Present Value (NPV) Methods, Multivariate Statistics in HR Analytics – Multiple Regression, MDA, Factor Analysis, Cluster Analysis, MNOVA, MANCOVA, Canonical Correlation Analysis, Multi-Dimensional Scaling, Conjoint Analysis.

Course Outcomes:

Contribution to Placements: - In this Digital Era, it's not a myth that data-driven decisions tend to work more than instinct-based ones. Companies are looking for youngsters who are competent enough to assimilate, understand and analyse data. Thus, from a placement view point these companies offer roles of skilled Data Scientists/Data Analyst/ Business Analyst to Fresh MBA Graduates to make effective and efficient decisions.

Knowledge & Skills

- To equip the participant with required tools and techniques to effectively identify, capture

and utilize HR related data so as to make effective and efficient decisions.

- Practical understanding of a range of open source statistical GUI Software's.
- Understand about Predictive and Descriptive Analytics in HR
- Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
- Helps **you** stay on track with other businesses and deploy technologies that will pave for better functioning of your business.
- Help the participants in making sense of data for enhanced people decisions.

General Competencies

- Thorough knowledge of MS Excel and basic IT use.
- will give **you** the potential to come up with what your company lacks and what rectifications and changes **you can** come up with them.

References

- Bhattacharya Kumar Dipak, HR Analytics – Understanding Theories & Application, SAGE Publishers, New Delhi,2017, ISBM – 978-93-860-6271-0
- Banerjee Pratyush, Pandey Jatin , Gupta Manish - Practical Applications of HR Analytics, SAGE Publishing, New Delhi, 2019, ISBN – 978-93-532-8296-7
- Fitz-enz Jac, Mattox II John (2014), “Predictive Analytics for Human Resources”, Wiley, ISBN- 1118940709

Additional Reading

- Edwards Martin R, Edwards Kirsten (2016),“Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), “The new HR analytics: predicting the economic value of your company's human capital investments”, AMACOM, ISBN-13: 978-0-8144-1643-3

MGTH 03 - ORGANISATIONAL CHANGE & DEVELOPMENT

SEMESTER – 3

Course Title : Organizational Change & Development CODE- MGTH-03

Credit: 3

Module Type:

Single

Aim:

The process of managing organizational change is far from a straightforward endeavor. The most carefully developed plans for change can and, often do, disintegrate during implementation, disrupting not only production or service delivery, but also the lives of people who work in organizations. Thus, this course focuses on the process of implementing change as the key facet and fundamental challenge in managing organizational change.

Course objectives:

- (1) To gain an understanding of how organizational change is achieved ,
- (2) To enhance personal capabilities and abilities to navigate change in our lives
- (3) Enable the participants to understand the concepts relating to organizational change and development
- 4) To enhance the knowledge and understanding of organizational interventions terminology
- 5) To provide the participants the opportunity to apply the key concepts to practical organizational situations.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed (DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural	Critical and Analytical thinkin	Social Responsibility and Ethics	Entrepreneurship Skills	Life long Learning
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e				Adaptability	g				
√	√	√	✓	✓	√	√	•	•	-

Outline Syllabus:

UNIT I

Introduction to Change - Definition, Nature of change, Importance of Change, forces of change, Types of Change – Planned Vs Unplanned Change, Organisational Targets for Change, Managing Planned Change – Phases of Planned Change (The Kurt Lewins Model) , Planned Change Strategies – Force Coercive Strategy, Empirical – Rational Strategy, Normative – Re educative Strategy, Preparing & Dealing with Unplanned Change, Change Types - Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes – Levels of Change – Individual Level, Group Level, Organizational Level.

UNIT 2

Change Management Models&Resistance to Change– Lary Greiners Six Phase Change Model, Kotters Eight Stage Change Model, McKinsey Model of Change, Burke-Litwin Model, Roberts and Porras model, Resistance to Change – Definition, Reasons for Employees resisting to change, Strategies for dealing with the resistance from employees, Coopers & Lybrand Model for Managing Change & Resistance, The Concept of Collaborative MBO (CMBO), TQM , QC & Business Process Reengineering as Change Management Tools.

UNIT 3

HR and Technological change & Implications of Digital Disruption in HR - Introduction special features of new technology; organizational implications of technological change in the following functions – Employee Hiring – Social Media & Recruitment, Performance Appraisal, Communication, Training & Development - **Technology & HR** - Big Data & HR , Smartphone & the new HR landscape – use of Mobile Apps, Cloud Technology & SaaS in HR – Bamboo HR, Gusto HR, Monday.com, On Pay, Paycor , BYOT (Bring your own Technology) & HR, Wearable Technology & HR.

UNIT 4

Organisational Development – Definition, The Goals of O.D, Principles underlying O.D, A General Model of OD – Diagnosis, Intervention, Reinforcement - Action Research Model of O.D, Organisational Development using Data based Methods, Effectiveness of OD Programmes, Evaluating and Institutionalizing O.D Interventions.

UNIT 5

OD Interventions – Behavioural - Sensitivity Training, Role Playing, Management by Objectives, Grid Organisation Development, **Non Behavioural -** Organizational Redesign, Work design, Job enrichment, **Miscellaneous Techniques -** Survey feedback, Process consultation, Team building.

Course Outcomes:

Knowledge&Skills

- Gain knowledge about organizational change and how to develop organisation.
- How organizations institutionalize change and make it more effective.
- Better understanding of change and resistance and how to handle it.
- Better understanding of the change management model.
- Understand the role of various intervention strategies in organizational development.
- Skills needed to develop an action plan for the development process.
- Know how on digital disruption and HR

General Competencies- To be a strategic change leader, to unpack the critical tactics required to lead change and how to apply them in future work

References

- Schermerhorn, Hunt, Osborn “ Managing Organisational Behaviour” Wiley Publishing
- Kandula R Srinivas, “ Human Resource Management in Practice” PHI, 2005.
- Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi

- Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
- Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press.
- Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .
- K Aswathappa, Organisational Behaviour (2019) , Himalaya Publishing House.

Additional Reading

- Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .
- Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
- Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .

MGTH 04 - PERFORMANCE MANAGEMENT

SEMESTER – 3

Course Title: Performance Management CODE- MGTH-04

Credit: 3

Module Type:

Single

Course Aim

This course identifies the knowledge and skills needed for effective management of individual and team performance and examines the design of performance management systems that aim to transform organisational objectives into performance outcomes.

Course Objectives

- The objective of this course is to get the learners acquainted the role of performance management in supporting the strategic aims of the organisation in dynamic business environments through an inspired leadership and direction.
- The course focusses on the design of performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations.
- The course is intended to bring and equip learners with the necessary skills and critical understanding of managing performance in work centric organisations and to reflect critically on theory and practice from an ethical and professional standpoint

Teaching Strategy:

Case Discussions, Role Plays, Company Visits, Guest Talks, Lectures.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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√	√	√	✓	✓	√	√	•	•
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Outline Syllabus:

UNIT I

From Performance Appraisal to Performance Management : Definitions and Dimensions of PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Performance Appraisal Methods - Traditional Methods, Modern Methods, Construction of BARS, Performance Appraisal of Bureaucrats – A New Approach, Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management, MBO - Performance Appraisal - Performance Management differences.

UNIT 2

Overview of Performance Management Process – Performance Management – Definition, Performance Management Process & Performance Management Cycle at a Glance – Deming’s Model, The Torrington& Hall Model, Characteristics of Healthy Organizations, Performance Reviews and Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback, 360 Degree Feedback and its relevance, Steps in giving a Constructive Feedback – Role of a Transformational Leader, Levels of Performance Feedback, Performance Goal Setting – Setting of Objectives.

UNIT 3

Measurement & Evaluation of Performance - Enhancing performance at Individual, Team and Organisational levels, Measurement of performance at Organisational Level – Ratio Analysis, Fund Flows, Cash Flows, EVA, EFQM, Dash Board , Balanced Score Card, Various methods to evaluate performance at Individual & Team Levels , Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management.

UNIT 4

Issues in Performance Management – Role of Line Managers in Performance Management, Performance Management and Reward - Linking Performance to Pay – Pay Bands & Structures, Realities of Ethics in Performance Management, Unethical practices in performance measurement and evaluation and how to curb this.

UNIT 5

Facilitation of Performance Management System through Automation - Improving Quality of Planning and Design of Performance Management, Improving the Objectivity of Performance Management, Improving Execution Aspects of Performance Management,

Automation in Performance Management, Automation Process

Course Outcomes:

Knowledge-

On completion of this course on Performance Management, participants will be able to:

- ✓ Systematically decide and communicate strategic performance aims, objectives, priorities and targets.
- ✓ Plan effective performance management policies and practices to improve organisational and employee performance.
- ✓ Devise and sustain arguments for using appropriate performance management techniques, rewards, and sanctions to improve performance.
- ✓ Demonstrate the communication skills required when managing achievement and underachievement.
- ✓ Critically evaluate the effectiveness of performance management

Skills-

- ✓ Skilled enough to use the approaches to Performance and its Management.
- ✓ To design tailor made performance management practices to various organisations
- ✓ Skilled enough to apply various methods of Performance Management.
- ✓ To Develop Performance Management Modules.
- ✓ To provide with proper review to employees.

General Competencies-General competencies include the ability to use appropriate Performance Management Methods for the workforce, Collate the Performance appraisal data and design and organise training programmes as and when required, Also to provide appropriate feedback to employees as and when required.

References

- Armstrong, M & Baron, A (2008) Performance Management: The new Realities; Institute of Personnel & Development, London
- Rothwells, W (2002) Models of Human Resource Improvement; 2nd Edition, American Society for Training & development, Alexandria, VA.
- Elaine D. Pulakos, Performance Management: A New Approach for Driving Business

Results, Wiley-Blackwell Publishing, U.K

- Michael Armstrong (2010); Performance Management, 4th Edition; Kogan pages.

Additional Reading

- Michael Armstrong (2017) Reinventing Performance Management: Building a Culture of Continuous Improvement, Kogan Page, New Delhi.
- Alan L. Colquitt, Next Generation Performance Management: The Triumph of Science Over Myth and Superstition, Information Age Publishing, Charlotte, NC

MGTH 05 –LEADERSHIP &TEAM BUILDING

SEMESTER – 3

Course Title: LEADERSHIP & TEAM BUILDINGCODE- MGTH-05

Credit: 3

Module Type: Single

Course Aim:

Examines principles of building highly effective teams by analyzing the variety of interrelated practices underlying group dynamics. Combines learning through hands-on situations and contemporaneous experiences in a team-based exercise.

Objectives:

- To acquaint the students with the concepts of Team Building &
- To help the students understand the nuances of managing teams in an organisation.

Teaching Strategy:

Lecture Sessions will be supplemented by project-based assignments. Case studies will be used during the sessions to give a practical understanding of the subject to the students. Role plays, team building workshops and games.

A three-day team building programme is compulsory for the students. The objective of the programme is to develop leadership and team work through adventure activities (The programme includes overnight camping in tents.)

Study:	Lect:(L)	Sem/(T)	Library	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
•	•	•	•	✓	•	•	•	•

UNIT 1

Workgroup - Groups – Definition, Types of Groups, Group Vs Teams, Group Dynamics- Nature of groups and dynamics of group formation, States of Group Development and Managerial Challenges , Individual problems upon entering groups – The Tough Battler, The Objective Thinker and the Friendly Helper, Clarifying Member Expectations.

UNIT II

Group Structure – Roles & Norms - Influencing Norms and Cohesion – Building Positive norms, Typical Sequence of Norm Development in Work Groups, Group Cohesiveness, Advantages and Disadvantages of High Group Cohesiveness, Managerial Strategies for increasing and decreasing Group Cohesion, Group think, Group Shift, Social Loafing.

UNIT III

Team dynamics and Interpersonal Competence – Teams – Definition, Types of Teams, Leaders role In Developing collaboration in Teams, Measuring team effectiveness, Team Building - Definition, Team Building Strategies (Team Building Cycle), Group Review Analysis Change Cycle, Creating Self managed Teams –Autonomous Work Groups , Quality Circles & Empowered Teams, Guidelines to enhance team performance, Cooperation, trust, Training and rewards – Its impact on Teamwork.

UNIT IV

Role of Leaders in Teams - Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, & Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations, Team Communication Process – Giving feedback to team members, Basic skills for a Team Leader, Models of Team Leadership Effectiveness – The **Ginnetts** Model, The **Hill Model** for Team Leadership.

UNIT V

Group Decision Making – Various Methods of Group Decision Making – Its advantages and Disadvantages - Brain Storming (BS) , Nominal Group Technique (NGT) , Delphi Technique (DT), Didactic Interaction (DI), Conflict in Groups/Teams – Reasons for the same and Management strategies to resolve such conflicts., Managing a culturally diverse work team,.

Course Outcomes:

Knowledge-

- To have theoretical understanding of the significance of group dynamics and team building in

organizations.

- To be able to critically engage with both theoretical and practical constructions of issues and questions in Team Building

Skills-

Participants attending this course will develop the following skill sets.

- Utilize team leadership and membership tools in every day practice, in a class learning team project and in experiential activities;
- Explore ways to develop high performing teams by using course concepts and assessments to enhance team performance; and
- Improve your team leadership effectiveness by diagnosing team needs, defining an action plan and soliciting feedback
- By the end of the course the students would be able to gain the following skills - Interactive , Interpersonal skills, Social Participation, Reflective, Decision Making & Evaluative

General Competencies

- Understand the key concepts of leading high performing teams.
- Implement team leadership and membership concepts in your actions and projects.

References

- Levi, Daniel (2014). Group Dynamics for Teams (5th Edition). Los Angeles, California: Sage Publications. ISBN: 978-1-4833-7834-3
- Schermerhorn, J. R., Hunt, J. G & Osborn, R. N. (2001). Organizational Behaviour. John Wiley & Sons Asia Pvt. Ltd., Singapore.
- Forsyth, D.R (2018). Group dynamics. Wesley Publishing Company
- Dyer Addison –Wesley (1994). Team building – Issues and Alternatives. Wesley Publishing Company
- Luthans, F. (2002). Organisational Behaviour. McGraw-Hill International Edition
- Robins, S.P. (2004). Organisational Behaviour. Pearson Education
- Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory and Experience, AITBS, India
- Khanka, S.S (2007) Organisational Behaviour, S Chand
- Gupta, C.B (2014) Organisational Behaviour, S Chand

Additional Reading

- McShane, S. L & Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
- Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd., Singapore.

MGTM 01 - CONSUMER BEHAVIOUR

SEMESTER – 3

**Module title: CONSUMER BEHAVIOUR
01**

CODE- MGTM-

Credit:3
Single

Module Type:

Module Aim(s)

The focus of this course is on understanding current theoretical and methodological approaches to various aspects of consumer behavior, as well as advancing this knowledge by developing testable hypotheses and theoretical perspectives that build on the current knowledge base.

Module Objectives:

- To understand the basic concept and factors affecting consumer buying behaviour.
- To help the students understand the various motivational techniques and their relation to the consumer behaviour.
- To study the consumer attitude and different attitude models to understand consumer behaviour.
- To compare the various cultural factors and its impact on consumer behaviour.
- To understand the different challenges and emerging issues in predicting consumer behaviour.
- To give you a strong foundation for critical thinking in the area of consumer behaviour.

Teaching Strategy:

- Workshops /Lab • Case Method • Individual presentations and group presentations • Class discussions • Group and individual assignments • Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
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Hours: 30 Tut: 5 Pract:20 Study: 45 0 Exams: 2 100

Course Outcomes:

Knowledge-

- To have an understanding of a range of the theoretical understandings available in consumer behaviour
- To be able to critically engage with both theoretical and practical constructions of issues and questions in consumer behaviour.

By the end of the course the students would be able to gain the following skills:

- Interactive
- Social Participation
- Reflective
- Decision Making &
- Evaluative

General Competencies- A student should deepen his or her knowledge about consumer psychology and should be able to apply the knowledge from the perspective of a marketing manager. They should be able to Stress more on analytical thinking about consumer psychology and prediction of how marketing tactics may influence demand for products and services.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Consumer behaviour- Concept, Scope, importance and interdisciplinary nature, Models of consumer behaviour, Factors affecting consumer behaviour, The consumer research process, Methods of consumer research, Ethics in Consumer Research, Applications of consumer behaviour knowledge in marketing, Diversity of consumers and their behaviors.

UNIT II

Consumer Motivation- Theories of Motivation and their applications, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Research. Personality and self concept- Theories of personality. Trait theory and measurement, Brand personality and emotions. Perception-Thresholds of perception, Subliminal perception, Perceptual process dynamics. .

UNIT III

Consumer Attitudes- Introduction, Functions of Attitude, Attitude Models, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Consumer Decision making process-introduction, level of consumer decision making, Models of consumer Decision making

UNIT IV

Cultural Influences on Consumer Behaviour- Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences

UNIT V

Consumerism-Consumer protection Act-Difficulties and challenges in predicting consumer behaviour, Consumer behaviour in Indian context, Online consumer behaviour, Emerging Issues

References

- Reynolds & Wells, Consumer Behaviour(2010), McGraw Hill..
- Schiffman, Leon G., and Leslie Lazar Kanuk. *Consumer Behavior*. Pearson Prentice Hall.
- David L Loudone, Albert J. Della Bitta(2014), Consumer Behaviour Concept and Applications, McGraw Hills.

Additional Reading

- Holbrook, Morris B. (1987), “What is Consumer Research?” *Journal of Consumer Research*, 14 (June), 128-132.
- Simonson, Itamar, Ziv Carmon, Ravi Dhar, Aimee Drolet and Steven Nowlis (2001), “Consumer Research: In Search of Identity,” *Annual Review of Psychology*, 52: 249-275.
- Mick, David (2003), “Appreciation, Advice and Some Aspirations for Consumer Research,” *Journal of Consumer Research*.
- Deighton, John (2007), “The Territory of Consumer Research: Walking the Fences” (*Journal of Consumer Research*, Editorial)

- Assael, H(1995), *Consumer Behaviour and marketing Action* Ohio, South Western.
- Engle, J F etc.(1993) *Consumer Behaviour*, , Dryden Press.
- Mowen, John C. (1993)*Consumer Behaviour*, MacMillan

MGTM 02 - INTEGRATED MARKETING COMMUNICATION

SEMESTER – 3

Module title: INTEGRATED MARKETING COMMUNICATIONS

CODE- MGTM-02

Credit:3

Module Type:

Single

Module Aim(s)

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Course Objectives

- The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme..
- It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.
- Learn how to research and gather key information for planning a successful marketing campaign
- The course also focuses on practical elements, which will allow students the opportunity to apply their readings, research and present course materials. Throughout the practical workshops and homework participants of the course should improve their writing, presentation, selling and advertising skills. stimulate reflective action, and participants will be encouraged to explore ways as to how this can be achieved in organizational contexts

Teaching Strategy:

- Workshops /Lab
- Case Method
- Individual presentations and group presentations
- Class discussions
- Group and individual assignments
- Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Course Outcomes:

After completing this course, students will:

- Have a firm understanding of different marketing communication concepts, strategies, tools, and technologies
- Learn how to research and gather key information for planning a successful marketing campaign
- Improve their writing and presentation skills
- Be able to develop marketing communication plan
- Be competent to organize a marketing campaign
- Understand the differences of marketing communication channels and technologies
- Know how to evaluate the effectiveness of marketing communications campaigns
 - Know how IMC fits into the marketing mix.
 - Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.
 - Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix.
 - Obtain a practical, real-world application of IMC theory.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Marketing Communications- Meaning; Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Marketing Communications Planning; Consumer Behaviour and Marketing Communications; Marketing Communications Research

UNIT II

Advertising- Definition, Importance and Scope; Types of Advertising (Online & Offline); Budgeting; Creative Strategy, Tactics and Format-Advertising Appeals, Advertising Execution Styles; Media Planning and Strategy; Ad Agency-Functions, Organisational Set-Up; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Regulatory Framework of Advertising; Advertising Research .**Digital Media & Advertising:** Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR

UNIT III

Sales Promotion & Personal Selling- Sales Promotion- Importance, Scope and Objectives of Sales Promotion; Types of Sales Promotion-Consumer, Trade and Sales Force Promotion; Developing and Implementing Sales Promotion Campaign; Sales Promotion Budgeting; Sales Promotion Evaluation; Effect of Sales Promotion on Brand Equity; Personal Selling- Importance and Scope; Personal Selling Process.

UNIT IV

Public Relations, Publicity, and Direct Marketing- Public Relations- Tools of PR; Process of PR; PR Officer- Role and Functions; Measurement and Evaluation of PR Effectiveness; Publicity- Relevance and Scope; Methods Of Publicity; Direct Marketing-Objectives and Scope; Types of Direct Marketing; Measuring Direct Marketing Performance

UNIT V

Integrated Marketing Communications- Definition and Scope, Evolution of IMC; Role of IMC in the Marketing Planning Process; Reasons for the Growth of IMC, Integration Process of Marketing Communications; Above the Line & Below the Line Communication, 360 degree Marketing Campaign, IMC for Consumer And Industrial Products; Ways for Successful Implementation of

IMC;Legal and Regulatory Aspects of IMC;Cases and contemporary issues in IMC.

References

- George Belch, Michael Belch and Keyoor Purani(2010) *Advertising and Promotion-AnIntegrated Marketing Communications Perspective*, Tata McGraw Hill.
- Kenneth E Clow and Donald Baack(2012) *Integrated Advertising, Promotion and Marketing Communications*, Pearson.
- William F Arens(2016)*Contemporary Advertising and Integrated Marketing Communications*, McGraw-Hill Education.

Additional Reading

- S.A. Chunawalla(2010) ,*Advertising,sales and Promotion Management*,Himalaya Publishing House.
- Jerome M Juska(2017)*Integrated Marketing Communication:Advertising and Promotion in a Digital world*. Routledge
- Dinesh Kumar (2020) *Marketing In The Digital Age*, Sage Publishing.,

MGTM 03 - PRODUCT AND BRAND MANAGEMENT

SEMESTER – 3

Module title: PRODUCT AND BRAND MANAGEMENT

Credit:3

CODE- MGTM-03

Module Type: Single

Module Aim(s)

The focus of this course is on decisions about how a company can build and manage its products so that they are profitable to the company and at the same time adequately meet target customers' needs and wants. The course aims to synchronize product and brand management processes

Objectives

- ✓ Familiarize students with applications of new product management, planning and policy techniques, essentials of branding and approaches to effective branding strategy
- ✓ Understand concepts & processes involved in new product development & on brand building
- ✓ Conduct business analyses for new products and brands
- ✓ Understand test marketing, product introduction and brand image

The course also emphasizes the following:

- a. Translation of marketing decisions to financial criteria
- b. Product portfolio decisions
- c. Marketing planning models
- d. Brand equity concepts
- e. Brand building strategies
- f. Brand development .

Teaching Strategy:

• Workshops /Lab • Case Method • Individual presentations and group presentations • Class discussions • Group and individual assignments• Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Course Outcomes:

Knowledge-

- To have theoretical understanding about managing products and brands for gaining competitive advantage.
- To be able to critically engage with both theoretical and practical constructions of issues and questions in product and brand management.

Skills-

By the end of the course the students would be able to gain the following skills:

- Interactive
- Reflective
- Decision Making&
- Evaluative

General Competencies-

General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports. **The participants will be able to** to first understand the importance of **brand and product management** and then use **brand** development, architecture and portfolios, in order to achieve success in their professional life

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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√	√	√	✓	✓	√	√	•	•	-
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Outline Syllabus:

UNIT 1

Product Management - Product–Definition, Levels of Product; Definition of Product Management , Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management.

UNIT 2

Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management.

UNIT 3

New Product–Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases.

UNIT 4

Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Developing and Managing Brands; Brand Extension Strategies; Financial and Social Value of Brands; Brand competition strategies; Brand Equity Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Measuring sources of brand equity; Brand equity tools; Capturing customer mindset; Qualitative and quantitative research techniques; Measuring outcomes of brand equity; Brand Personality; Brand Essence; Brand Identity-Brand Identity Prism.

UNIT 5

Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Revitalisation; Brand Audit; Global Brands; Successful Indian Brands

References

- KS Chandrasekar (2019), Product Management-Text, Cases and Applications, Himalaya publishers
- Urban, G.L. and J.R. Hauser, Englewood Cliffs, N.J. , Design and Marketing of New Products, Prentice Hall. 1993, ISBN # 0-13-201567-6
- Keller, Kevin Lane , Strategic Brand Management, 3rd ed., Prentice Hall. 2008, ISBN # 0-13-188859-5
- U.C. Mathur, Product and Brand Management, Excel Books, New Delhi.
- Harsh V. Verma, Brand Management, Excel Books, New Delhi.
- Tapan K. Panda, Building Brands in the Indian Market, Excel Books, New Delhi.
- Kapferer, Strategic Brand Management, Kogan Page, New Delhi.

Additional Reading

- Chandy, Rajesh K., and Gerard J. Tellis (2000), “The Incumbent’s Curse? Incumbency, Size, and Radical Product Innovation,” Journal of Marketing, 64(3), pp. 1 – 17. <http://www.jstor.org/stable/pdfplus/3203484.pdf>
- Kumar, V. and Trichy V. Krishnan (2002), “Multinational Diffusion Models: An Alternative Framework,” Marketing Science, Vol. 21, No. 3 (Summer, 2002), pp. 318 – 330.
- Aaker, David A. and Kevin Lane Keller, “Customer Evaluations of Brand Extensions,” Journal of Marketing, Jain 1990, pp. 27-41.
- Tauber, E.M., “Brand Leverage: Strategy for Growth in a Cost Controlled World,” Journal of Advertising Research, Aug.-Sep., 1988, pp. 26-30.
- Smith, R.F. and Robert F. Lusch, “How Advertising can Position a Brand,” Journal of Advertising Research, Feb. 1976, pp. 37-3.

MGTM 04 - SERVICES MARKETING

SEMESTER – 3

Module title: SERVICES MARKETING

Credit:3

CODE- MGTM-04

Module Type: Single

Module Aim(s)

The curriculum is designed for students who wish to get placed in services and goods industries. The course improves students' understanding of distinctive aspects of services marketing and enhances their ability to apply marketing strategies to create, communicate, and deliver customer value in the service economy

Objectives

- To acquaint the students to the different vistas of services characteristics and its marketing implications.
- To discuss the several facets in the area of services marketing essential for the success of a service sector firm.
- To acquainting the students with the principles of services marketing and help them to implement service concepts in services organisations.

Teaching Strategy:

- Workshops /Lab
- Case Method
- Individual presentations and group presentations
- Class discussions
- Group and individual assignments
- Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Course Outcomes:

Knowledge-

- To have an understanding of the theoretical concepts of Services Marketing.
- To be able to critically engage with both theoretical and practical constructions of issues and questions in Services marketing.

Skills-

By the end of the course the students would be able to gain the following skills:

- Critical thinking: students will analyze marketing strategies (service development, pricing, distribution channel, and promotion) in services and goods industries with high service components.
- Business function: students will apply marketing strategies to manage service creation, communication, and delivery in the service economy
- Teamwork and interpersonal skills: students will demonstrate the importance of teamwork to the success of services marketing.

General Competencies

General Competencies- General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports. Participants should be able to focus on strategic and managerial issues specific to marketing service products in industries with high service components. Services development and positioning, distribution, pricing, promotion, demand and process management, service quality and recovery.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction to services marketing: Services marketing-nature and characteristics of services-Classification of services-goods vs service marketing-service marketing mix-service marketing triangle-growth of service sector in Indian economy-characteristics of service sector industries-Recent trends and challenges in service sector.

UNIT 2

Consumer behaviour in services context: Customer expectation and customer perception-Gap and SERVQUAL models-Quality perception in services- Measuring the service quality-service quality Audit-service failure & recovery-strategies to improve service quality-Total quality services marketing-service excellence.

UNIT3

Demand management in services: Demand and supply management for services- Demand situation-Demand pattern-Demand forecasting methods-Distribution of services-Physical channels-Service life cycle management.

UNIT 4

Creating, delivering and performing Services: Flow charting customer services process-services blue prints-Servicescapes-Service product development-pricing of services-Branding of services-Educating and Promoting services-Managing people for service advantage-Service environment-Delivering service through intermediaries-Distribution growth options-Complaint management-Service guarantee

UNIT5

Service industries in India: Marketing of tourism, Travel and Transportation services-Marketing of financial services: Banking, Insurance, mutual funds, Marketing of professional services: Health care, information technology, marketing of educational service

References

- Lovelock, Christopher and Jochen Wirtz, Services Marketing, People, Technology, Strategy, Prentice Hall.
- Harsh V. Varma – Services Marketing – Text & Cases – 2nd Ed. – Pearson
- Marie J. Bitner, Valarie A. Zeithaml – Services Marketing – Tata McGraw Hill

Additional Reading

- Gremler, Dwayne, Mary Jo Bitner and Valarie A. Zeithaml, Services Marketing, McGraw-Hill/Irwin.

MGTM 05 - SALES AND DISTRIBUTION MANAGEMENT

SEMESTER – 4

Module title: SALES AND DISTRIBUTION MANAGEMENT

CODE- MGTM-05

Credit:3

Module Type: Single

Module Aim(s)

The objective of the course is to provide a customer centric approach to the sales and distribution function. The course will use Indian environment as the backdrop but will also draw from international experiences whenever needed. The perspective will be effective managerial decision making in these areas.

Objectives:

- To acquaint the students with the concepts of sales & distribution management &
- To help the students understand the nuances of developing a sound sales & distribution policy.

Teaching Strategy:

- Workshops /Lab
- Case Method
- Individual presentations and group presentations
- Class discussions
- Group and individual assignments
- Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:20	Study: 45	0	Exams: 2	100

Course Outcomes:

Knowledge-

- To understand a range of the theoretical understandings available in Sales & Distribution Management
- To be able to critically engage with both theoretical and practical constructions of issues and questions in Sales & Distribution Management

• ***Skills-***

By the end of the course the students would be able to gain the following skills:

- Interactive
- Social Participation
- Reflective
- Decision Making &
- Evaluative

General Competencies-

General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Selling and Marketing concept –theories of selling, Classification of sales people–

Characteristics of sales people – Personal selling: Selling Process- Prospecting: Steps – Preapproach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow up.

UNIT 2

Sales organization: Types sales potential–Determining the sales force profile–Product marketanalysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing –time management.

UNIT 3

Sales force management: Recruitment and Selection: Job analysis, Manpower Planning, Job

specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods. Planning sales force training methods, content, and execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.

UNIT 4

Evaluation and control: Performance Appraisal–Sales budget–Sales Quotes– Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.

UNIT 5

Distribution Objective/Strategy - Interface between Sales force and Channel, Channel Design, Implementing Channel Design, Managing the Channel Members, Channel Power and Conflict Channel Evaluation; Distribution planning, costs and control- Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries; Control issues- Major cost centers in distribution, Establishing standards for control, Controlling channel members and tools for control

References

- Still, Cundiff, Govoni, Puri: *Sales Management (2017) –Decision, Strategies & Cases.* Prentice Hall India
- Laucaster & Jobber (2019): *Selling & Sales Management.* Macmillan (India).
- Tapan Panda, Sunil Sahadev (2019). *Sales & Distribution Management.* Oxford University Press
- Krishna K Harvadkar, Cavale (2019): *Sales & Distribution Management.* McGraw Hill

Additional Reading

- Tanner J, Honeycutt ED, Erffmeyer Robert C(2009): *Sales Management,* Pearson Education
- Anderson R.(1991) *Professional Personal Selling.* Prentice Hall Inc
- *Sales Management- Analysis & Decision Making –Johnston & Marshall (Tata McGRAW Hill 9th Edition, India Edition*

MGTOM 01 BUSINESS PROCESS REENGINEERING

SEMESTER – 3

Module title: BUSINESS PROCESS REENGINEERING

CODE- MGTOM 01

Credit: 3

Module Type: Single

Module Aim(s):

Business Process Reengineering is an integral part of business organization. In this course, the focus will be on improving change management skills, i.e. process reengineering, identifying and eliminating non-value added activities in business. Students will learn how to implement process reengineering solutions effectively through prescribed syllabus as well as through ISO standards.

Objective(s)

- To understand concepts and philosophy of Business Process Reengineering.
- To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry
- To understand and analyze the role of Information Technology and change management in the implementation of BPR.
- To expose practically BPR implementation and best practices through research papers and case discussions.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- ✓ To understand the global change and technology management in redesigning of traditional business process.
- ✓ Understanding various BPR methodologies and their applications.
- ✓ Understanding the critical success factors for implementing BPR.
- ✓ Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications.
- ✓ Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry.
- ✓ Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.
- ✓ Familiarizing, analyzing and applying the role of process of Change Management in implementing BPR.

Skills -

- ✓ Differentiate re-engineering from other methodologies
- ✓ Ability to redesign a working system

General Competency-

- ✓ Technological know how
- ✓ Critical thinking
- ✓ Application of ISO

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
✓	✓	✓	✓	✓	✓	✓	•	•

Outline Syllabus:

UNIT I

Introduction to BPR - Definition and dimensions of Business Processes-, Generic Process Framework , The Capability Maturity Model Integration (CMMI), Business Intelligence- Process redesign- Business process reengineering- Business Reengineering-Business Process Management-Business Process Redesign-origin of BPR-need-benefits-golden principles-Difference between BPR and other Management techniques like TQM, JIT Six Sigmaetc

UNIT II

BPR: Reengineering Approaches :a) Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganeli/Klein Methodology, d) Kodak Methodology; Comparison of various methodologies.

Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies

UNIT III

Identification of current business processes – Establishing the scope of the process – Mapping project – Mapping and analyzing the process. Process creation: Creating the ideal process – Testing the new process – Implementing the new process. Evaluation-Evaluating the improvement (criteria) of measurements- hurdles foreseen in - Designing and implementing meaningful measures. **CRITICAL SUCCESS FACTORS ANALYSIS**- Reengineering Success Factors, Risks associated with BPR, Barriers to BPR.

Case: Analysis on “Pillsbury: Customer Driven Reengineering”

UNIT IV

Role of IT in BPR - Criticality of IT in Business Process, **Relation between BPR and IT** -New Industrial Engineering-Enablers of BPR-Role of technology in reengineering-agile-lean-collaborative manufacturing-collaborative e-commerce. Steps

UNIT V

BPR implementation-tools that support BPR, Role of BPR in ERP implementations-Business Process Visualization-simulation-prototyping- Business Process audit, Artificial intelligence in modern business world-its relation in re-engineering- Reverse engineering-AI models for BPR- case studies

References

- ✓ Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
- ✓ Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
- ✓ Richard Johnson Management, (2001). Processes for Quality Operations. Vision Books.
- ✓ Roger S. Pressman (2005). Software Engineering – A Practitioner’s Approach, 6th Edition. McGraw- Hill International Edition..
- ✓ Jayaraman, Ganesh Natarajan, Rangaramanujan,195, Business Process Reengineering, Tata McGrawHill
- ✓ John Jeston & Johan Nelis, 2006, Business Process Management: Practical Guidelines for successful implementation,Elsevier
- ✓ Radhakrishnan, Balasubramanian,2008, Business Process Reengineering, PHI

Additional Reading

- ✓ Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials. ISBN 0-8493-1076-8
- ✓ Sethi and King , 1998,Organizational Transformation through Reengineering,Pearson Publication
- ✓ Siddiqui Moid & Khwaja R.H. (2010). The Acrobatics of Change, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi.
- ✓ www.swayam.gov.in
- ✓ www.tallyfy.com/business-process-reengineering/

MGTOM 02 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

SEMESTER – 3

Module title: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

CODE- MGTL 1

Credit: 3

Module Type: Single

Module Aim(s) & Objectives

The course is an introduction to the concepts, functions, processes, and objectives of logistics and supply chain management activities. The course covers activities involved in physically moving raw materials, inventory, and finished goods from point of origin to point of use or consumption. It covers the planning, organizing, and controlling of such activities, and examines the role of supply chain processes in creating sustainable competitive advantage with respect to quality, flexibility, lead time, and cost.

The **objectives** of this course are to provide the student with:

- An understanding of the primary differences between **logistics and supply chain management**
- An understanding of the individual processes of **supply chain management** and their interrelationships within individual companies and across the **supply chain**.
- To understand the strategic role of logistics management
- To study the important modes of logistics operations
- To Know supply chain techniques in an international perspective

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To understand a range of the theory and practices in Logistics and Supply chain
- Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
- Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

Skills: -

- Ability to analyse the concepts and importance of logistics and transportation

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	y	✓	√	√	•	• -

Outline Syllabus:

UNIT I

Introduction - Role of Logistics and Supply chain Management: Scope and Importance- Evolution of Supply Chain -Decision Phases in Supply Chain – Competitive and Supply chain Strategies – Drivers of Supply Chain Performance and Obstacles.

UNIT II

Role of Distribution in Supply Chain – Factors influencing Distribution network design – Design options for Distribution Network Distribution Network in Practice-Role of network Design in Supply Chain – Framework for network Decisions

UNIT III

Role of transportation in supply chain – factors affecting transportations decision – Design option for transportation network – Tailored transportation – Routing and scheduling in transportation- ware housing and strategies-inventory management in supply chain- cyclic view of supply chain-

UNIT IV

SCIS : DRP, MRP I, MRP II, EPR, CALS, Reverse logistics, challenges in SCM, Bullwhip effect, Integrated logistics

UNIT V

Future directions of Logistics and Supply chain, Case studies : AMUL, DABBAWALAS etc.

References

1. Sunil Chopra, Peter Meindl and Kalra,, 2010 “Supply Chain Management, Strategy, Planning, and operation”, Pearson Education.
2. David Simchi Levi, Edith Simchi Levi, et al. 2019 Designing And Managing the Supply Chain : Concepts, Strategies and Case studies, McGraw-Hill Education
3. N. Chandrasekaran 2010 Supply Chain Management: Process, System, and Practice , Oxford Publications
4. Jeremy F.Shapiro, 2002“Modeling the supply chain”, Thomson Duxbury.
5. James B.Ayers,2000 “Handbook of Supply chain management”, St.Lucle press.

Additional Reading

- Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed). The Supply Chain Management Institute, FL. 2nd Edition 2006
- Other Additional Reading Packet of Articles – Handouts Other course materials including PowerPoint slides, cases, and outside readings and assignments will be made available in class
- www.swayam.gov.in
- www.cscmp.org/CSCMP/
- www.mbacrystalball.com/blog/operations-management/logistics-scm/

MGTOM 03 TRENDS IN PRODUCTION AND OPERATIONS MANAGEMENT

SEMESTER – 3

Module title: Trends In Production And Operations Management

CODE- MGTOM 03

Credit: 3

Module Type: Single

Module Aim(s):

This module aims to explore the recent and modern trends in Operations Management aiming at a better understanding of the current developments in the area. It highlights the most important and popular trends ta the moment.

Objective(S)-

- To make the student understand what are all the modern day practices and how they differ from traditional operations practices
- To acquire knowledge on how the traditional concepts have changed in this era and how information technology have made its way for more cooperated industrial reformations.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To understand the global change and technology management in redesigning of traditional operations and production.
- industrial visits, case studies and visual aids to gain extra ordinary knowledge in modern day operations and production.

Skills-

1. Advanced operations management skills and knowledge
2. Technical advancement knowledge

General competencies:

1. Technical knowledge
2. General awareness about changing production process
3. Practical wisdom on operations

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	y	✓	√	√	•	• -

UNIT I

Operations Management – Definition, History of Operations management, From Division of Labour

to Scientific Management & Mass Production, Role of Operations in Manufacturing & Service Industries.

UNIT II

Trends in Operations Management – Traditional VS Modern Trends an introduction - Computer aided design and manufacturing (CAD/CAM), Shrinking Product Life Cycle, End user based SCM , Mass Customization, Employee Involvement, Sustainability - Environmentally Sensitive Production (Green Marketing), Lean Operations - Operations turning Lean – Principles of Lean and JIT, Lean Operations and Toyota Production Systems, The Lean Philosophy – Key issue in Implementation – Elimination of Waste, Involvement of Everyone – People Management, Continuous Improvement, Extension of lean concepts to service operations and delivery, Investment in the Employee Experience

UNIT III

Agile Manufacturing & Business Process Re Engineering – Agile Manufacturing as a key component of operational flexibility – Key elements of Agile Manufacturing, Using Agile as a strategy to rapidly respond to customers, **Business Process Re Engineering** (BPR) – Definition & Process - BPR as a tool for improving productivity - Supply chain management – Definition – SCM as a strategic and cross-functional activity in the context of a global operating environment.

UNIT IV

IT in Operations Management - functions of IT in Operations management, ERP - Top features of Enterprise Resource Planning, Big Data and its usage by manufacturers –Virtual Reality (VR) Vs Augmented Reality (AU) , Its importance- concept- development-3 D printing - Advanced Planning and Scheduling Software, Implementation of Mobile Communication Tools, Mobile Accessibility and its role in Operations Management, Increasing efficiency through **Automating internal processes** , **Strengthening customer relationships through automation.**

UNIT V

Data Analytics in OM - Applications of data analytics to operations management in three major areas—supply chain management, revenue management, and healthcare operations, Data-Backed

References

- Jeffrey K. Liker ,2011,**The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer**,McGraw Hill Professional
- Jacobs, F.R. & R.B. Chase. (2010). Operations and Supply Chain Management (13th edition). Boston: McGraw-Hill Irwin.
- G. Cachon and C. Terwiesch. Matching Supply with Demand: An Introduction to Operations Management (3rd Ed). McGraw-Hill. 2013
- Managing Business Process Flows: Principles of Operations Management (MBPF) by Anupindi, Chopra, Deshmukh, Van Mieghem and Zemel. Prentice Hall, 3rd edition, 2011. ISBN: 0136036376

Additional Reading

- The Goal by Goldratt and Cox. North River Press, 3rd edition, 2004, ISBN: 0884271781.
- Y.A. Ozcan. Quantitative Methods in Health Care Management: Techniques and Applications (2nd Ed). Jossey-Bass. 2009
- William J. Stevenson, 2009,Operations Management, McGraw Hill
- www.swayam.gov.in
- www.beekeeper.io
- www.intechopen.com

MGTOM 04 INNOVATION MANAGEMENT

SEMESTER – 3

Module title: INNOVATION MANAGEMENT

CODE- MGTOM 04

Credit: 3

Module Type: Single

Module Aim(s):

India is becoming a leading global innovator for high-tech products and services. But even now the country is underperforming in terms of its potential to innovate. This may have an impact on our long-term industrial competitiveness and economic growth. The aim of the course is to motivate students to innovate in business. In the first place, to achieve this goal, students will be introduced to the basic terminology, typology of innovations and historical context for better comprehension. Also issues of innovation management will be introduced. Students will become familiar with the impact of innovation on competitiveness. To maintain and sustain growth at a fast pace and help ease poverty the country has to give more opportunity to the dynamic and most vibrant youngsters so as to harness its innovation potential, and lead the country to a fast paced economic and social transformation.

Objectives

1. A familiarity with current topics in strategic innovation management, such as innovation networks, idea brokering, open innovation;
2. A familiarity with innovation processes and structures such as R&D team and incentive design, R&D portfolio management, idea generation processes, the pros and cons of various R&D organizational structures, and the challenges of innovation in large and small firms;

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut : 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

Understanding the strategic and operational issues that affect the innovation process across the different range of innovation problems that firms can confront, the ability to apply this in real world.

Skills-

To be equipped with skills to identify, evaluate, and resolve a variety of issues relating to poor innovative performance in large firms as well as entrepreneurial firms.

Generic Competency

To get an overall basic idea about the four aspects of innovation - product innovation and design; service innovation and design; information systems innovation an design; and business model innovation and design

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	• -

Outline Syllabus:

UNIT I

Exploring innovations – Definition and basic concepts, the relationship of innovation and entrepreneurship - creation of competitive advantage based on innovation, Sources of innovation (push, pull, analogies), transfer of technology, models of innovation - framework for management of innovation.

UNIT II

Types of Innovation -Product innovation & design - focus on the activities involved in new product development & product design., **Service innovation & design** - focus on exploring some of the new approaches through which firms develop and design new services, **Information systems innovation & design** - focus on the strategic issues involved in the design and development of new information systems, **Business model innovation & design** - examine the way in which firms can design their organizational and financial architecture to deliver and capture value from their innovations.

UNIT III

Approaches & Executing innovations - Creative methods and approaches used in innovation management., Approaches to management of the innovation process (agile management, Six Thinking Hats, NUF test), Project approach to innovation management, method Stage Gate, its essence, adaptation of access to selected business models, 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.

UNIT IV

Exploiting innovations — the strategies for innovation, including innovation platforms that incorporate multiple product options, portfolios and standards. Technology trajectories- knowledge base of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing , In-house business development of the innovation process in the company, Open Innovation as a modern concept, the limits of this method and its benefits for business development, The strategy of innovation process, types and selection of appropriate strategies

UNIT V

Measurement and evaluation of the benefits of innovation for business (financial and non-financial

metrics, their combination and choice), Barriers to innovation in business, innovation failure and its causes, post-audits of innovative projects., Organization and facilitation of an innovation workshop.

References

- Paul Trott,1998 : Innovation Management and New Product Development,Pearson Publication
- Michael Z Brooke & William Ronald Mills, 2011, New Product Development: Innovation in the Market Place, JaicoBooks
- CLARK, T. – OSTERWALDER, A. – PIGNEUR, Y, 2010, Business model generation : a handbook for visionaries, game changers, and challengers, John Wiley & Sons,ISBN - 978-0-470-87641-1

Additional Reading

- BESSANT, J R. – TIDD, , 2013, .Managing innovation : integrating technological, market and organizational change , John Wiley & Sons, ISBN - 2013 978-1-118-36063-7
- HUFF, A S. – MÖSLEIN, K M. – REICHWALD, R, 2013, Leading open innovation , MIT Press ISBN - 2013 978-0-262-01849-4
- www.swayam.gov.in
- www.viima.com

MGTOM 05 - QUALITY MANAGEMENT SYSTEM

Semester: 3

Code:MGTOM 05

Module Title: Quality Management Systems

Module Type: Single

Credit: 3

Module Aim(s):

One of the most critical issues that modern day organisations are focussing is on Quality & Its Management. Markets have become highly competitive with the liberalised policies enabling the entry of many players. The buzz word for the companies now a days is Quality. TO be successful in their business companies have started realising that they must satisfy their customers by providing them with better quality products and services at an affordable rate. The course objective is to introduce to the main concepts and principles of quality management.

Objectives :

- To understand the concepts about quality, and the evolution of quality and the major contributions in the field.
- To develop an understanding about the quality Management systems, tools and techniques used.
- To have a better understanding in the concept of six sigma methodology.
- To bring an awareness about the ISO Series, registration, and Certifications.
- The last module brings an overall Understanding about the quality awards, categories at National and International Level.

Teaching Strategy:

1. To foremost the theory of the course lectures where subject logic and systematic relationship with current scenario are granted.
2. Practical skills of quality management are trained by analysing case studies.
3. Practical presentations about peculiarities of quality management of organizations or products
4. Presentation skills are developed doing short presentation in classroom.

Study: Lect: (L)	Sem/ (T)	Library/	Directed(DS)	Other:	Formal	Total
Hours: 30	Tut: 10	5	Study:505	Exams: 2	100	

Knowledge:

- At the end of the course students should The importance of quality and its significance for the management of modern organizations.
- Implement the usage of quality control methods for the analysis and solution of organizations' problems.
- be able to use quality management concepts easily;
- know peculiarities of evolution of quality management and its significance for the management of modern organizations;
- be able to analyse quality features of products and services;

Skills -

- know principles of standardization and conformity assessment;
- know peculiarities of implementation, certification and audit of quality management systems;
- know the usage of quality control methods for the analysis and solution of organizations' problems.

Syllabus Outline

UNIT I

Quality: Definition of Quality- Evolution of quality- Quality Dimensions- Contributions of Dr Walter , Dr Joseph Juran and Dr. Kaoru Ishikawa to Quality Management.

UNIT II

Basics of Quality Management: TQM- Tools in TQM- Bench Marking, Quality Function Deployment (QFD) - Failure Mode Effect Analysis (FMEA), Concept of Continuous Process Improvement- Concept of Cost of Quality -Statistical Process Control- Importance of SPC - Process Control, briefing and problem solving with 7 QC tools (Traditional tools)- Concept of Seven Advanced QC Tools.

UNIT III

Six Sigma- Basic concepts- Goals of Six Sigma -Concept of Root Cause Analysis- Need for

six sigma- Levels of sigma- Role of Six Sigma green belts- Black belts- Master black belts- Cost of quality at various levels of sigma- Six Sigma Methodology-DMAIC Approach, SIPOC concept, concept of sigma rating, Six sigma in Service sector.

UNIT IV

Quality Management System: Principles- ISO- ISO 9000 Standards- ISO 9001: 2015, and other International Standards- ISO Registration, Requirements, Benefits of ISO Registration- - Quality Audits- Definition – Types- Modern Approaches- Documentation- Structure of Documentation-

UNIT V

Quality Awards: National and International Quality Awards- Malcolm Baldrige National Quality Award- Deming Prize - Quality bodies in India- Rajiv Gandhi National Quality Award- IMC Ramkrishna Bajaj National Quality Award- EFQM awards.

References

- ♦ H. Besterfield et al,(2004) “Total Quality Management”, Third Edition , Pearson Education
- ♦ Joseph A. De Feo, William Dale Barnard (2010), “Juran Institute`s Six Sigma Breakthrough ♦♦ And Beyond: Quality Performance Breakthrough Methods,”, New York, McGraw Hill Books.
- ♦ Juran, Joseph M., Ed. (1995), “A History of Managing For Quality: The Evolution, Trends, and Future Directions of Managing For Quality”, Milwaukee, Wisconsin.
- ♦ N.S.Gupta, B. Velamathi (2007), “Total Quality Management”, McGraw Hill Publications, Second Edition.
- ♦ S P Mukerjee (2018), “Quality: Domains and Dimensions”, Springer.

Additional Reading

- ♦ Dale, B. G. Managing Quality. Oxford: Blackwell Publishing, 2002
- ♦ Goetsch D. L., Davis S. B. Quality management. Introduction to TQM for production, processing and services. New Jersey: Prentice Hall, 2003.
- ♦ European Foundation for Quality Management www.efqm.org

- ♦ international Organization for Standardization www.iso.org
- ♦ European Committee for Standardization www.cen.eu
- ♦ www.asq.org/quality-resources/quality-management-system
- ♦ www.quality.eqms.co.uk
- ♦ European Committee for Standardization www.cen.eu
- ♦ www.asq.org/quality-resources/quality-management-system
- ♦ www.quality.eqms.co.uk

MGTL01 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

SEMESTER – 3

Module title: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

CODE- MGTL 1

Credit: 3

Module Type: Single

Module Aim(s) & Objectives

The course is an introduction to the concepts, functions, processes, and objectives of logistics and supply chain management activities. The course covers activities involved in physically moving raw materials, inventory, and finished goods from point of origin to point of use or consumption. It covers the planning, organizing, and controlling of such activities, and examines the role of supply chain processes in creating sustainable competitive advantage with respect to quality, flexibility, lead time, and cost.

The **objectives** of this course are to provide the student with:

- An understanding of the primary differences between **logistics and supply chain management**
- An understanding of the individual processes of **supply chain management** and their interrelationships within individual companies and across the **supply chain**.
- To understand the strategic role of logistics management
- To study the important modes of logistics operations
- To Know supply chain techniques in an international perspective

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To have an understanding of a range of the theoretical understandings available in Logistics and Supply chain
- Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
- Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

Skills: -

- Ability to analyse the concepts and importance of logistics and transportation

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	•	•

Outline Syllabus:

UNIT I

Introduction - Role of Logistics and Supply chain Management: Scope and Importance- Evolution of Supply Chain -Decision Phases in Supply Chain – Competitive and Supply chain Strategies – Drivers of Supply Chain Performance and Obstacles.

UNIT II

Role of Distribution in Supply Chain – Factors influencing Distribution network design – Design options for Distribution Network Distribution Network in Practice-Role of network Design in Supply Chain – Framework for network Decisions

UNIT III

Role of transportation in supply chain – factors affecting transportations decision – Design option for transportation network – Tailored transportation – Routing and scheduling in transportation- ware housing and strategies-inventory management in supply chain- cyclic view of supply chain-

UNIT IV

SCIS : DRP, MRP I, MRP II, EPR, CALS, Reverse logistics, challenges in SCM, Bullwhip effect, Integrated logistics

UNIT V

Future directions of Logistics and Supply chain, Case studies : AMUL, DABBAWALAS etc.

References

6. Sunil Chopra, Peter Meindl and Kalra,, 2010 “Supply Chain Management, Strategy, Planning, and operation”, Pearson Education.
7. David Simchi Levi, Edith Simchi Levi, et al. 2019 Designing And Managing the Supply Chain : Concepts, Strategies and Case studies, McGraw-Hill Education
8. N. Chandrasekaran 2010 Supply Chain Management: Process, System, and Practice , Oxford Publications
9. Jeremy F.Shapiro, 2002“Modeling the supply chain”, Thomson Duxbury.
10. James B.Ayers,2000 “Handbook of Supply chain management”, St.Lucle press.

Additional Reading

- Supply Chain Management: Processes, Partnerships, Performance, Douglas M. Lambert (ed). The Supply Chain Management Institute, FL. 2nd Edition 2006
- Other Additional Reading Packet of Articles – Handouts Other course materials including PowerPoint slides, cases, and outside readings and assignments will be made available in class
- www.swayam.gov.in
- www.cscmp.org/CSCMP/
- www.mbacrystalball.com/blog/operations-management/logistics-scm/

MGTL 02 BUSINESS ANALYTICS FOR SCM

SEMESTER – 3

Module title: BUSINESS ANALYTICS FOR SCM

CODE- MGTL2

Credit: 3

Module Type: Single

Module Aim(s) & Objectives

This course on Supply Chain Analytics aims to improve operational efficiency and effectiveness by enabling data-driven decisions at strategic, operational and tactical levels. It encompasses virtually the complete value **chain**: sourcing, manufacturing, distribution and logistics.

Objectives

- *Understand the process and information required for preparing the different types of demand forecasts required for operations and supply chain management.*
- *Be able to isolate business and economic variable with predictive value for the preparation of demand forecasts.*
- *Be able to use statistical techniques to incorporate historical data with other business and environmental variables to prepare dynamic forecasts.*
- *Be able prepare top-down, bottom-up and middle out demand forecasts*
- *To develop an understanding of the Business Analytics and Supply chain*
- *To understand the changes across the globe and how supply chain is practiced using analytics*

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
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Hours: 30 **Tut:** 10 **Pract:** 5 **Study:** 50 5 **Exams:** 2 100

Course Outcomes:

Knowledge-

Knowledge regarding changing business models

Understanding regarding the developmental phases of coordination of IT and SCM

Skills-

1. Analytical ability to understand the logistical and supply movements
2. Technological adaptability
3. Critical thinking

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	y'	✓	√	√	•	• -

Outline Syllabus:

UNIT I

Fundamentals of SCM & Business Analytics - Developments in ERP Systems & E Commerce, Comparison of Transaction IT & Analytical I.T, Supply Chain Decision Databases – Data Aggressions, Facility Data, Transportation Network data, Supplier Data – Vendor Costs & Constraints ,Strategic Analysis of Logistics Supply Chains – Electronics, Manufacturing etc. Integrating Supply Chain & Demand Management

UNIT II

Supply chain analytics - Evolution-Forecasting Future Demand, Supplier Analytics, Different types of supply chain analytics-5Cs of Supply chain Analytics-traditional ERP and B2B integration tools.

UNIT III

AI and SCBA- IBM sterling supply chain analytics- Developments and uses, transformation of Big data in Supply chain

UNIT IV

Trends affecting the supply chain – Increasing Risk, Trends in Supply Chain Management, Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization , Outsourcing, Changing practices in Logistics.

UNIT V

Supply Chain Challenges- various analytical tools and developments in optimization. case studies - cape gemini analytics, success stories IBM supply analytics.

References

1. Nada R. Sanders ,2014, "Big Data Driven Supply Chain Management: A Framework for ... Pearson Education Inc
2. Gerald Feigin, 2011, Supply Chain Planning and Analytics: The Right Product in the Right Place at the ...Business Expert Press
3. Gerardus Blokdy, 2017 -Supply Chain Analytics: Beginner's Guide Book , 5STARCOOKS Publishing
4. Gerardus Blokdyk 2019-Supply Chain Analytics A Complete Guide - 2019 Edition, 5STARCOOKS Publishing

Additional Reading

- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An introduction to statistical learning: with application in R, New York: Springer
- Hyndman, R. J., & Athanasopoulos, G. (2014). Forecasting: principles and practice, Online Open Access Textbooks, <https://www.otexts.org/fpp>
- www.swayam.gov.in
- www.proschoolonline.com/blog/role-of-business-analytics-in-supply-chain-management
- www.ibm.com/in-en/supply-chain/supply-chain-analytics

MGTL – 03 FACILITIES AND WAREHOUSE MANAGEMENT

SEMESTER – 3

Module title: FACILITIES AND WAREHOUSE MANAGEMENT

CODE-MGTL3

Credit: 3

Module Type: Single

Module Aim(s) & Objectives

The purpose of this paper is to *develop an understanding of the principles of facilities location and layout design, and material handling systems. It also aims to provide a balanced exposure to available methodologies in facilities location, layout, and materials handling with a practical emphasis on issues that are difficult to capture on quantitative models but are important to consider.*

Objectives

- To help the students in explaining the significance of Warehousing.
- To provide timely customer service
- To keep track of items so they can be found readily & correctly
- To minimize the total physical effort and minimize the cost of moving goods.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To understand a range of the theoretical understandings available in FACILITIES AND

WAREHOUSING

- Able to Understand the strategic role of materials handling and management in the cost reduction and offering improved service to the customers.
- Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

Skills -

- Better understanding of back office operations in logistics
- Ability to design warehousing and its strategies

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	y	✓	√	√	•	•

Outline Syllabus:

UNIT-I

Basics of Facilities Location Selection – basic concepts, importance of site selection for facilities, factors affecting site selection - objective and subjective factors, considerations in site selection, different types of facilities layout – product, process, combination, fixed, and cellular layouts – comparison of layouts and the factors affecting the layout decisions

UNIT II

Location Selection Schemes and Layout Schemes – methods to select location for single facility problems and multiple facility problems - tools to analyze the flow requirements in a facility, systematic layout planning – examples, assembly lines, line balancing methods , use of IT in layout selection and designing.

UNIT III

Design of Auxiliary Service Spaces – receiving and shipping, storage, aisles, warehousing and employee services –role of machines in handling and designing of robotics- office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity - different types of plant services like steam, compressed air etc.

UNIT IV

Materials Handling System and Equipment – principles, materials handling in plants, stores, and warehouses, receiving and dispatch area – choice of material handling equipment – cost control in material handling - automatic guided vehicles – basic concept, design and operational control of an AVG system

UNIT V

IOT, artificial intelligence, Machine learning and automation , NIOSH guidelines and health standards - accidents – causes and prevention of accidents, Sustainable Materials Management (SMM)

References

- Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2nd edition 2015.
- Vinod.V.Sople, Logistics Management, Pearson Education, 3rd edition 2012.
- Arnold, Introduction Materials Management, Pearson Education, 7th edition 2011.
- Tompkins and White, 2013 Facilities Planning, 4th ed, Wiley

Additional Reading

- Francis McGinnis, and White, 1992, Facility Layout and Location: An Analytical Approach, 2nd ed, Prentice Hall, Englewood Cliffs, New Jersey
- Mathew P. Stephens, Fred E. Meyers, 2013, Manufacturing Facilities Design and Materials Handling, 2nd ed, Purdue University Press.
- Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 1 st Edition 2004
- www.swayam.gov.in
- www.managementstudyguide.com/facility-location.htm

MGTL 04 - PACKAGING AND MATERIALS HANDLING

SEMESTER – 3

Module title: PACKAGING AND MATERIALS HANDLING

CODE: MGTL4

Credit: 3

Module Type: Single

Module Aim(s)

The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in the store and purchase management discipline.

Objective

The core objectives of the course will be to

- To know the concepts and importance of packaging and materials management
- To study the importance of handling materials in different sectors and inventory management

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

The purpose of this course is to make the students aware of the activities involved in materials management and planning and the importance of packaging and its multiple functions in modern day manufacturing

Skills -

- Understand the importance and principles of packaging
- Understand how packaging impacts materials handling

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	•

Outline Syllabus:

UNIT I

Packaging - Definition, Need, Principles, Packaging Functions, Types, Standards, Package Development, Package specifications, Package Distribution, Packaging Quality- Pre-shipment testing, Quality control, Packaging and the law, Environment considerations-packaging symbols.

UNIT II

Inventory - Types of Inventory - Need of Inventory - Costs associated with Inventory - Basic EOQ Model -EBQ- Classification of material

UNIT III

Materials Handling - Principles of Materials Handling system - Materials Handling Equipment- Design of material handling systems- The unit load concept- In-process handling- Distribution- Types of material handling

UNIT IV

Trends in Packaging-Digital Printing Revolution-Personalized Packaging-Transparency and Clean Labels-Private Labels and Store Brands Dominating-Playful Colors, Designs and Gradients-Growth in Flexible Packaging-Recycled Packaging Products in Use-Vintage Packaging

UNIT V

Materials used in packaging- modern day business practices of packaging- modern machineries of materials handling- changing environment of handling equipment- case studies of development from human handling and packaging to automation.

References

- World-Class Warehousing and Material Handling. (International ed.), McGraw-Hill. Muller, M. (2011).
- Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7 th ed.), Prentice-Hall.
- Aaron L. Brody and Kenneth S. Marsh,1997 “The Wiley Encyclopedia ofPackaging Technology”,Wiley Publications
- Giles Calver,2007 “What is Packaging Design?: Essential design handbook”, Rotovision Publications

Additional Reading

- Buffa, E. S. and Sarin, R. K. – Modern Production /Operations Management; John Wiley
- JR Tony Arnold,Stephen,RVRamakrishnan, 2007, Introduction to Materials Management, 5th Edition, Pearson. P. Gopalakrishnan, 2006, Materials Management: An Integrated approach, PHI.
- www.swayam.gov.in
- www.oreilly.com/library/
- www.iems.co.kr

MGTL 05 - TRENDS IN SUPPLY CHAIN MANAGEMENT

SEMESTER – 3

Module title: TRENDS IN SUPPLY CHAIN MANAGEMENT

CODE: MGTL5

Credit: 3

Module Type: Single

Module Aim(s) & Objectives

The objective of this course is to provide basic knowledge and understanding of contemporary developments in the field of recent trends in Supply Chain Management.

- To understand the emerging trends in SCM
- To study the important dynamics across the globe in SCM
- To Know supply chain techniques in an international perspective

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To have an understanding of developing dynamics of supply chain across the globe.
- Able to Understand the strategic role of Logistics and Supply chain Management in the era of information and technology

Skills-

- Technical capabilities

- Reasoning and problem solving

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	•	•

Outline Syllabus:

UNIT I

Emerging trends-Demand Planning-Globalization-increased competition and price pressures-outsourcing-shortened and complex PLC-collaboration of stake holders and extended SC-IOT & Warehousing.

UNIT II

Customization along SC-Block Chain- Universal visibility-technological influence in through put, lead time and cycle time-co maker ship- ecommerce and supply chain effectiveness.

UNIT III

Green SCM-World Class Supply Chain Management - Crime and security in global supply chains - Air and road transport, postal and express courier services- Case examples in global supply chain management

UNIT IV

Security management in global chemicals supply chains -Digitalization in pharmaceutical supply chains Trade facilitation and cross-border logistics- Security management in global tobacco and alcohol supply chain- Sustainable supply chains - Environmental crime and security in global supply chain

UNIT V

Supply chain digitization- cloud computing and SCM- Service (SaaS), Infrastructure as a Service (IaaS) and Platform as a Service (PaaS), omni channel SC- circular SC- perspective Analytics and its role in SC- Agile SC- robotics and automation in logistics

References

- Hosang Jung, Fengshan Frank Chen, et al. 2009, Trends in Supply Chain Design and Management: Technologies and Methodologies, Springer Series in Advanced Manufacturing
- Andy A. Tsay 2014, Designing and Controlling the Outsourced Supply Chain (Foundations and Trends (R) in Technology, Information and Operations Management), Now Publishers Inc.
- Khurana P.K., Export management, Cyber Tech Publication, 12th edition
- Cherunilam F., International Trade and Export Management, Himalaya Publishing House.

Additional Reading

- Thakur M., Burton and Gene, E, International Management. Tata McGraw Hill
- Deresky, International Management: Managing across borders and culture, Pearson Education.
- Hodgetts R. & Luthens F., International Management. McGraw Hill Inc.
- www.swayam.gov.in
- www.sdexec.com
- www.scmr.com

MGTS 01 – SYSTEM ANALYSIS AND DESIGN

Semester: III Module title: System Analysis & Design Credit: 3	CODE: MGTS 01 Module Type: Single						
Module Aim(s): <ul style="list-style-type: none"> ✓ This course on System Analysis & Design enables the students to learn about the information systems development processes used in business. The course covers managerial and technical topics related to managing systems development. 							
Module Objectives <ul style="list-style-type: none"> ✓ Students are introduced to the principles and techniques of systems analysis and design methods with emphasis on information systems. ✓ The concept and techniques of information systems models, such as data model and process model are discussed in depth 							
Teaching Strategy	Lecture Sessions will be supplemented by project and lab based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.						
Hour Distribution							
Study:	Lect:(L)	Sem/(T)	Library	Directed(D S)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	Computer lab: 5	Exams: 2	100
Course Outcomes:							
Knowledge	<ul style="list-style-type: none"> ○ An appreciation of multi-disciplinary approach needed for systems analysis and management will be gained through an understanding of information systems project management techniques, tools, and skills required for a successful completion of an information system analysis and design project 						
Skills	<ul style="list-style-type: none"> ○ Interpersonal skills to work in a project team 						

	○ Project Management skills
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General Competencies	General competencies include the ability to design systems and to manage project.
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Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

UNIT DETAILS

UNIT – 1

Types of Software’s and Information System - Introduction to SAD –SDLC -System Development Methodologies- Waterfall and Iterative Waterfall Development, Parallel Development, RAD, Phased Development, Prototyping and Throwing Prototyping , Extreme Programming –Selecting Development Methodology- Project Team – Types of Analyst and their Roles.

UNIT – II

Feasibility Analysis-Requirement Determination – Techniques Used In Requirement Analysis - Business Process Automation, Business Process Improvement, Business Process Reengineering - Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE –Use Case Analysis

UNIT III

Requirements to Modeling- Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams- Relationships- Structured English –Data Dictionary - Databases – Design –Types of Databases – Traditional, RDMS , Object Oriented database, Distributed Databases

UNIT IV

System Design- System Acquisition Strategies – Influencing Factors- Architectural Design- Factors Influencing Architectural Design –Interface Design – Principles of User Interface – Design Process –Navigation Design –Input and Output Design –Forms and Reports - Design Prototyping –Program Design- Structured Chart and Elements – Storage Design – Files and Storage Formats –Physical Storage design . Quality Assurance, System Testing and Implementation: Levels – Testing verification, validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit

UNIT V

Designing Internet Systems –Fundamentals – Site Consistency and Management- Online Transaction Process and Online Analytical Process - System Implementation- Coding – Testing and Installation – Testing Process- Documentation and Types - Installation Methods – Migration Planning –Factors Considered for Migration Plan, Post-Implementation Activities.

References:

- Hoffer J. A, George J.F, Valacich J.S, and Panigrahi P.K “Modern Systems Analysis and Design”, Pearson Education
- Dennis and B. H. Wixom, “Systems Analysis and Design”, John Wiley & Sons, Inc.
- Kendall & Kendall, “Systems Analysis and Design, Pearson Education 5. An Integrated Approach to Software Engineering , Springer

Additional Reading

- Modern Systems Analysis and Design Methods, (3rd edition or higher) by Hoffer, George and Valacich.
- Whitten J. L, Bentley L. D, “Systems Analysis and Design Methods”, Tata McGraw-Hill,

MGTS 02 – INTRODUCTION TO DATA BASE MANAGEMENT SYSTEM

Semester: III				CODE: MGTS 02			
Module title: Introduction to Database Management System				Module Type: Single			
Credit: 3							
Module Aim(s):							
<p>The course aims to enrich the students with basic concepts and ideas related to various principles and practices on database management.</p>							
Module Objectives							
<p>Students are expected to get basic ideas on data and information and Knowledge, distinguish between file processing system and DBMS, understand the pros and cons of DBMS, understand different data models, schemas and instances, to describe a DBMS Architecture</p>							
Teaching Strategy		Lecture Sessions will be supplemented by project and lab based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.					
Hour Distribution							
Study:	Lect:(L)	Sem/(T)	Library	Directed(D S)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	Computer lab: 5	Exams: 2	100
Course Outcomes:							
Knowledge		<ul style="list-style-type: none"> Understanding of data models, conceptualize and depict a database system using ER diagram Knowledge on internal storage structures in a physical DB design Understanding of the fundamental concepts of transaction processing techniques 					
Skills		<ul style="list-style-type: none"> Ability to Install, configure, and interact with a relational database management system Ability to master the basics of SQL and construct queries using SQL 					

General Competencies	<ul style="list-style-type: none"> • Required knowledge to describe databases, their characteristics, and functions. • To create and manipulate databases on MS-Access database management system.
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Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

UNIT DETAILS

UNIT – 1

Introduction to Database Systems: Overview – Data Models – Database System Architecture – History of Database Systems. Entity-Relationship Model: Basic Concepts – Constraints – Keys – Design Issues – Entity Relationship Diagram – Weak Entity Sets – Extended E-R Features – Design of an E-R Database Schema – Reduction of E-R Schema to Tables

UNIT – II

Relational Model Structure of Relational Databases

Relational Algebra – Extended - Relational Algebra Operations – Modification of Database – Views – Tuple Relational - Calculus – Domain Relational Calculus. SQL: Background – Basic Structure – Set - Operations – Aggregate Functions – Null Values – Nested Sub queries – Views – Complex Queries – Modification of the database – Joined Relations – Data - Definition Language. Other Relational Languages: Query-byExample

UNIT III

Security Domain Constraints:

Referential Integrity – Assertions – Triggers – Security and Authorization – Authorization in SQL. Relational-Database Design: Normalization - first normal form , second normal form, third normal form, Boyce-Codd normal form, fourth normal form

UNIT IV

Storage and File Structures - Overview of Physical Storage Media – Magnetic Disks – RAID – Tertiary Storage – Storage Access – File Organization. Indexing and Hashing: Basic Concepts – Ordered Indices – B+-Tree Index Files – B-Tree Index Files – Static Hashing – Dynamic Hashing

UNIT V

Transactions & Serializability - Transaction concept – Transaction State – Implementation of Atomicity and Durability – Concurrent Executions – Serializability – Testing for Serializability. Concurrency Control: Lock-Based Protocols – Timestamp - Based Protocols. Recovery System: Failure

References:

- Raghu Ramakrishnan and Johannes Gehrke: Database Management Systems, III Ed., McGraw Hill Publications, 2002.
- Bipin C Desai, An Introduction to Database Systems, Galgotia Publications Pvt Limited, 2001
- Fred R McFadden, Jeffery A Hoffer, Mary B. Prescott, Modern Database Management, Fifth Edition, Addison Wesley, 2000
- Silberschatz, Henry F. Korth, and S. Sudharshan, “Database System Concepts”, 5th Ed, Tata McGraw Hill, 2006.
- J. Date, A. Kannan and S. Swamynathan, “An Introduction to Database Systems”, 8th ed, Pearson Education, 2006
- Leon, Alexis and Leon, Mathews, Database Management Systems, Leon TECH
- Elamasri R . and Navathe, S., Fundamentals of Database Systems (3 rd Edition), Pearson Education, 2000.

Additional Reading

- Ramez Elmasri and Shamkant B. Navathe, “Fundamentals of Database Systems”, Fourth Edition, Pearson/Addision wesley, 2007
- Raghu Ramakrishnan, “Database Management Systems”, Third Edition, McGraw Hill, 2003
- S. K. Singh, “Database Systems Concepts, Design and Applications”, First Edition, Pearson Education, 2006

MGTS 03 SOFTWARE ENGINEERING

SEMESTER – 3

Course Title: SOFTWARE ENGINEERING CODE-MGTS 03

Credit: 3

Module Type: Single

Course Aim:

The course offers a fundamental framework for Software engineering in an organization. The course approaches software development from a Systems Engineering perspective (an interdisciplinary, collaborative approach to the engineering of system solutions which aims to capture stakeholder needs and objectives and to transform these into a holistic, life-cycle balanced system solution which both satisfies the minimum requirements of stakeholders, and optimizes overall solution effectiveness.

Objectives

- To learn to create document for specifying, acquiring, developing, evaluating, supporting or managing software-intensive systems in future
- To enhance knowledge which integrates best practices from the fields of Quality and Software Engineering

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	System Capability	IT Literacy	Global Perspective and Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Handling IT Enabled Systems	Life long Learning
√	√	√	✓	✓	√	√	•	•

Course Outcomes:

Knowledge-

- To have an understanding of a range of the theoretical understandings available in Software Engineering
- To be able to critically engage with both theoretical and practical constructions of issues and questions in IT Learnings and Software System Handling.
- To be able to reflect on different concepts and framework on Software systems and Software Engineering.

Skills-

- ✓ Skilled enough to use the approaches to Software Engineering.
- ✓ To handle system-based works
- ✓ Skilled enough to apply theories of learning to Software function theoretically.

General Competencies-

1. Group presentations of a live Software Application
2. Group presentation of different Software development models
3. Case analysis as to how Software Engineering can help in system improvement

Course Details

UNIT I

Software Engineering - Introduction, Evolution, Professional and Ethical Responsibility. Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design. Software Life Cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model , Comparison of different life cycle models.

UNIT II

Requirement Analysis and Specification - Software requirements- functional and nonfunctional requirements, user requirements, system requirements. Models for Collecting User Requirements: requirements engineering processes, feasibility studies, elicitation and analysis, validation management, system models, context models, behaviour models, data models, object models. Requirements Analysis: Formal System Development Techniques, Software Requirement Specification (SRS), Documentation, CASE workbenches

UNIT III

Software Design - Characteristics of Good Software Design. Program logic modelling by structured language, decision tables, flow charting, etc. Phases in Design, Design Principles & Concepts-Attributes-Cohesion & Coupling-Classification of Cohesiveness & Coupling-Neat Arrangement, Use Case Model-Diagrams-User Interface Design-Characteristics, Types—Windowing Systems- Widgets-Types

UNIT IV

Software Project Management - Project size estimation metrics, Line of Code (LOC), Function Point (FP). Staffing Level Estimation, risk management, managing people, group, working, choosing, and keeping people. Software cost estimation: software productivity, estimation of productivity, factors effecting programming productivity, project duration and staffing.

UNIT V

Software Reliability and Maintenance - Software Attributes, Reliability, Reliability Measures, Metrics, process and product quality, Software Quality Management System ISO 9000, ISO 9001, quality planning, quality control. CASE- Architecture, Benefits and Characteristics. Configuration management, planning, change management, version and release management, system building, CASE tools for configuration management Development.

References

- Ian Sommerville, Software Engineering, Pearson Education Asia
- Pressman R.S., Software Engineering, McGraw Hill
- Mall R., Fundamentals of Software Engineering, Prentice Hall of India
- Behferooz A. & Hudson F.J., Software Engineering Fundamentals, Oxford University Press
- Jalote P., An Integrated Approach to Software Engineering, Narosa

Additional Reading

- ✓ Peters, J.F., & Pedrycz, W. (2007). Software engineering: An engineering approach, Wiley

MGTS 04 - SOFTWARE PROJECT MANAGEMENT

SEMESTER – 3

Course Title: SOFTWARE PROJECT MANAGEMENT CODE-MGMT S 04

Credit: 3

Module Type: Single

Course Aim:

This paper is offered as an elective in the third Semester. It develops project management mindset in the students and prepares students for careers in the areas of project management. Students opting for this elective subject, specialize in the various aspects of project management; – defining, scoping, project estimation and costing, project quality management, project network management and risk management.

Objectives

- To develop in students, a project management mindset and prepare them for careers in the areas of project management.
- To enable the students to acquire an understanding of the concept and meaning of project, and project management techniques.
- To enable the students to assess and understand project selection process, the risk associated with projects and project team management.
- To train the students on software skills through training on MS Projects for Project planning, scheduling and monitoring.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	System Capability	IT Literacy	Global Perspective and Adaptability	Critical and Analytical thinking	Practical work experience	Handling IT Enabled Systems	Life long Learning
√	√	√	✓	✓	√	√	•	•

Course Outcomes:

Knowledge-

- To understand a range of the theory and practices available in Software Project Management
- To be able to critically engage with both theoretical and practical constructions of issues and questions in live project management and creation of project management reports.
- To be able to reflect on different concepts and framework on integration of software system and different management project timelines

Skills-

- ✓ Practical cases from experts in the field of project management.
- ✓ Practical problems in evaluation of different projects.
- ✓ Case studies
- ✓ Presentations on mega project case analysis.
- ✓ Presentations on latest trends in project management.
- ✓ Workshop on MS Projects.

General Competencies-

- High level of understanding in project time line generation.
- Different theoretical aspects of Project Management and system enabled Project Creation

UNIT I

Introduction to Software Project Management: Software as an Evolving product, characteristics and components of software products, Software engineering process: various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

UNIT II

Planning a software project – Objectives, Effort, time, staffing and cost estimation. Make or -buy decisions. Software project scheduling: defining tasks, Activity Network, Gantt Charts, scheduling using PERT/CPM, PERT Charts , Project planning and Analysis.

UNIT III

Software Configuration and Design – Components of configuration, versions control and configuration audit. Software Design Process: Concepts, functional and object oriented design, structured analysis, structured design, modular design, and design documentation .

UNIT IV

Estimating Project Time, Cost and Project Expedition. - Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project, Five stage team development model, situational factors affecting team, building high performance project teams, managing virtual project teams, GANTT CHART, Crashing of Projects, Cost Analysis for Project Crashing.

UNIT V

Project Risk Management and Control Process - Risk concept, risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management, Project progress & performance measurement and evaluation-Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes.

References

- Software Project Management - Bob Hughes & Mike Cotterill., Tata McGrawHill
- Software Engineering – Gregory W. Jones, John Wiley & Sons
- Software Engineering - Aggarwal, K. K. & Singh, Yogesh,. New Age International.
- Software Project Management: A Unified Framework - Walker Royce,. Pearson Education
- Gray, C. F., & Larson, E. W. (2010). Project management: The managerial process(4 th ed.). New Delhi: Tata Mc-Graw Hill.

Additional Reading

- ✓ Peters, J.F., & Pedrycz, W. (2007). Software engineering: An engineering approach, Wiley
- ✓ Kerzner, H. (2013). Project management: A systems approach to planning, scheduling, and controlling (10 th ed.). New Delhi: John Wiley.
- ✓ Lester, A. (2012). Project management planning and control. New Delhi: Elsevier.
- ✓ Meredith, J.R., & Mantel, S.J. (2011). Project management: A managerial approach. New Delhi: John Wiley.
- ✓ Nicholas, J. M., & Steyn, H. (2008). Project management for business, engineering, and technology (3rd ed.). New Delhi: PHI.

MGTS 05 – BUSINESS INTELLIGENCE AND DATA WAREHOUSING

SEMESTER – 3

Course Title: BUSINESS INTELLIGENCE AND DATA WAREHOUSING

CODE-MGTS 05

Credit: 3

Module Type: Single

Course Aim:

The course covers functional and cross functional data warehouse concepts. It also covers the analytical techniques for managerial decisions for different types of problems. It also enhances the knowledge of the students in use of a Data Warehousing and Data Mining

Objectives

- The objective of the subject is to introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.
- The course offers a fundamental framework for OLAP, Data Warehousing and Data Mining in an organization.
- The student shall, through individual work and through projects and coworking with businesses and other student groups, develop her analytical ability.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Teaching will consist of seminar exercises, tutoring and projects. A big part of the projects and exercises are planned by the teacher and are universal for all students. The students shall, during the course, also initiate and operate individual projects.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	System Capability	IT Literacy	Data Modeling	Critical and Analytical thinking	Analytical Capability	Handling IT Enabled Systems	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Course Outcomes:

Knowledge-

- To understand a range of the theoretical understandings available in Data warehousing and Data Mining.
- To be able to critically engage with both theoretical and practical application of Data analysis and to analytically categorize the data to understand the pattern
- To be able to reflect on different concepts and framework on Business Intelligence tools

Skills-

- ✓ Understand Data warehousing tools.
- ✓ Analyse Data Mining tools and procedures
- ✓ To evaluate the essential software capability and critically analyse the data.
- ✓ Interpret the data analytically and understand the pattern for Business Intelligence.

General Competencies-

1. It identifies the various information systems solution for vertical and horizontal workflow of business operations.
2. It provides an opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization

Course Details

UNIT I

Introduction to Business Intelligence - Evolution of BI. Popular BI tools. OLAP vs OLTP.OLAP

basics. Data models for OLAP. Dimensions, Cubes, Measures. MDX. Drill-down, Roll-up, Slice-and-dice, Pivoting. MOLAP, ROLAP, HOLAP. Application of BI. BI users. business metrics, scorecards, KPIs. BI for advanced reporting.

UNIT II

BI and Data ware house Concepts - Data Warehouse Need, definition and characteristics, Types of data sources; ETL. Multidimensional data modeling, implementation. Star and Snowflake schemas. Data marts. Top-down and Bottom-up approaches to DW architecture. BI and DW implementation issues. Integrating BI with ERP systems. Best practices.

UNIT III

Introduction to Datamining and Classification Techniques - Definitions. Evolution. Purpose of datamining. Data sources. Compare with statistics and artificial intelligence. Tasks in data mining. Introduction to Classification, Association, Clustering and Discriminant analysis. Popular datamining tools. Steps in datamining. Pre processing. Partitioning. Overfitting. Oversampling. Dimension reduction. Measuring performance of classification. Naïve rule and naïve bayes classification. Classification by decision tree. Tree pruning. Extracting rules. Classification by back-propagation – neural networks.

UNIT IV

Data Modeling - Data Analysis Techniques, Conceptual Modeling, Logical Modeling Physical Modeling, Overview of Modeling Techniques, Dimensional Modeling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema -ETL Overview and Market study- ODS Overview and Architectural Challenges- Global, Independent & Interconnected - Architectures – Enterprises Data Warehouse- Data Marts- Implementation Approaches

UNIT V

Cluster Analysis and Advanced Topics in BI and Data mining - Purpose. Major clustering methods- hierarchical and non-hierarchical. Distance measures. Dendrograms. Validating clusters. Limitations and issues. Discriminant analysis. Prediction vs explanation. Cloud computing, SaaS model. Mobile BI. Social media. Data visualization. Semantic web. Latest trends in BI and datamining.

References

- Inmon, Building the Data Warehouse, 3rd Ed., John Wiley, 2002
- Prasad, R. N., & Acharya, S. (2011). Fundamentals of Business Analytics (1st ed., p. 348). Wiley India.
- Shmueli, G., Patel, N. R., & Bruce, P. C. (2010). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley.

Additional Reading

- ✓ Berson, A., Smith, S. J., & F. (1997). Data warehousing, Data mining and OLAP (1st ed., p. 640). Computing McGraw-Hill.
- ✓ Han, J., & Kamber, M. (2000). Data mining : concepts and techniques (1st ed., p. 550). Morgan Kaufmann

Articles:

- ✓ Jacobs, “Data Mining:What General Managers Need to Know”, Harvard Management Update, October 1999
- ✓ Baserman and Chugh, “Decisions without Blinders”, Harvard Business Review, Jan 2006.
- ✓ Ariyachandra and Watson, “Which Data Warehouse Architecture is Most Successful”, Business Intelligence Journal, Qtr 1, 2006, Vol 11, No. 1.
- ✓ Loveman, “Diamonds in the Data Mine”, Harvard Business Review, May 2003. 6. Froelich, Ananyan, and Olson, “Business Intelligence Through Text Mining”, Business Intelligence Journal, Winter 2005, 10, 1

University of Kerala

Master of Business Administration Syllabus

Semester 4:

IV SEMESTER:

Core Paper

MGT 541 STRATEGIC MANAGEMENT

ELECTIVE 6

ELECTIVE 7

ELECTIVE 8

**Elective
List**

FINANCE

**HUMAN
RESOURCES**

MARKETING

OPERATIONS

**LOGISTICS
AND SUPPLY
CHAIN**

SYSTEMS

MGT 541: STRATEGIC MANAGEMENT

Semester : IV
Course Code : MGT 541
Credit : 4
Course : STRATEGIC MANAGEMENT
Aim :

- To strategize in modern, complex organizations.
- To practice the theory for managing continuity and strategic change.
- To learn and understand from a strategic perspective.

Course Objective: Learn to use theory, methods, tools, and techniques associated with the process of strategic design and implementation.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L) Sem/(T) Total	Library/	Directed(DS)	Other:	Formal
Hours:	30	Tut: 5	Pract: 10	Study: 50	5 Exams: 2 100

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	√	√	√	√	√

Course Outcomes:

c) Knowledge-

- The theoretical perspectives of authors who have been key influences in the field of management and strategy (e.g.Prahalad, Porter, Mintzberg).
- differences in the way that social, political, economic, technical, and environmental factors affect business activity across different cultures and society.
- sources of key information, data, and opinion in relation to international business across multiple contexts of operation.
- scenario planning as a method for analyzing complex ambiguous contexts.
- the language of strategic analysis including that rooted in Business Economics.
- Use alternative theoretical conceptualizations of power to understand and manage organizational change.
- Appreciate the complexity associated with managing across organizational boundaries.
- Work with contradictory notions of managerial best practice.

d) Skills-

- Interpretative: Consider the factors of globalization and localization in relation to contexts of business.
- Analytical:Analyse an organization's competitive position, isolate the key organizational competencies, and develop and evaluate business options in light of these.
- Analyse an organization's resource base to reveal rent generating competencies within the current strategic portfolio.
- Evaluative: Employ knowledge of the economics of supply and demand in identifying market forces that determine a firm's competitive position.
- Evaluate strategies adopted by organizations and relate these to competitive success.
- Understand and work with issues surrounding the effective management of strategic change.

Outline Syllabus:

UNIT I

Overview of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Porter’s Five Force Analysis-McKinsey 7S Framework- Exploring the Business Environment

UNIT II

Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Michael Porter Generic Strategies.- Strategy-Analysis and Evaluation

UNIT III

Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis-Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice- Making Strategy

UNIT IV

Strategic Implementation: The nature of strategic implementation- Resource allocation – Strategy and structure – Creating supportive culture – Implementing strategies in functional areas

UNIT V

Strategic Issue Exploration- Strategy Evaluation: The nature of strategy evaluation – Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control

References

1. Werther, Jr, W.B. and Chandler, D. (2020) Strategic Management and CSR Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, New York, Sage 2020
2. Bhattacharyya, D.K. (2017). HR Analytics Understanding Theories and Applications. New Delhi, Sage Publications.
3. Thomas, J. (2015). Strategic Management-Text and Cases, New Delhi, Pearson

4. Hill, CW.L. Schilling ,M.A.and Jones, G.R. (2016). Strategic Management.Boston, Cengage Learning.

Additional Reading

1. Srinivasan. (2014).Strategic management: The Indian context, New Delhi, Prentice Hall of India
2. Azhar Kazmi (1992). Strategic Management. New Delhi, Tata McGraw Hill
3. www.swayam.gov.in

MGTF 06 BEHAVIOURAL FINANCE

Semester - 4

Module Title - Behavioural Finance

Credit - 3

Code: MGTF 06

Module Type : Single

Module Aims

This course will use insights from finance psychology as well as other social sciences. This course guides and develops alternative theories of financial market behaviour, while relying on the analytical and quantitative methods common to finance.

Objectives

- ✓ To provide the students with a fair **understanding about the basic concepts of Behavioural Finance**
- ✓ To understand the principles and practices followed in Behavioural Finance.
- ✓ To conceive the concept of finance by looking into various behavioural aspects
- ✓ To gain knowledge about the building blocks in Behavioural Finance.
- ✓ Provide an opportunity to develop professional skills in Behavioural Investment.
- ✓ To recognise the approaches in Behavioural Corporate Finance.

Teaching Strategy

The various sessions will be handled by adopting case analysis along with lecturing and workshops. The views and thoughts of students will be appreciated. The feedback of students will be recorded as part of evaluation.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Total	Formal
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	100	Exams: 2

Course Outcomes:

Knowledge-

- To obtain knowledge the theoretical as well as practical applications of Behavioural Finance.
- To acquire analytical knowledge in decision making in fiancé by blending the behavioural aspects.
- To gain information regarding the building blocks in Behavioural Finance.

Skills -

- Achieve Leadership skills in the core area of Business.
- Assimilate the various fund based activities in the organization.
- Capable to exhibit professionalism in handling situations
- Ability to judge the behavior of investors.
- Proficiency in Neurofinance, which is emerging in the field

General Competencies: General competencies include ability to forecast the various course of actions to adopted in managing financial aspects of business.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Lifelong Learning
√	√	√	No	✓	√	√	✓	√

Outline Syllabus:

UNIT I

Introduction to Behavioural Finance - Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge, Practical application of Behavioural Finance: Evolution and history of Behavioural finance – Micro and Macro Behavioural Finance – Assumptions of Behavioural Finance – Standard Finance – Modern Portfolio Theory , MM Theory, Capital Asset Pricing Model (CAPM), Random Walk Hypothesis – Expected Utility Theory – Efficient Market Hypothesis – Investor Rationality and Market Efficiency.

UNIT II

Behaviour and its formation Models – Cognition, Cognitive dissonance, Cognitive bias – Emotions – Perceptions, Errors of Perception – Decision Making – Heuristics and its relevance - Various Theories of Decision making - Personality Traits and Risk Attitudes.

UNIT III

Building Blocks of Behavioural Finance – Psychology of Investor Behaviour - Theories of Behavioural Finance – Noise Trading, Professional Arbitrage – Biases, Outcomes of biases, Various biases – Cognitive, Affective and conative Biases – Dealing with biases – Debiasing strategies – Marketing Anomalies – Prospect Theory – Models of Investor Behaviour. Elsborg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality.

UNIT IV

Behavioural Corporate Finance - Approaches – CEO – Overconfidence and Biases – Approaches and dealing with biases – Debiasing, Strategies – Value investing – Behavioural investing – Uses and approaches of Behavioural Finance in Corporate Decision Making. Investor behaviour: Types of investors – on the basis of risk appetite and investment

exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

UNIT V

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns, Contribution of Neuro finance in Behavioural Finance – Frauds – Psychology of Frauds – Theories of Fraud – Prevention of Fraud – Institutions deal with Frauds – Forensic Accounting, need and its importance in the present situation. Timing of good and bad corporate news announcement, Neurophysiology of risk-taking.

Reference

- Prasanna Chandra, Behavioural Finance, McGraw Hill, New Delhi.
- Bisen, Pandey, Learning Behavioural Finance, Excel Books.
- Sulphrey.M.M., Introduction to Behavioural Finance, PHI Learning Pvt.Ltd, New Delhi.
- Suchita Singh, Behavioural Finance, Vikas Publishing House, New Delhi.

Additional Reading

- Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, by Shefrin
- Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
- The Little Book of Behavioral Investing (Montier) 6. The Psychology of Persuasion (Collins Business Essentials)

MGTF 07 COMMODITIES & FINANCIAL DERIVATIVES

Semester 4

Module Title :COMMODITIES AND FINANCIAL DERIVATIVES

Code: MGTF 07

Credit : 3

Module type : Single

Module Aims

One of the most important segments in Indian Economy where the demand of man power is outplacng supply is Commodities & Derivatives segment. The primary aim of this course is to give l give necessary knowledge in commodities and financial derivatives.

Objectives

- ✓ To understand about the nature of Derivatives and Derivative markets.
- ✓ To know the diverse aspects and views of derivate management in India.
- ✓ To realise the mechanisms for Derivative analysis
- ✓ To perceive the idea of Derivative instruments and trading mechanisms in market
- ✓ Provide an opportunity to manage risks in Derivatives

Teaching Strategy

The sessions will be handled with lecturing accompanied by assignments, seminars and workshops. Students participation is ensured in all sessions and the feedback of students are recorded.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Total	Formal
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	100	Exams: 2

Course Outcomes:

Knowledge-

- Acquire knowledge on theoretical and practical aspects of Derivate Management
- Gain understanding on Derivative instruments and Derivative Markets.
- Achieve the capability of managing decisions in connection with Derivatives.

Skills -

- Develop financial guidelines and strategies with respect to Derivate Management.
- Able to acquaint with various scientific aspects of trading mechanisms of Derivatives.
- Recognize the principles and practices of pricing Derivatives
- Identify the misappropriations in Derivative markets.
- Be a professional in Derivative management.

General Competencies: General competencies include ability to manage the diversified activities in Derivative Management.

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning

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√	√	√	No	✓	√	√	✓	

Outline Syllabus:

UNIT I

Derivatives – Meaning , History of Derivatives Markets , Features of a Financial Derivative – Types of Financial Derivatives , Uses of Derivatives, An overview of derivative contracts, Importance of derivatives in risk management; Derivative markets in India.

UNIT II

Hedging – Definition, Basic Concepts of Hedging – Hedging Models - Long Vs Short Hedges, Types of Hedging Strategies – Forward Contract, Futures Contract, Money Markets , How do investors Hedge? , Areas of Hedging & Their Risks – Commodities, Securities, Currencies, Interest Rates, Weather - Hedging Effectiveness – Devising a Hedging Strategy – Through Asset Allocation, Through Structures, Through Options, Staying in Cash,

UNIT III

Equity Derivatives – Meaning, Equity as Asset, Benefits of Equity Derivatives, Types of Derivative Contracts , Categories of Derivatives Traded in India – Forwards – Types of Future Contracts, , Futures, Options – Types of Options, Pricing Models, and Swaps, Mechanics of Swaps, Derivatives Trading at NSE/BSE, Badla system in Indian Stock Market.

UNIT IV

Structure of Derivatives Markets in India - Major bodies regulating the Indian Financial System – Role of RBI, SEBI, IDRDAI, FMC & PFRDA. **Option Pricing Models** - Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities. profit or loss in F&O; Exotic options., trading mechanism , clearing and

settlement system.

UNIT V

Risk, Management of Derivatives Exposure: Introduction, nature of derivatives trading, setting of Risk-vision, reasons for managing derivatives risk and types of risk in derivative trading. Risk containment measures by NSCCL, risk exposures on foreign exchange rate; Volatility types , **Financial Modeling:** Application of VAR, ARIMA & GARCH MODELS for different derivative instruments.

Reference

- Don. M.Chance,(2004) “An introduction to Derivatives & Risk Management”, Thompson South western Publication.John C. Hull (2005) “Options, futures and other derivatives”, PHI Editions, 6th Edition.
- Robert A Strong (2005) “Derivatives An introduction”, Thomson South western Publication Limited, 2nd Edition.
- Jonow & Turnbull, “Derivative securities”, Team spirit (India) Private limited
- Madhumathi. R and Ranganathan M (2012),Derivatives and Risk Management, Pearson Education, Chennai
- Kumar, S.S.(2010) *Financial Derivatives*, Prentice Hall of India, ND, 2010.
- Kevin.S , Commodities and financial derivatives, PHI

Advanced Reading

- Gupta SL,(2005), Financial Derivatives (Theory, Concepts and Problems),Tata MC Graw Hills, ND.
- Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi

MGTF 08 ADVANCED COST AND MANAGEMENT ACCOUNTING

Semester: IV				CODE: MGTF 08			
Module title: Advanced Cost & Management Accounting				Module Type: Single			
Credit: 3							
Module Aim(s):							
To give an insight into the methods and techniques developed to support the modern cost management practices, and application of management accounting tools.							
Course Objective:							
This course focuses providing the students an introduction to emerging concepts in cost management system, relevant cost analysis for decision making, performance evaluation and costing methods & pricing in service sector.							
Teaching Strategy		Lecture Sessions will be supplemented by task based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.					
Hour Distribution							
Study:	Lect:(L)	Sem/(T)	Library	Directed(D S)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100
Course Outcomes:							
Knowledge	<ul style="list-style-type: none"> Systematic knowledge and understanding of the basic concepts in the operation and maintenance of cost based accounting systems. Assess the relevance, strengths and weaknesses of different costing systems. 						
Skills	<ul style="list-style-type: none"> Problem solving Skills Decision making skills Communication Skills - Make written and oral presentations based on 						

	management accounting case analysis
General Competencies	General competencies include the ability to distinguish effectively the various cost based accounting practices, Utilize Activity Based Costing and compare this with other costing systems, Critically compare and apply cost and revenue allocation methods.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Course Details

UNIT I

Relevant cost analysis and Management Decisions: Decision making process- Relevant costs and Revenues – relevant cost analysis – Differential cost analysis- marginal costing and decision making- Differential cost analysis – Applications of Differential cost analysis – Relevant cost analysis for decision making.

UNIT II

Cost control and cost Reduction: Meaning of cost control– Elements of cost control schemes – cost control Techniques – Essentials of success of cost control – Meaning of cost reduction – Essentials of cost reduction programmes

UNIT III

Cost Management: Concepts – Cost management system -- Activity Based Costing – steps to develop ABC system – Target costing- Life Cycle Costing – Back Flush costing-Material Requirement planning-Value chain analysis-TQM-BPR-JIT

UNIT IV

Performance Evaluation: Responsibility accounting -Cost Centre – Profit Centre – Investment Centre – Techniques of Performance evaluation --Transfer prices-Budgetary control and reporting–Standard costing and Variance analysis – Contribution margin

UNIT V

Management Accounting: Definition-Meaning –Scope and significance-relationship between Cost accounting, financial accounting and management accounting, **Tools of analysis for management** - Ratio Analysis- Fund Flow Statement- Cash Flow Statement and other tools

References:

- Horn Gren,Sundem, Schatzberg & Burgstahler, “Introduction to Management Accounting”, Dorling Kindersley (India)Pvt. Ltd.
- Jain, K L Narang & SimmiAgrawal; “Advanced Cost Accounting”, Kalyani Publishers.
- Maheswary, Management accounting and Financial Control; Sultan Chand & Sons .New Delhi.
- Ravi M. Kishore, “Taxman’s Cost & Management Accounting”.
- Shasi K Gupta and R K Sharma, Management Accounting, Kalyani Publishers

Additional Reading

- Horngren, Datar, Rajan , 2014, Cost Accounting: A Managerial Emphasis, Global Edition, 14th Edition , eTextbook, Pearson Higher Education , ISBN-13 9781447918844
- Warren, Reeve, Duchac , Financial & Managerial Accounting, International Edition, 12th Edition. Cengage Learning , 2014 , ISBN 13: 9781285163734

MGTH 06 - STRATEGIC HUMAN RESOURCES MANAGEMENT

SEMESTER – 4

Course Title: STRATEGIC HRM CODE- MGTH-06

Credit: 3

Module Type: Single

Module Aim(s)

The purpose of this course is to provide a distinctive approach to human resource management as a strategic function by highlighting the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR functions.

Course Objectives

- ✓ To understand the strategic relevance of HR function in an organisation
- ✓ Encourage participants to view HR as an asset and explore the value of Human capital
- ✓ To get an idea about the strategic role of various HR sub functions
- ✓ To identify the unexplored functional areas within HRM

Teaching Strategy:

Lecture Sessions will be supplemented by assignments and case studies. Mini project may be given.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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√	√	√	NO	✓	√	√	•	•	-
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Course Outcomes:

Knowledge-

- To get an idea about the value assigned to HR function internationally
- To understand the role of Human capital in organisations
- Based on real case studies make an understanding about how the employees are treated in strategic way

Skills-

- ✓ Managerial: To view HR as a strategic function and to provide appropriate weightage to that function in budget allocations
- ✓ Social: Implement innovative employee retention ideas.

General Competencies-

Be able to establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.

Teaching Strategy:

Lecture Sessions will be supplemented by assignments and case studies. Mini project may be given.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	5	Exams: 2	100

Course Outcomes:**Knowledge-**

- To get an idea about the value assigned to HR function internationally
- To understand the role of Human capital in organisations
- Based on real case studies make an understanding about how the employees are treated in strategic way

Skills-

- ✓ Managerial: To view HR as a strategic function and to provide appropriate weightage to that function in budget allocations
- ✓ Social: Implement innovative employee retention ideas.

General Competencies-

Be able to establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	NO	✓	√	√	•	•

Outline Syllabus:

References

- Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi
- Bowman, Cliff: The Essence of Strategic Management, Prentice Hall, New Delhi .
- Monappa, Arun and Engineer, Mahrukh: Liberalisation and Human Resource Management, Response Books, New Delhi
- Starkey, Ken and Mc Kainlyu, alan: Corporate Strategy and Human Resources, Beacon Books, New Delhi .
- Pearce II, John A, and Robinson , Jr. Richard B. : Strategic Management, AITBS Publishers and Distributors, New Delhi .
- Deutsch, Arnold R, : The Human Resource Revolutions, Mc Graw-Hill Co., New Delhi .
- Porter, Michael S. : Competitive Strategy: Techniques for Analysing Industries and Competitions, Free Press, New York .
- Srivastava, R.M, : International Strategic Management, Himalaya Pub., House, Mumbai.

Additional Reading

- Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi .
- Rajib Lochan Dhar (2010) : Strategic Human resource Management Excel Books New Delhi
- Druker, Peter F: Managing for the future, Butterworth – Heinmann Ltd., Oxford .
- Senega, Peter M, The Fifth Discipline, currency and Doubleday , New York . 2
- Kandula R Srinivas, (2005), Human Resource Management in Practice, PHI (ISBN – 81-203-2427-7)

MGTH – 07 COMPENSATION MANAGEMENT

SEMESTER – 4

Course Title: COMPENSATION MANAGEMENTCODE- MGTH-07

Credit: 3

Module Type: Single

Course Aim(s)

The course is designed broadly to familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs; promote understanding of the nature of industrial employees compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy; impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Course Objectives

- To familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs;
- To promote understanding of the nature of industrial employees compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy;
- To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:**UNIT I**

Compensation Management – An Introduction - Compensation- Meaning & Definition, Types of Compensation – Variable Vs Supplementary, Direct Vs Indirect Compensation and Non-compensation Dimensions, Economic & Behavioural issues in compensation, 3-P Concept in Compensation Management, Compensation Philosophy, Strategy & Policy, The Psychological Contract, Compensation and Motivation, Factors affecting employee Compensation, Internal & External Equity in Wages, Bonus Vs Incentives, Incentivization pattern in India, - The Rowan Plan, The Halsey premium Plan & The Bedeaux Plan, Fringe Benefits in India – Types and its significance to Workers, employers and society.

UNIT 2

Divergent Systems & Institutions for Wage Fixation in India - Wage Vs Salary, Components of Salary structure in India, Wage Differentials – Definition, Reasons for differential wages, **Unilateral Wage Fixation**- Wage determination Process – steps involved in the Plotting of Wage Trend line – Minimum Pay, Average Pay, Maximum Pay, Wage Policy, Pay Grades, Wage Surveys, Wage Components, Pricing of Jobs, **Job Evaluation** - Objectives of Job Evaluation; Process of Job Evaluation, Job Evaluation Methods – Qualitative & Quantitative; Legislative Steps/Executive Orders – The Minimum Wages Act 1948 in Detail, Third Party Wage Fixation – Adjudication, Arbitration .

UNIT 3

Contingent Pay – Pay for Performance, Competence & Skills - Competency Based Pay (CBP) –Meaning & Definition, Perquisites of CBP, **Skill Based Pay (SBP)** - Definition, Types of SBP – Depth Oriented Base Pay Systems, Breadth Oriented Base Pay Structure, Bonus Systems. **Team Based Pay (TBP)** – Merits & De Merits, Gain Sharing VS Profit Sharing, Stock options, Other Cash Payments & Allowances – Payments in response to Market Pressures – Golden Hello, Golden Handcuffs, Payments to reward special circumstances – Golden Handshakes, OTP – Calculation of OTP, Attendance Bonuses, Shift Pay, Sales Force Incentive Programs, Pay for Excellence, Pay for Person, Honoraria.

UNIT 4

Administering& Controlling Salary Costs and Salary Reviews – Salary Costs, Salary Planning, Salary Budgets, Salary Control – Core Employees & Contingent Employees,

Controlling Salary Level – Top Down, Calculating Percentage Level rise, Controlling Salary Levels – Bottom – Up, Embedded Controls., Administering Retirement plans/Schemes, Duties, Status and Role of Labour Welfare Officer, Compensation for Special Groups.

UNIT 5

International Compensation - Expatriate – Definition , Host Country National (HCN) , Parent Country Nationals (PCN) & Third Country Nationals (TCN) , Objectives of International Compensation, Components of International Compensation, Approaches to International Compensation – Going Rate Approach, Home Based / Balance Sheet Approach, Host Based Approach Factors affecting Global Compensation.

Course Outcomes:

Knowledge-

- Upon completion of this course, the student will be able to
- Recognize how pay decisions help the organization to achieve a competitive advantage.
- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.
- Design rational and contemporary compensation systems in modern organizations.

Skills-

- ✓ Skilled enough to use the approaches to Wages and Salary Administration
- ✓ To work in HR and take Wages and Salary Management as a profession.
- ✓ Skilled enough to apply the analytical aspects of Wages & Salary Management function.

General Competencies-

- ✓ General competencies include the ability to Design and Develop a tailor made Compensation Management module for various organisations.
- ✓ *Wages and Salary – Calculation.*

References

- ER Sonia Shyam Singh, "Compensation Management" ,Excel Books, Kindle First Edition.

- Dr.Kanchan Bhatia(2010),” Compensation Management”;,Himalaya Publishing House
- AM Sharma (2017), “Personnel and Human Resource Management”, Himalaya Publishing House, Mumbai, 8th revised Edition.
- Wayne F. Cascio, “Managing Human Resources”, Tata McGraw-Hill, Edition 6th.
- B.D.Singh (2010), Compensation and Reward Management, Excel Books, New Delhi.

Additional Reading

- Milkovich and Newman (2010),Compensation, Tata McGraw-Hill publishing Co Ltd., New Delhi, 8th Edition.

SEMESTER – 4**Course Title: Leading & Managing Diversity in Organisations**CODE- MGTH-08**Credit: 3****Module Type: Single****Module Aim(s)**

Organisations are diverse in multitude ways. People whom we interact with daily, our peers, managers, other internal and external customers, stake holders are with very different backgrounds and experiences. When harnessed effectively, these differences can be the catalyst for creative breakthroughs and the pathway to team and organizational learning and effectiveness; but when misunderstood, these differences can challenge employees' values, performance, workplace relationships, and team effectiveness. It helps them to nurture their critical thinking on topics such as identity, relationships across difference and bias, and equality of opportunity in organizations around the world and how they relate to organizational issues of equality of opportunity, inclusion, and effectiveness.

Objectives:

- To provide a structure by which to recognize, challenge, and seek to change imbalances in power structures that deny equal respect, dignity, and rights to inclusion for the socially marginalized
- To enable the participants to work in diverse setting more effectively and efficiently and improve their ability to work in teams in a better way than they are.
- To recognize the responsibility to act ethically in decision-making that impacts socially marginalized groups

Teaching Strategy:

Class sessions will be experiential and discussion-based. Readings, self-reflection, guest lectures, case studies, and a final individual or team project will also be emphasized.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
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Hours: 30 Tut: 5 Pract:10 Study: 50 5 Exams: 2 100

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Work Force Diversity - Meaning and Nature, The importance of valuing diversity, Historical developments in diversity management concept, Workforce diversity as a competitive advantage, Dysfunctional diversity, The impact of diversity on groups/teams, Types of diversity in groups; Managing diversity: Descriptive and Prescriptive Models, Strategies and Guidelines; Cultural Identity and Performance; Global Diversity Management: Issues and Challenges

UNIT 2

Culture & Diversity - An Introduction to Culture, Its Characteristics, Cultural Diversity and the work organization. Diversity across cultures: Variables. Approaches to Understanding Cultural Diversity: Achieve Global Model: The Eiffel Tower Culture, The Family Culture, The Incubator Culture, The Guided Missile Culture. The Halls and Halls Cross Culture Classification. Cultural Diversity across Nations - Analysis of Cultural Diversity Across Nations: American Value System, Japanese Value system, Russian Value system, Middle-Eastern Value System, Chinese Culture. Indian Culture, its values and norms. Differences between Indian culture and western culture.

UNIT 3

Cross Cultural Diversity practices in Managing people: Training, Compensation, Performance review, Motivation of employees, Developing global managers. Communicating across Cultures: Language, the Need for Linguistic Proficiency in International Business, Linguistic Diversity, Language and Culture, the Influence of Culture on Language, Language Mirrors Values

UNIT 4

Managing Diversity: MNC's concerns in global markets: Diverse workforce and MNC's strategies to manage diversity. Awareness of Host country environment. Ethics and Corporate social responsibility. Phases of globalization and areas of MNC's focus: Domestic operations, International operations, Multinational operations, Global operations.

UNIT 5

Diversity Metrics: Workforce diversity index, Gender mix, Differently abled index, Implementation challenges, Business Ethics in Global Scenario: Ethical issues In managing diverse workforce, Three approaches to protect social interests: Corporate social responsibility, Business Ethics, Corporate governance. Ethical decision making: Steps and Criteria.

Course Outcomes:

Knowledge & Skills

By the end of this course, participants should be able to:

- ✓ Define the scope of diversity.
- ✓ Relate how diversity backgrounds have an impact on interpersonal interactions and team performance in the workplace
- ✓ Understand the current outlook on the relationships among diversity and inclusion in organisations across the globe
- ✓ Suggesting ways to make relationships across differences in organizations more effective

-General Competencies- Analyse and Assimilate an organisations present approach to managing and leading work force diversity , identify the areas of improvement and use information from this course to propose ways to enhance learning and effectiveness in that organisation

References

- Kirton, G and Green, A.M. (2005), Dynamics and Managing Diversity: A Critical Approach', (2nd Ed.) Elsevier Butterworth - Hienemann: Oxford. 1 Powell, G. (1994), ' Gender and Diversity in the Workplace', Thousand Oaks, CA: Sage Publications.
- Huntingdon, S. (1996). The clash of Civilizations and the Remaking of World Order, Simon and Shuster, New York. 4. Moran, R.T & Harris, P.R. (2000). Managing Cultural Differences,

Gulf Publishing Co., Houston.

- Bhatia S.K, Chaudhary Poonam, Managing cultural diversity in globalization, Deep and Deep Publications Pvt. Ltd
- Cullen, J.B., & Parboteeah, K.P. (2014). Multinational management: A strategic approach (6th ed.). Mason, OH: South-Western.
- I Myers, Salma G. (1998), 'Team Building for Diverse Work Groups' Wheeler Publishing

Additional Reading

- D. Thomas, 2004. "IBM's diversity strategy: Bridging the workplace and the marketplace".
- Johnson, A. (2006). Privilege, power, and difference. 2nd ed. New York, NY: The McGraw-Hill Companies.
- Harris, Anthony W. and Myers, Salma G. (1998), 'Tools of Valuing Diversity', Wheeler Publishing.

SEMESTER – 4**Module title: RETAIL MARKETING****Credit:3****CODE- MGTH-06****Module Type: Single****Module Aim(s)**

This course provides a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment .

Objectives:

- To develop knowledge of contemporary retail management issues at the strategic level.
- To describe and analyse the way retailing works, specifically the key activities and relationships.
- To provide an academic underpinning to the above through the application of retailing theory and research.

Teaching Strategy:

- Workshops /Lab
- Case Method
- Individual presentations and group presentations
- Class discussions
- Group and individual assignments
- Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:

- Upon completion of the course, students will be able to:explain the complexities of operating a retail business
- appreciate the difficulties associated with balancing profitability & delighting the customer,
- articulate the choices involved in implementing a winning retail strategy such as the right product, the right inventory, the right locations, the right timing, the right price/promotion, and the right service experience.

Knowledge & Skills

This course also arm students with an overall understanding of retailing including key business functions.

General Competencies-

General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports. This course is especially valuable for students who are considering

- a career in retailing, retail-affiliated businesses (e.g., manufacturers or wholesalers), or retail-related functions (e.g. advertising or distributors),
- financial sector careers involved with investments in retail companies, and
- Management consulting with a focus on the retailing industry.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction–Meaning of Retailing, Theories of retailing–Economic Significance of Retailing - management of service & quality in retailing – world retail scenario – developing countries – retailing functions and need and scope of retailing in India – organized vs. unorganized retailing – growth of retail formats – high street and malls – mall management.

UNIT 2

Basic of Marketing–effective communication–need to understand consumer behavior–RetailMarketing Segmentation- store formats – store location-location analysis – Factors Affecting Retail Location Decisions - store positioning – store design and visual merchandising – breakdown of retailing as a product – role of private labels - retail pricing - EDLP, changes and trends in retail marketing

UNIT 3

Store operations management–SCM–supplier relations–logistics in retailing–merchandise buying & management – warehousing – inventory control – franchisee operations, Role of Technology in Store operation, Technology in Retail Marketing Decisions, Factors Influences the Growth of E -Tailing,

UNIT4

Retail promotions–retail information systems–CRM–retail finance–retail statutory obligations – tax systems for retail – consumerism & ethics in retailing – corporate social responsibility. Rural retailing in India, International retailing: motives, reasons, and typologies for international expansion. Legal and security issues in retailing.

UNIT5

Retail human resource management – issues and challenges–recruitment, selection and training–specialized training – growth of non-store retailing – retail database marketing – impact of globalization on retail management future of retailing.

References

- Michael Levy, Barton Weitz, *Retail Management*, McGraw Hill
- Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, *Retail Management*, Oxford Publishing, India
- Barman, Evans & Mathur, *Retail Management- A Strategic Approach*, Pearson Publications

Additional Reading

- Harish V. Verman (2002), *Brand Management: Text and Cases*, Excell Books
- Allan M Findlay, Ronan Paddison and John A Dawson *Retailing Environments in Developing Countries*- Rutledge
- Barry Berman and Joel R Evans: *Retail Management - A Strategic Approach* :Pearson Edn 6.
- Lamba: *Art of Retailing* : Tata McGraw Hill
- KVS Madan : *Fundamentals of Retailing*:Tata McGraw Hill

MGTM 07 - SOCIAL MEDIA MARKETING

SEMESTER – 4

Module title: SOCIAL MEDIA MARKETING

Credit :3

CODE- MGTM-07

Module Type: Single

Module Aim(s)

Social Media is a powerful channel for marketers. In this course, you learn more about the main social media platforms, how to manage your social media presence, and how to create effective content for each platform

Objectives:

- To introduce the concept of digital marketing through social media, the process that has seen the fastest boom compared to other medians.
- To understand how digital marketing has developed and changed the way brands and businesses utilize technology for marketing.
- To understand the importance of online marketing and the different types of online marketing techniques used.
- To understand the various online advertising techniques and how it is going to be beneficial for the firms.
- To evaluate and understand the techniques of content marketing and to understand the online influencers.

Teaching Strategy:

- Workshops /Lab
- Case Method
- Individual presentations and group presentations
- Class discussions
- Group and individual assignments
- Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:***Knowledge-***

- To gain an insight into the concept of Social Media marketing and the various spheres associated with Social media marketing.
- To make the student able enough to practically evaluate the concepts

Skills - Practicum

Practicum 1- Understanding Facebook marketing - Creating Facebook page, uploading contacts for invitation, increasing fans on fan page and how to do marketing on fan page with examples

Practicum 2 - Outline creation of a digital marketing plan. Use of digital marketing plan that can come in handy in your start-up, or business

Practicum 3 - Case study on content writing

General Competencies-General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Marketing - Digital Marketing - Understanding Digital Marketing Process - Increasing Visibility - Bringing Targeted Traffic - Converting Traffic into Leads - Types of Conversion - Understanding Conversion Process – Tools used like C.P.M., C.P.C., C.T.R and their relevance in digital marketing campaigns - Planning a Digital Marketing Campaign

UNIT 2

Understanding the existing Social Media paradigms & psychology - How social media marketing is different from other Forms of Internet marketing – Facebook marketing - Facebook advertising - Types of Facebook advertising - LinkedIn Marketing- Understanding LinkedIn - How to do marketing on LinkedIn - Advertisement on LinkedIn - Twitter Marketing - Marketing using Twitter - Tools for twitter marketing - Advertising on Twitter - Using YouTube for business - Developing YouTube video marketing Strategy - Bringing visitors from YouTube videos to your website.

UNIT3

Online Advertising - Types of Online Advertising - Display Advertising - Banner ads - Rich Media ads Pop ups and Pop under ads - Contextual advertising - In Text ads - In Image ads - In video ads - In

page ads - Different Online advertising platforms - Introduction to Google AdWords & PPC advertising Overview of Microsoft AdCenter (Bing & Yahoo) Performing Root Cause Analyses

.UNIT 4

Email Marketing – Types of Email Marketing - Email Marketing Strategy - Challenges faced in sending bulk emails - Methods to overcome these challenges - Types of email marketing- Opt-in & bulk emailing Best platforms to do opt-in & bulk email marketing - Creating a broadcast email - Understanding auto responders - Tricks to land in inbox instead of spam folder.

UNIT5

Purchase Behaviour of Consumers in Online Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behaviour - Search Engine Optimization - Forms of Search Engines – Working of Search Engines - Major functions of a search engine - Introduction to content marketing - 7 step strategy building process in Content Marketing – Tips and Techniques for a great compelling content - Keyword research for content ideas - Optimizing content for search engines - Ways to market your content.

References

- Rowles,D. (2014). Digital Branding: A complete step by step guide to strategy tactics and measurement. United States: Kogan Page limited.
- Dinesh Kumar 2020 Marketing In The Digital Age, Sage Texts
- Tracy L Tuten 2016 Social Media Marketing, Sage Texts

Additional Reading

- Damian Ryan, Calvin Jones: Understanding Digital Marketing, Kogan Page
- Teresa Pineiro-Otero and Xabier Martinez-Rolan, Understanding Digital Marketing- Basics and Actions, Springer International Publishing

MGTM 08 - RURAL MARKETING

SEMESTER – 4

Module title: RURAL MARKETING

Credit:3

CODE- MGTM-08

Module Type: Single

Module Aim(s)

To provide an overview of rural markets and emerging perspectives of rural marketing, thus imparting managerial initiatives and relevant frameworks used by business managers for rural markets.

Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets
- To help understand the working of rural marketing institutions.
- Explain the nature of rural economy
- Highlight the characteristics of rural markets
- Describe the differences between rural and the urban economy

Teaching Strategy:

- Workshops /Lab
- Case Method
- Individual presentations and group presentations
- Class discussions
- Group and individual assignments
- Lectures

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
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Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100
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Course Outcomes:

- To have an understanding of a range of the theoretical understandings available in Rural Marketing

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions with various factors.

Knowledge

- Understanding of basic marketing and marketing strategy
- Macroeconomies
- Supply Chain Management

Skills-

- Analytical skills: students can critically analyze the comparative situations of general marketing with rural marketing methods.
- Social Participation: can provide real world experiences related with rural marketing activities

General Competencies

- General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports. The course enables the students to face the challenges and the opportunities of Rural Markets through exploring various issues that face these markets.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction to Rural Marketing:- Evolution of Rural Marketing in Indian and Global Context- Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing-Potential, Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT 2

Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process

UNIT3

Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.

UNIT 4

Research, Technology and Promotion: -Rural Marketing Research-Retail & IT models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies-Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT 5

Trends in Rural Marketing:-e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing

References

- CSG Krishnamacharyulu and Lalitha Ramkrishnan, “Rural marketing Text & Cases”., Pearson education.
- McCracken, J., J, Pretty and G. Conway. (1988). An Introduction to Rapid Rural Appraisal for Rural Development. Iled, London, England.

- Philip Kotler, Marketing Management, 1992. 8th edition.
- Pradeep Kashyap & Siddhartha Raut, The Rural Marketing, Biztantra.
- R.V. Bedi, N.V. Bedi, Rural Marketing, Himalaya Publishing.
- C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, “Cases in rural marketing an integrated approach”. Pearson education.

Additional Reading

- Shepherd, A. (1999), “A guide to maize marketing for extension officers”. Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome.
- T.P. Gopal Swamy, Rural Marketing, Wheeler Publishing (New Delhi) 1998. CMIE Report.
- “HLL Rewrites Strategy for Greater Penetration of Rural Markets”, www.domain-b.com, February 4, 2003.
- C.K. Prahalad and Stuart Hart, “Strategies for the Bottom of the Pyramid”, www.wri.org

MGTOM 06 TOTAL PRODUCTIVE MAINTENANCE

SEMESTER – 4

Module title: TOTAL PRODUCTIVE MAINTENANCE

CODE- MGTOM 06

Credit: 3

Module Type: Single

Module Aim(s):

This **course** aims at introducing **Total Productive Maintenance (TPM)** at the beginner's level where we will talk about the History and evolution of **TPM** differentiating it from Total Quality Management.

Objectives

- ✓ TPM focuses on getting managers, maintenance personnel and equipment users all working together to prevent equipment problems and reduce expenditures.
- ✓ TPM brings maintenance into focus as a necessary and vitality important part of the business.
- ✓ Achieve Zero Defects, Zero Breakdown and Zero accidents in all functional areas of the organization.
- ✓ Form different teams to reduce defects and self-Maintenance.
- ✓ Involve people in all levels of organization, Conduct training and develop information systems
- ✓ Continue to practice Eight pillars of TPM
- ✓ Primary focus on constant improvement in the overall equipment effectiveness (OEE) as it relates to equipment and capital assets.

Teaching Strategy:

Preparation of power-point slides, which include videos, animations, pictures, graphics for better understanding theory. Lectures will be supplemented by homework assignments every couple weeks,

consisting of a few problems to test what students learned in class

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge:

- ❖ Understand how TPM improves operations by preventing equipment breakdowns; prevention of product defects and rejects; improving equipment effectiveness and efficiency; involving and training operators in equipment maintenance.
- ❖ Understand the usage of tools for TPM implementation and able to identify and eliminate loss through TPM implementation.
- ❖ Understand the roles and responsibilities of a TPM implementation organization and the critical issues.
- ❖ Understand the economic side to TPM.

Skills:

- ❖ Basics of TPM
- ❖ Reliability Centered Maintenance(RCM)
- ❖ Preventive maintenance
- ❖ TPM implementation plan
- ❖ Overall Equipment Effectiveness(OEE)
- ❖ Human factors in maintenance
- ❖ Maintenance Management Information Systems

General Competencies: General Competencies include Increase in productivity and Overall Equipment Efficiency, reduction in customer complaints, reduction in the manufacturing cost, Satisfying the customers' needs and reduced accidents.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction to TPM - Introduction to TPM concept, Objectives and functions, Reliability Centered Maintenance (RCM), Maintainability prediction, Availability and system effectiveness, Maintenance cost. Evolution of concept of Maintenance, Objectives and functions – Tero technology – Reliability Centered Maintenance (RCM)

UNIT II

TPM Implementation Plans - Minimal repair – maintenance types – balancing PM and breakdown maintenance- PM schedules: deviations on both sides of target values – PM schedules: functional characteristics – replacement models

UNIT III

Zero breakdowns – Zero Defects and TPM - Zero breakdowns – Zero Defects and TPM – maximizing equipment effectiveness – autonomous maintenance program – eight pillars of TPM , Maintenance Inventory Controls, Improving Maintenance Efficiency and Effectiveness, TPM small group activities – TPM organization – management decision – educational campaign creation of organizations – establishment of basic policies and goals – formation of master plan. – TPM implementation

UNIT IV

Human factors in maintenance - Human factors in maintenance, Maintenance manuals, Maintenance staffing methods, Queuing applications, Simulation, Spare parts management,

maintenance planning and scheduling Condition Monitoring Techniques, Vibration Monitoring, Signature Analysis, Wear Debris Monitoring, Expert systems , Corrosion Monitoring and Control.

UNIT V

Maintenance Management Information Systems - Maintenance Management Information Systems - Purposes, CMMS , Capacity Assurance Technicians, Total Economic Maintenance, TPM – future direction, IT and designing in TPM, Toyota Production System, Case studies

References

- Seiichi Nakajima,, 1992 “Introduction to TPM”, Productivity Press, Chennai.
- Gopalakrishnan, P. and Banerji, A.K., 1991, “Maintenance and Spare Parts Management”, Prentice – Hall of India Pvt. Ltd..
- Goto, F. 1992, “Equipment planning for TPM Maintenance Prevention Design”, Productivity Press.
- Suzuki, T.1993, “New Directions for TPM”, Productivity Press, .
- Kelly, A., 1991., “Maintenance Planning and Control”, Butterworth, London.
- David J. Sumanth,, 1997 ‘Total Productivity Management (TPmgt) : A Systematic and Quantitative Approach to Compete in Quality, Price and Time’, Productivity Press.

Additional Reading

- Fumio Gotoh, MasajiTajiri,, 1999 ‘Autonomous maintenance in Seven Steps : Implementing TPM on the ShopFloor’, Productivity Press.
- Japan Institute of Plant Maintenances, 1997, ‘Autonomous maintenance for Operators’, Productivity Pres.
- Jardine AK, , 2012,Maintenance, Replacement and Reliability, Pitman Publishing. Kern Peng, ‘Equipment Management in the Post-Maintenance Era: A New Alternative to Total Productive Maintenance (TPM), Productivity Press
- www.swayam.gov.in
- www.leanproduction.com/tpm.html

SEMESTER – 4

Module title: WORLD CLASS MANUFACTURING

CODE- MGTOM 07

Credit:

Module Type: Single

Module Aim(s):

To acquaint the students with the world class manufacturing environment and optimized production principles

Course Objectives

- To understand the development and evolution of world class manufacturing
- To study the importance manufacturing unique along the globe

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To understand the global change and technology management in world class manufacturing

Skills-

- Global manufacturing scenario understanding and international exposure of production

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	• -

Outline Syllabus:

UNIT I

Introduction to World-Class Manufacturing – Introduction- different thoughts-evolution- Toyota Production System-, process mapping, Information Age and its impacts, Competition, advances in manufacturing technology. Pillars of WCM, Imperatives for success - Technology, Systems approach and change in the mindset; Strategic decisions in Manufacturing Management; Choice of Technology, WCM Model.

UNIT II

Layout/Automation in Material handling systems : Aggregate Planning and Master Production Scheduling materials Requirement Planning (MRP) Software in Use manufacturing Resources Planning (MR-P-11), Technology Principles advocated by Eliyahu Goldtratt; Just-in time System; JIT Manufacturing Systems, JIT Pull system-Use of Kanban, JIT Purchase Source Development, Buyer seller relations. , JIT – total quality strategies for manufacturing success - WCM , developments, gaining competitive edge, advantages and implementation issues. flexible manufacturing system- integrated manufacturing- CIM- Robotics- Porters Dynamic Diamond Theory and its importance to WCM.

UNIT III

Advances in Manufacturing - Flexible Manufacturing Systems (FMS),Technological innovation in manufacturing, concurrent engineering, group technology and cellular manufacturing , Taguchis' Quality Loss function and Robust Design Concepts, Designing products through 'Fuzzy' Logic.

Group Technology /Cellular Manufacturing Systems : Six Sigma

UNIT IV

International Scenario and Indian Scenario - Manufacturing innovations, quick response manufacturing, agile manufacturing, lean manufacturing, rapid prototyping,

UNIT V

Artificial intelligence in World class manufacturing- -its relation in creating world class products-
Business intelligence in outsourcing globally- case of assembling world wide-case studies

References

- Richard J. Schonberger 2010, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value,, Free Press
- Richard J. Schonberger, Simon &Schuster, 2010, World Class Manufacturing Casebook : Implementing JIT and TQC, Free Press

Additional Reading

- Bratko, Ivan, Prolog : Programming for Artificial Intelligence, California, Addison. Wesley.
- Hughes Chris : Productions and Operations Management, London, Pan Books.
- www.swayam.gov.in
- www.managementstudyguide.com

MGTOM 08 SERVICES OPERATIONS MANAGEMENT

SEMESTER –4**Module title:** SERVICES OPERATIONS MANAGEMENT CODE- MGTOM 08**Credit:** 3**Module Type:** Single**Module Aim(s):**

- *This course examines both traditional and new approaches for achieving operational competitiveness in service businesses.*
- *To help understand how service performance can be improved by studying services operations management*

Objectives**The course focuses on the following**

- approaches for achieving operational competitiveness in a service business and introduce several tools for analyzing service operations.
- The course is intended for students interested in consulting, entrepreneurship, venture capital, non-profit management or general management careers that will involve significant analysis of a service firm's operations

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:**Knowledge-**

- Students will have a general understanding of the service concept and operations strategy, service delivery system design, capacity management, response time (queueing) analysis, yield management, productivity and quality evaluation and management, and the impact of new information technologies

Generic Competency

Students after acquiring the basic set of knowledge and skill sets can work in consulting, entrepreneurship, venture capital, non-profit management or general management careers that will involve significant analysis of a service firm's operations

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction to Services – Importance, role in economy service sector – growth; Nature of services - The Nature and Classification of Services. The Future of Services., E commerce and public sector developments- Manufacturing Continuum, Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy, Strategic service vision, competitive environment,

.UNIT II

Changing paradigms in Competitiveness of services - generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies –

Environmental strategies, Global trends in Services Sector- Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

UNIT III

Implementations of telecommunication developments- mobile application and consumer services- Data-Backed Performance Measurement and Employee Analytics- Improving Demand Responsiveness- Advanced Planning and Scheduling (APS) & Services Operations Management

UNIT IV

Service Design - New Service Development – Design elements – Service Blue- printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience – experience economy, key dimensions ; Vehicle Routing and Scheduling, Service Design and Operations Strategy. Service Quality:. Leveraging value over cost in service delivery, Globalization of services

UNIT V

Service Quality - Service Quality Dimensions, Service Quality - Five Gap Model & Kano’s Model Measuring Service Quality –SERVQUAL, Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling
Linking the service model to the P&L. Testing and adapting a firm’s service model. Compensation and performance reporting systems. The role of operations in successful M&A.

References

- James A. Fitzsimmons,1997, “Service Management – Operations, Strategy, Information Technology”, Tata McGraw-Hill
- Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton,2003, “Successful Service Operations Management”, South-Western, Cengage Learning, 2nd Edition
- Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick,2008, “Service Management and Operations, Pearson Education – Second Edition.

Additional Reading

- www.swayam.gov.in
- www.strategy-business.com
- www.irma.ac.in

MGTL 06 - KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS

SEMESTER – 4

Module title: KNOWLEDGE MANAGEMENT IN SUPPLY CHAIN

CODE-MGTL6

Credit: 3

Module Type: Single

Module Aim(s) & Objectives:

The aim of this paper is to examine the state of knowledge management in supply chain management from three standpoints, methodological approach, supply chain management area, and knowledge management processes.

Course Objectives

- ✓ *The course seeks to expose the students to the intricacies of knowledge management in modern day organizations.*
- ✓ Also explore the value of knowledge management in supply chain management and how supply chain partners can use IT to improve organizational performance.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To have an understanding of knowledge management and how it is effectively practiced in Supply Chain Networks
- Able to Understand the supply chain –knowledge collaboration

Skills-

- Knowledge management
- Data mining and ware housing

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	•

Outline Syllabus:

UNIT I

Knowledge Management - Definition, definitions of terms: data, information, knowledge, data to knowledge journey, types of knowledge: Tacit Knowledge and explicit knowledge, interaction between types of knowledge, uses of knowledge, definitions of knowledge management, history of knowledge management, evolution of KM, aspects and pillars of KM. Supply chain practices and knowledge creation, uses and importance of supply chain knowledge. Cases in supply chain knowledgecreation.

UNIT II

Knowledge Economy - knowledge-centric organization, Knowledge Creation and capture, content management, indexing, knowledge sharing, Knowledge Architecture, Knowledge Management Framework, tools of KM, the KM cycle, communities of practice, comparisons, characteristics. Value of supply chain knowledge, knowledge capture in supply chains, types of supply chain knowledge, uses of supply chain knowledge.

UNIT III

Supply Chain Information Generation and Storage - retrieval of SC knowledge, knowledge dissemination, automation in data collection and information creation, documents and portals for knowledge sharing, initiatives in SC knowledge sharing, case studies in use of enterprise portals in SC.

UNIT IV

Information Creation and Implementation of KM - Collaboration tool, different forms of collaboration tool, challenges in SC collaboration, communities of practice of collaboration tools, implementation tools, framework to implement KM: enablers, levers, and foundations. SC practices and framework requirements, compatibility issues, challenges of KM implementation in SC. Cases and examples of SC knowledge creation and management.

UNIT V

SC Knowledge Management Initiatives of Leading Organizations - KM Strategy framework, strategic issues in KM implementation, knowledge mapping examples, successful KM strategy examples, examples of KM failures. Value creation in supply networks and overseas operations by KM, cross-functional knowledge creation and KM implementation. Case discussions.

References

1. Managing Supply Chain: A logistics Approach, John J. Coyle, C. John Langley, Robert A. Novack, Brian J. Gibson, Cengage, 9th Ed., 2013
2. Archana Shukla and R Srinivasan Designing, 2002- Knowledge Management Architecture: How to Implement Successful Knowledge Management, , SAGE Publications Pvt. Ltd.,
3. Awad Elias M., Ghaziri Hassan M. 2011-Knowledge Management, , PHI, 2nd Ed.
4. D. Hislop, 2009-Knowledge Management in Organizations, Oxford University Press; 2nd Ed.
5. Rao, 2003-Leading With Knowledge: Knowledge Management Practices in Global Infotech Companies, , McGraw-Hill Professional

Additional Reading

- Knowledge Management Case Book, 2nd Ed., Thomas H. Davenport and Gilbert J. B. Probst, John Wiley & Sons, 2002
- www.swayam.gov.in
- www.knowledge-management-tools.net/knowledge-management-definition.html
- www.valamis.com/hub/knowledge-management

MGTL 07 - REVERSE SUPPLY CHAIN MANAGEMENT

SEMESTER –4**Module title:** REVERSE SUPPLY CHAIN MANAGEMENT**CODE- MGTL7****Credit: 3****Module Type:** Single**Module Aim(s) & Objectives**

The world of logistics has considerably changed due to globalization, modern information technology, and especially increasing ecological awareness. Large Supply Chain Management (SCM) systems are developing to global logistic networks. Among the various aspects of SCM, emphasis is placed on reverse logistics: closing the loop of a supply chain by integrating waste materials into logistic management decisions. This paper addresses several important issues faced by strategic, tactical, and operation planners of reverse supply chains, using efficient models in a variety of decision-making situations providing easy-to-use mathematical and/or simulation modeling-based solution methodologies for a majority of the issues.

Core Objectives

- *To expose the students to the recent developments in the supply chain operations because of the increased pressure from the government and public to take back the used products at the end of the life of the products.*
- *It also introduces the students to the options of value recovery from a used product at the end of its useful life and the benefits the firm and society achieve because of these legislations.*

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:**Knowledge-**

- To have an understanding of a range of the theoretical understandings available in

Reverse supply chain

- Able to Understand the strategic role of inventory re routing and closed loops in Supply chain Management
- To understand how modern manufacturers are re using the available resources to find new methods of existence.

Skills-

- Lateral thinking
- Problem solving

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	Y	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction - Challenges faced by supply chain- new dimensions of reverse supply chain- evolution- importance- reverse logistics- 5 Rs of reverse logistics.

UNIT II

Expansion of supply chains to closed Loop supply chain systems - frameworks, cases of printing and automotive Industry, integrating spent Products' Material into Supply Chains, end-of-life product quality- Product recovery options in reverse supply chains, models of reverse logistics and value recovery, recycling of end-of-life products, reusable products, product properties desirable for re-manufacturing.

UNIT III

Closing the loop at different points - role third party in reverse supply chains, different alternatives for closing the loop, partnership of OEM and third party players, supply chain options for used

products. Networks in Reverse Logistics, issues and challenges in reverse supply chains, role of third party players in reverse logistics, governance structures of reverse networks.

UNIT IV

Inventory Management & Models - Inventory Management in closed loop supply chains, inventory models in closed loop systems, considerations in inventory management in closed loop supply chains. Overview of the inventory models available for reverse supply chains.

UNIT V

Digitalizing in supply chain-additive manufacturing- block chain technology-management of 3PL in reverse logistics

References

- Surendra M. Gupta , 2013-Reverse Supply Chains: Issues and Analysis 1st Edition, CRC Press
- Harald Dyckhoff 2003-Supply Chain Management and Reverse Logistics ,Springer Series
- Harald Dyckhoff, Richard Lackes, Joachim Reese (Eds.), 2004-Supply Chain Management and Reverse Logistics, Editors: , Springer (India) Private Limited .
- Nikolaidis, 2012-Specifications of Quality Management in Reverse Logistics: A Broad Look on Quality Issues and Their Interaction with Closed-Loop Supply Chains, Springer London.

Additional Reading

- Gupta M Surendra, Reverse Supply Chains – Issues & Analysis , CRC Press, Taylor & Francis Group, New York (ISBN-13: 978-143989902
- www.swayam.gov.in
- www.researchgate.net
- www.cognizant.com/whitepapers/

MGTL 08 - RETAIL SUPPLY CHAIN MANAGEMENT

SEMESTER – 4

Module title: RETAIL SUPPLY CHAIN MANAGEMENT

CODE: MGTL8

Credit: 3

Module Type: Single

Module Aim(s) & Objectives

Demonstrating the link between markets, products, and product strategies in the supply chain, Retail Supply Chain Management provides the knowledge and skills required to thrive in this environment. It demonstrates the connection between the processes involved in manufacturing, distribution, warehousing, and transportation, and how to use these connections to their best advantage.

Core Objectives

- To bring together expertise from both operations and retail business management, matching the solutions available from SCM with the challenges and opportunities that arise in the retail industry.
- To understand the Practical usage of supply chain in retail sector
- To study about the necessity of practicing SCM in retail industry

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- To have an understanding retail dynamics of supply chain across the globe.

- Able to Understand the strategic role of Retail Supply chain Management in the era of faster commercialization.

Skills-

- To understand retail logistics and concept of one stop one shop

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	y	✓	√	√	•	•

Outline Syllabus:

UNIT I

Supply Chain Management & Retail Management - Evolution, Present need, Concept, Significance, Process: Purchase order processing (POP), Transportation and Distribution Management – Optimization, Network Design, Shipment Planning, Container Fleet Management, Warehouse Operations. Demand management, Operations management, Procurement management, Logistics management, Role of IT in supply chain management, Performance measurement and controls in supply chain management.

UNIT II

Objectives of retail in Supply Chain - How Retail Supply Chain differs from Manufacturing Supply Chain, Retail Supply Chain Management as a subset of Retail Management, Retail supply chain elements, Strategic, tactical, Operational & Execution view of retail Supply Chains, Assortment Management – Assortment Management Framework, Objectives, Assortment Selection, Space Management – Issues. Retail Pricing Challenges, managing retail promotions,

Managing Retail Markdowns, Retail Product Life Cycle Management – Product design, Private Labels, Retail Packaging, Shelf Ready Packaging, Green Design & Packaging

UNIT III

Managing Retail Logistics - Retail Distribution, Retail Replenishment, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution & Replenishment. Retail Logistics – Retail Transport, Retail Warehousing, Contemporary issues in Retail Logistics, Green Retailing.

UNIT IV

Category and Format Specific Supply Chain Issues – Food & Grocery Retailing Supply Chain – Managing the Cold Chain, Fresh Fruit & Vegetable supply chain, Food & Grocery supply Chain, Dairy Retailing, Livestock & poultry retailing. Apparel & footwear Retailing Supply Chain – Understanding the segment, characteristics, Apparel retailing in India, Managing footwear retailing Supply Chain Efficiently

UNIT V

Worldwide practices - Classification of Retailers, B2C Retail chain Formats, B2B cash & Carry Formats, Rural Retail Formats, Airport Retailing, Cooperative Stores, Non Store based Retail Formats, E Tailing, Service Retailing, Retailing of Financial Products & retail Banking.
Case studies – Walmart, amazon etc

References

- Sarkar Suman, The Supply Chain Revolution, American Management Association, Washington DC
- Levy Weitz, 2008 -Retailing Management, Tata McGraw Hill, NewDelhi.
- Barry Berman & Joel R Evans,2000 - Retail Management, PHI, NewDelhi.
- Rahul V Altekar, 2005-Supply Chain Management concepts and case, PHI, NewDelhi.

Additional Reading

- *James B. Ayers, Mary Ann Odegaard*, Retail Supply Chain Management, 1e, Auerbach Publications
- www.swayam.gov.in
- www.vendhq.com
- www.hcltech.com/technology-qa/

MGTS 06 - ARTIFICIAL INTELLIGENCE FOR BUSINESS

SEMESTER – 4

Course Title: Artificial Intelligence for Business CODE-MGTS 06

Credit: 3

Module Type: Single

Course Aim:

- This course is meant for students who want to learn the basics of Artificial Intelligence (AI) and how AI is applied for business.

Objectives

- **To Understand the Foundations of AI** - focused around how to predict scores, classes, and clusters from data.
- **To use AI in real business life** - how AI is being applied for Customer Service, Sales, and Marketing.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	System Capability	IT Literacy	Global Perspective and Adaptability	Critical and Analytical thinking	Practical work experience	Handling IT Enabled Systems	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Course Outcomes:

Knowledge-

At the end of the course we will spend time on how to build an AI solution that has a significant business value.

The students will be able to think of a business problem from AI perspective, how to take account data and algorithm challenges when building AI solution.

Skills-

- Automation, robotics and the use of sophisticated computer software and programs
- Written and verbal communication **skills** are also important to convey how **AI** tools and services are effectively employed within industry settings.

General Competencies-To propose an AI solution for a given business problem.

Course Details

UNIT I

Overview and Intelligent Agents - foundations, scope, problems, and approaches of AI. Intelligent agents: reactive, deliberative, goal-driven, utility-driven, and learning agents, Artificial Intelligence programming techniques

UNIT II

Problem-solving through Search and Knowledge Representation - Forward and backward, state-space, blind, heuristic, problem-reduction, A, A*, AO*, minimax, constraint propagation, neural, stochastic, and evolutionary search algorithms, sample applications. ontologies, foundations of knowledge representation and reasoning, representing and reasoning about objects, relations, events, actions, time, and space;

UNIT III

Uncertain Knowledge and Decision Making - Probability, connection to logic, independence, Bayes rule, bayesian networks, probabilistic inference, sample applications.

Decision-Making: basics of utility theory, decision theory, sequential decision problems, elementary game theory, sample applications.

UNIT IV

Machine Learning and Knowledge Acquisition - learning from memorization, examples, explanation, and exploration. learning nearest neighbor, naive Bayes, and decision tree classifiers, Q-learning for learning action policies, applications.

UNIT V

Topic of Practical Applications – AI in Marketing, Finance , HR & Operations

References

- ✓ S Russell , P.Norvig, Artificial Intelligence – A Modern Approach, Prentice Hall, ISBN 0-13-080302-2
- ✓ Amir Husain , The Sentient Machine: The Coming Age of Artificial Intelligence, 2017, Simon & Schuster Inc, New York

Additional Reading

- ✓ Max Tegmark, Life 3.0: Being Human in the Age of Artificial Intelligence, 2017, Penguin Random House, New York, LLC
- ✓ Nick Bostrom , Super Intelligence –Paths, Dangers, Strategies, Oxford University Press, UK, ISBN-13: 978-0198739838

MGTS 07 - ENTERPRISE RESOURCE PLANNING

SEMESTER – 4

Course Title: Enterprise Resource Planning CODE-MGTS 07

Credit: 3

Module Type: Single

Course Aim:

This course is intended to enable the students to learn the basics of the Importance Of Information Systems e Decision Making & Management of Organizations.

Objectives

- To learn the fundamentals of ERP
- To understand the enterprise wise integration of various management functions through open data base, EDI, and communication network.

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	System Capability	IT Literacy	Global Perspective and Adaptability	Critical and Analytical thinking	Practical work experience	Handling IT Enabled Systems	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Course Outcomes:

Knowledge-

- Understanding the concept of ERP and its application
- Classify different processes of the organization and relationship among all processes
- Examine systematically the planning mechanisms in an enterprise

Skills-

- Identify all components in an ERP system and the relationships among the components;
- To describe the Generic Model of ERP and General ERP Implementation Methodology.

General Competencies-To propose an ERP solution for a given business problem.

Course Details

UNIT I

Introduction to Enterprise Resource Planning: MRP, MRPII And Evolution Of ERP, Benefits of ERP, Reasons for the Growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, , Advantages of ERP, Overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Businesses, ERP for Make to Order Companies.

UNIT II

IS Models - Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, Critical Success Factors, Soft Systems Methodology, Socio –Technical Systems Approach (Mumford), System Develop Life Cycle Prototype and End User Computing, Application Packages out sourcing Deciding Combination of methods

UNIT III

ERP Modules - Finance, accounting system – Manufacturing and production system- sales and distribution systems-Human resource system –plant maintenance system-Materials management system, Quality management system-ERP system options and selection- ERP Proposal evaluation

UNIT IV

ERP Implementation and Maintenance: Pre-evaluation Screening, Package Evaluation, Project, Gap Analysis, Hidden Cost, Vendors, Consultants, HumanResource., Implementation strategy

options- features of successful ERP implementation-strategies to attain success- User training- Maintaining ERP&IS

UNIT V

ERP and E-commerce: Future Directives in ERP, ERP and Internet, Critical Factors Guiding Selection and Evaluation of ERP, Strategies for Successful ERP Implementation, Critical Success Factors in ERP Implementation, Failure Factors in ERP Implementation, Integrating ERP into Organisation.

References

- Singla, Enterprise Resource Planning, Cengage Learning, New Delhi 2008.
- Jaiswal&Vanapalli, Enterprise Resource Planning, MacMillan Publications, New Delhi 2008
- Mary Summer, Enterprise Resource Planning, Pearson Education, New Delhi 2009.
- C S V Murthy, Enterprise Resource Planning, Himalaya Publishing House, Mumbai 2008
- Monk&Wagner, Enterprise Resource Planning, Cengage Learning, New Delhi 2009.

Additional Reading

- D P Goyal, Management Information Systems–Managerial Perspective, Macmillan, 3rd Edition, 2010.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India 2012.

MGTS 08 - DECISION SUPPORT SYSTEMS

SEMESTER – 4

Course Title: Decision Support Systems

CODE-MGTS 08

Credit: 3

Module Type: Single

Course Aim:

This course aims to introduce the fundamentals of DSS and to make aware the students about the responsibilities for problem solving and decision making. The course also throws light on the areas in which information technology can be used to gain the insight needed to support selection of decision alternatives.

Objectives

- Give an overview of the role of data, information, and knowledge in managerial problem solving and decision making.
- Tools and technologies used to organise data into information for further decision analytics

Teaching Strategy:

Lecture Sessions, Case analysis, Management games, Industry Interaction will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract10	Study: 50	5	Exams: 2	100

Key Graduate Attributes

Academic and professional Knowledge	Communication	System Capability	IT Literacy	Global Perspective and Adaptability	Critical and Analytical thinking	Practical work experience	Handling IT Enabled Systems	Life - long Learning
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√	√	√	✓	✓	√	√	•	•	-
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Course Outcomes:

Knowledge-

- Utilize information technology tools to design operational, managerial, and strategic systems
- Understand the emerging technological issues facing managers
- Understand the value of data, information, and knowledge to organizations.

Skills-

- Utilize a series of decision analytics tools in a hands-on environment.
- Work in interdisciplinary groups on real-world big data and decision analytic problems.

General Competencies- Design and develop Database Management Systems, Management Information Systems, Decision Support Systems, and Expert System in support of the organizational decision making and problem solving.

Course Details

UNIT I

M.I.S and Its Role In Organizations Open-Systems and Closed Systems, D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

UNIT II

Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

UNIT III

Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc., Non-Optimising Models of DSS, Simulation Techniques and Monte-Carlo Methods.

UNIT IV

Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS -Contemporary practices.

UNIT V

Introduction to Artificial Intelligence (AI): An Overview of AI- AI Technologies in Business, Domains in AI, Neural networks, Fuzzy logic systems in Business, Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

Case Studies

References

- Macllah: Decision Support Systems and Data Warehousing, TMH, 2003.
- Turbon: DSS and Intelligent Systems, Pearson Education, 2001.
- James A Obrien: Management Information systems-Managing information technology in the E-Business Enterprise, 5/e, TMH, New Delhi, 2002.
- Janakiraman & Sarukesi: Decision Support Systems, PHI, New Delhi, 2002.
- George M.Marakas: Decision Support Systems in the 21st Century, 2/e,Pearson Education, New Delhi, 2003.

Additional Reading

- Taylor James, Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics, 1 edition, IBM Press
- Efrem Mallach , Understanding Decision Support Systems and Expert Systems, Irwin, 1994. ISBN-10: 0256118965
- Ephraim Turban, Jay Aronson, Ting-Peng Liang, and Ramesh Sharda , Decision Support Systems and Intelligent Systems, 8th edition, Prentice-Hall, 2007. ISBN-10: 0131986600

University of Kerala

Master of Business Administration (Travel & Tourism) Syllabus

Third Semester

ELECTIVE 1

ELECTIVE II

ELECTIVE III

ELECTIVE IV

ELECTIVE V

Fourth Semester

ELECTIVE VI

ELECTIVE VII

ELECTIVE VIII

MGTT 01 - TOURISM GEOGRAPHY

Semester – 03

Module Title: Tourism Geography

Code:MGTT 01

Credit: 03

Module Type: Single

Module Aim (s):

This course is a review of the geographical distribution of tourism, travel patterns, and tourism impacts on natural environments and local populations. It also enables to understand the relationship between tourism and geography and familiarising global tourist destinations and its various aspects

Course Objectives

- ✓ To facilitate knowledge about the world's geography and its tourist importance
- ✓ To familiarise with time zones, time difference and International Date Line
- ✓ To understand the natural and man-made tourist attractions of each continent
- ✓ To enable the students to plan various tour itineraries of various countries based on the tourism geography

Teaching Strategy

Lecture sessions will be supplemented by project based (tutorial) assignments. In addition, various travel documentary films will be used. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract:10	Study: 50	5 Exams: 2		100

Course Outcomes:

Knowledge

At the conclusion of the course, all students should be able to:

- Understand and describe spatial patterns of international and domestic tourism.
- Determine the impact of leisure travel on communities.
- Calculate the economic impact of tourism on geographic areas.
- Compare, Contrast and Identify tourist attractions of regional, national, and world significance.
- Identify career opportunities in tourism.
- To have an understanding on the influence of geography on global tourism
- To be able to acquire adequate knowledge on tourist destinations of the world
- To be able to prepare various tourism itineraries for various regions

Skills

- ✓ Liberal Knowledge and Skills of Inquiry, Critical Thinking, and Synthesis
- ✓ While mastering the content oriented objectives below, students will also find improvement in their written, oral, and cartographic communication skills. Students will construct maps and charts.
- ✓ Acquisition and Application of Specialized Destination Knowledge:
- ✓ Values and Social Responsibility
- ✓ Appreciation of Cultural Identifies
- ✓ Interpretative and travel story writing skills
- ✓ Prepare various itineraries for different places

a) General Competencies –

- summarize and synthesize themes within tourism geography research
- critically and independently assess existing knowledge within tourism geography

- the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports.

Key Graduate Attributes

Academic and Professional knowledge	Communication	Team work & Leadership	IT Literacy	Global Perspective & Cross Cultural Ability	Critical & Analytical Thinking	Social Responsibility & Ethics	Entrepreneurship Skills	Life Long Learning
✓	✓	✓	✓	✓	✓	✓	No	✓

Outline Syllabus:

UNIT 1

Introduction to Tourism Geography - Definition of Tourism Geography – Relationship between Geography and Tourism – Branches of Tourism Geography – Components of Tourism Geography – Imaginary Lines on Earth – World Time Zone – Maps, Types and Map Reading Skills – The Ring of Fire - Polar Regions – Great Travels in Ancient and Modern World. **Tourism Geography of Africa** - Location of Africa in the World – Internal and External Boundaries – Historical Highlights - Climate and Time Zones – Nile River Valley Civilization - Influence of Mediterranean Sea in Africa - Sahara and Kalahari Deserts – Atlas, Drakensberg Mountains & Ethiopian Highlands –Central African Rainforests – Lakes, Rivers and Waterfalls – Great Rift Valley - Wildlife Tourism in Africa – Islands – Popular UNESCO’s World Heritage Sites – Popular Cities and Tourist Destinations – Important Fairs and Festivals – People and Culture – Major Airports and Connectivity – Special Interest Activities

UNIT II

Tourism Geography of South America - Location of South America in the World – International and External Boundaries – Historical Highlights – Climate and Time Zones - Andes Mountain Range, Brazilian and Guiana Highlands – Amazon Rain Forest – Lakes, Rivers and Waterfalls – Deserts – The Panama Canal – Popular UNESCO’s World Heritage Sites – Islands – Popular Cities and Tourist Destinations & Special Interest Activities – The Great Africa Safaris - Important Fairs and Festivals – People and Culture – Major Airports and Connectivity

UNIT III

Tourism Geography of North America - Location of North America in the World – Internal and External Boundaries – Historical Highlights – Climate and Time Zones - Rocky and Appalachian Mountains – Great Lakes, Rivers and Waterfalls – Canadian Shields – Grand Canyon – Mexican Countries – Cuba, Caribbean and Hawaiian Islands – Bermuda Triangle – Great American National Parks – Popular UNESCO’s World Heritage Sites – Major Cities, Tourist Destinations and Special Interest Activities – People and Culture – Important Fairs and Festivals – Major Airports and Connectivity

UNIT IV

Europe and Middle East - Location of Europe and Middle East in the World – Internal and External Boundaries – Historical Highlights – Climate and Time Zones – Ural, Alps and Carpathian Mountains – The Scandinavian Regions – Balkan States – Lakes, Rivers and Waterfalls – Middle East Countries – Euphrates and Tigris River Valley Civilization – Spice and Silk Route Travel - LEVANT Region - Popular UNESCO’s World Heritage Sites – Backwaters in Italy – Major Cities, Tourist Destinations and Special Interest Activities – People and Culture – Important Fairs and Festivals – Major Airports and Connectivity

Australia and New Zealand - Location of Asia and the Pacific in the World – International and External Boundaries – Historical Highlights – Climate and Time Zone – The Great Victoria and Pinnacles Desert – Great Dividing Range – Southern Alps of New Zealand – The Great Barrier Reef – Ayers Rock - Lakes, Rivers and Waterfalls – People and Culture – Major Cities, Tourist Destinations and Special Interest activities – Popular UNESCO’s World Heritage Sites – People and Culture – Important Fairs and Festivals – Major Airports and Connectivity

UNIT V

Asia and the Pacific - Location of Asia and the Pacific in the World – International and External Boundaries – Historical Highlights – Climate and Time Zone – Indus Valley and Yellow River Valley Civilization - Himalayas, Karakoram, Altai, Japanese Alps and Hindukush Mountains – Tibetan Plateau – Indonesian Archipelago – Siberian, Thar and Gopi Desert – Major Islands – Lakes, Rivers and Waterfalls – Major Cities, Tourist Destinations and Special Interest Activities - Popular UNESCO's World Heritage Sites – People and Culture – Important Fairs and Festivals – Major Airports and Connectivity

References

- Banies John, Barbara Furtado (2007), Encyclopaedia of World Geography, Grange Books
- Boniface, B., Cooper, R & Cooper, C (2016) – World Wide Destinations – The Geography of Travel and Tourism – New York: Routledge
- Destination Guide Books by Lonely Planet / Rough Guide / Eyewitness Travel Guide
- Hall, M., & Page, S.J (2006) – The Geography of Tourism and Recreation – Environment, Place and Space. London: Routledge
- Hudman, L.E & Jackson, R.H (2003) – Geography of Travel and Tourism. London: Thomson
- Marc Mancini (1995), Selling Destinations – Geography for the Travel Professionals, South – Western Publishing Co., New York
- Nelson, V. (2013) – An Introduction to the Geography of Tourism. United Kingdom: Rowman and Littlefield Publisher

Additional Readings:

- Stephen Williams, Tourism Geography: A New Synthesis, 2nd edition, Routledge, 2009
- Coe Neil M., Yeung Henry Wai-Chung, Kelly Philip F., **Economic geography : a contemporary introduction**, 2. ed. : Hoboken, NJ : Wiley : 2013 : ISBN: 9780470943380
- National Geographic Magazine
- The National Geographic Traveller
- The World's Heritage – A Complete Guide to the most Extraordinary Places, UNESCO
- Travel Documentaries on YouTube Channel

MGTT 02 - TOURISM PRODUCTS OF INDIA

Semester – 03

Module Title: Tourism Products of India

Code:MGTT 02

Credit: 03

Module Type: Single

Module Aim (s):

This course aims to provide the concept of tourism products and an overview of the tourism products and resources of India. It also aims to understand about both cultural and physical features of India and its tourism potentials and to familiarize various tourist destinations and its features

Course Objectives

- ✓ To enable the students to plan for itineraries of various destinations in India
- ✓ To facilitate knowledge about various fairs, festivals, monuments of tourist importance
- ✓ To familiarise with various international and national organizations for the preservation and conservation of monuments and places of interest (Historical, architectural and cultural)

Teaching Strategy

A combination of Lecture, Case Analysis, Group Discussion, Seminars, Assignments, Field visits, study tours, Industry visits, projects and assigned readings. Feedback to students based on reviews and as and when required will be given.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	05	Exams: 2	100

Course Outcomes:**Knowledge**

- To ensure various Tourism Products of India
- To be able to acquire knowledge on Major features, locations and other related information

Skills

- To be aware of features of various tourism products
- Destination knowledge and interpretative skill
- Prepare various itineraries for different places for various tour packages

b) **General Competencies** – General Competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports about overall awareness about tourism products in India.

Key Graduate Attributes

Academ ic and Professi onal knowled ge	Commu nication	Team work & Leaders hip	IT Liter acy	Glob al Persp ective & Cross Cultu ral Abilit y	Critica l & Analyti cal Thinki ng	Social Respo nsibili ty & Ethics	Entrepre neurship Skills	Life Long Learning
✓	✓	✓	✓	✓	✓	✓	No	✓

Outline Syllabus:

UNIT 1

Landscape of Indian Tourism Products - India's Location in the World – Climate and Physical Characteristics - Major Historical Highlights –Heritage and Cultural Tourism in India – Heritage Management Organizations – Emerging Tourism Products; Rural, Gastronomy, Golf, Cruise – Seasonal Variations – Biodiversity Assets - Land of Unity in Diversity

UNIT II

Culture, Heritage and Monuments - Indus Valley Civilization – Cultural Features of India Subcontinent - Religions in India – Hinduism, Islam, Christianity, Buddhism, Jainism, Sikhism – Important Pilgrim Centres – Ayurveda, Yoga and Meditation - Arts and Architecture – Forts and Palaces – Famous Museums– Heritage Railways – UNESCO's Cultural Heritage sites – Major Dance Forms and Folk Songs

UNIT III

Fairs and Festivals - National Festivals: Republic Day – Independence Day – Gandhi Jayanti – Major Religious Festivals – Christmas, Diwali, Holi, Dussehra, Durga Puja, Janmashtami, Guruparabs, Buddha Purnima, Id-ul-Fitr, Mahavir Jayanti, Guru Nanak Jayanti, – Harvest Festivals: Bihu, Pongal, Onam, Baisakhi – Other Festivals: Tyagaraja Festival – Ganga Sagar Mela – Taj Mahotsava - Gangaur – Desert Festival – Kumbh Mela – Pushkar Mela – Goa Carnival – Mamallapuram Dance Festival – Khajuraho Dance Festival – Other popular festivals – Sonapur Mela – Kolayat Fair

UNIT IV

Nature Based Tourism Products - Himalayan Regions – Thar Desert – Kashmir Valley – Western Ghats – Eastern Ghats – Vindhya & Satpura Mountain – The Aravalli Range – Lakes, Rivers and Waterfalls – Coastal Plains –Tourism Landscape of South India, Central India, North and North East India - Adventure Tourism: Land, Water, Aerial – Beach Tourism Destinations – National Parks, Biosphere Reserve and Wildlife Sanctuaries – Ramsar Sites – Popular Hill Stations in India – Lakshadweep, Andaman and Nicobar Islands –Special Interest

Tourist Activities – UNESCO’s Natural Heritage Sites - Role of INTACH, ICOMOS and ASI in the preservation of monuments of historical and cultural importance.

UNIT V

Emerging Tourism Products of India - Medical, Health and Rejuvenation Destinations - Shopping Tourism Destinations in India – Sports & Recreational Tourism Events – Rural Tourism – Birdwatching and Cycling Tourism – Important Handicraft Objects and Centres - Popular Destinations and Special Interest Activities – Major Tourism Circuits in India

References

- Jacob etal (2012), Tourism Products of India, Abhijeeth Publications, New Delhi
- Basham A.L (2017) – A Cultural History of India, Oxford University Press, New Delhi
- Devika Cariapa (2017) – India through Archaeology: Excavating History, Tulika Publishers, Chennai
- Gupta, S.P (2002) – Cultural Tourism in India – Indraprastha Museum of Art and Archaeology, New Delhi
- Hussain A.K (1987) – The National Culture of India, National Book Trust, New Delhi
- Dixit, M and Sheela, C. (2001), Tourism Products , New Royal Book.

Additional Readings:

- Basham, A.L (2004) – Wonder That was India, Replica Press Pvt. LTD
- Charles Allen (2017) – Coromandel: A Personal History of South India, Little Brown,
- Pranay Lal (2016) – Indica: A Deep Natural History of the Indian Subcontinent, Penguin, Gurgaon, India
- The World’s Heritage – A Complete Guide to the most Extraordinary Places, UNESCO

MGTT 03 TRAVEL AND TOUR OPERATIONS MANAGEMENT

SEMESTER – 3

Module title: TRAVEL AND TOUR OPERATIONS MANAGEMENT CODE- MGTT 03

Credit: 03

Module Type: Single

Module Aim(s):

To have an understanding of the key features of Operations Management, to have a theoretical and operational knowledge to design and deliver innovative management strategies for Tourism and Travel industry. The course also focusses on enhancing understanding of management and leadership skills and qualities that are central to tourism and travel operations

Course Objectives

- ✓ Understand the contemporary issues and challenges that confront tourism and travel hospitality operators
- ✓ Suggest strategies for augmenting visitor experience and hassle free travel for tourism and travel operators.
- ✓ Analyse the influence of Information technology in tourism and travel domain and to harness changes for operational efficiency enhancement
- ✓ Evaluate tourist behaviour to promote sustainable resource practices and products

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Constructive feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments with opportunities for students to seek clarification on feedback if desired.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	05	Exams: 2	100

Course Outcomes:

Knowledge-

- ✓ Understand the concept of travel agent and tour operator, and their, various departments and functions
- ✓ Acquire knowledge about Inbound, Outbound and Domestic tourism to develop itineraries and products
- ✓ Understand the influence of information technology on tourism and travel sector and to translate technology to deliver efficiency and effectiveness in operation.
- ✓ Acquire understanding of complex sustainable, socially responsible, and culturally appropriate tourism practices across the globe.
- ✓ Stimulate creative thinking effectively in tourism and Travel industry and develop innovative tour packages and products .

Skills-

- ✓ Interpersonal Skills: Acquire professional skills for visitor handling and enhancing visitor experience.
- ✓ Communication Skills : Effectively communicate with clients , vendors and other stakeholders and society at large.
- ✓ Adaptive : Function effectively as an individual and as a member in diverse teams to serve clients from multiple cultural and geographical divides.
- ✓ Leadership and team player : Capability to work in teams as well as provide leadership in carrying out assigned tasks.
- ✓ Interpretative : Apply skills of critical analysis to solve mitigate crisis in operations
- ✓ Decision making : Demonstrate awareness of professional ethics, societal and environmental concerns

General Competencies- General Competencies-General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
✓	✓	✓	No	✓	✓	✓	•	• -

UNIT I

Introduction to Travel Trade Business - Historical Background of Travel Trade – definition- Significance of Travel Agency Business, Meaning of Travel Agency- Types of Travel Agent- Full Service Agency, Commercial Agency, Implant Agency, Group / Incentive Agency, Online travel Agencies (OTA). Types of Tour Operators- Inbound, Outbound , Domestic, DMC's -Ground handling and Specialized . Travel formalities and documentation required for overseas travel – Passport, visa, health requirements and travel insurance, foreign exchange - quarantine

UNIT II

Functions of Travel Agency Operator and Roles of Travel Trade Organizations - Attributes of Travel Agency, Roles and Services of a full-fledged Travel Agent, Characteristics of a Professional Travel Agent, Role and Responsibilities of Travel Trade Associations: Objectives - Roles and functions, of IATA ,UFTAA, WTO, WTTC, ASTA, TAAI, IATO, PATA, ADTOI, TAFI

UNIT III

Functions of Tour Operator & itinerary Design and Costing - Definition of tourism- tourist – visitor- excursionist. Roles and Services of a full-fledged Tour operator, Definition of itinerary - Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation- Tour Formulation and Designing Process: FITs & GIT– Special Interest Tours (SITs). Tour Packaging - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours, Types of Costs, Components of Tour Cost - Preparation of Cost Sheet - Tour Pricing – Pricing Strategies - Pre Tour Management, Ground handling, Post Tour Management. – tour analysis - complaints redressal, cancellation and compensation – enhancing visitor experience - .Visitor management and carrying capacity of destinations

UNIT IV

Anatomy of Tour and promotional strategies - Components of tours- Role of 5 A's in tourism, Modes of transportation, Types of Tour-Inbound, Out bound, Domestic.Independent Tour, Escorted Tour, Cruise tourism , medical and wellness tourism, chartered tours, hosted Tour, story telling tours, MICE. Tour Wholesalers and Retailers, Diversified Role of Tour Operators, Running a Tour Operation Business- Distribution Networks of Tour Operation Business, - Promotion of destination

and products - Social media promotion- blogs- International tourism fairs (WTM, ITB, FITUR, ATM, SATTE, KTM) - Road shows- significance and preparation of tour brochures – fam trips.

UNIT V

Setting up of Travel Agency & Tour Operating Organizations - Essential Requirements for Starting Travel Agency & Tour Operation Business, Procedures for Obtaining Recognition from IATA, TAAI, IATO, Ministry of Tourism, RBI , Department of Tourism - Sources of Revenue, challenges faced by Travel Agents and Tour operators – Role of Information Technology in Travel and Tourism - Role of tourist guides, types of guides and qualities required by them..

References

1. Clare Inkson, Lynn Minnaert (2018). Tourism Management.An Introduction, - New York University
2. Walker, J.R. & Walker, J.J.(2011). Tourism Concepts and Practices, Pearson
3. Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons,
4. Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press
5. Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). An Introduction to the Business of Tourism. Sage Publications
6. Negi. J (2009), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.

Additional Reading

1. www.iata.org
2. www.unwto.org
3. www.wttc.org
4. www.uftaa.org
5. www.iato.in
6. www.tourism.gov.in

MGTT 04 - SUSTAINABLE TOURISM

SEMESTER – 3

Module title: SUSTAINABLE TOURISM

CODE: MGTT 4

Credit: 03

Module Type: Single

Module Aim(s):

This course aims to provide students with a broad understanding of environmental issues and their impact upon the tourism industry. To explore current and future impacts and benefits, tourism has on the environment, identifying and evaluating the economic and socio-cultural issues of a destination, its attractions and accommodations. Identify emerging trends and the impact these have on the changing and development of tourism policy.

Course objectives

- To understand in detail the concepts and practices of Ecotourism and Responsible Tourism
- To throw light on aspects of climate change in relation to tourism
- To acquire capacity to prepare reports on aspects related to sustainable tourism
- To understand the concepts of sustainable development and sustainable tourism
- To familiarise various approaches and practices for Sustainable Tourism Development

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 5	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge

- To have the theoretical understanding on sustainable tourism development
- To have theoretical and practical understanding on sustainable tourism approaches like ecotourism and responsible tourism
- To be able to critically engage on mitigation and adaptation measures for climate change in tourism

Skills

- Interactive: be aware of the global sustainable development initiatives and how they could be linked to tourism
- Social Participation: assess how to make tourism participatory
- Reflective: make analysis of impact of climate change
- Decision Making: make decisions analysing the global trends in sustainable tourism
- Evaluative: how effectively sustainable tourism approaches are implemented

General Competencies-Apply sustainable principles to the different sectors of tourism, General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	No	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction to Sustainability – History– Sustainable Development – Stockholm Conference, Brundtland Report, Rio Summit, Rio + 10, Rio + 20, Rio + 25 - Millennium Development Goals - Sustainable Tourism – Definitions, Concepts, Principles and tools – UN Sustainable Development Goals

UNIT II

Global initiatives on Sustainable Tourism – Charter for Sustainable Tourism - Tourism and Local Agenda 21 – CBD and Tourism - Tourism and MDGs & SDGs – ST - EP initiative – Green Passport Campaign – Green Hiker Campaign – Hotel Energy Solutions – Hotel Carbon Measurement Initiative – Global Sustainable Tourism Criteria - UNWTO Global Code of Ethics – UNWTO World Tourism Network on Child Protection, Protect Children Awareness Campaign -10YFP Sustainable Tourism Programme – One Planet Sustainable Tourism Programme – Measuring the Sustainability of Tourism (MST)

UNIT III

Approaches on Sustainable Tourism - Ecotourism – Definitions – Concepts – Theory and Practices – Social Benefits - Planning and Development – Community Participation - Marketing Ecotourism - International Year of Ecotourism – Global Conventions on Ecotourism - Quebec Declaration – Organisations – TIES, ESOI – Guidelines for Ecotourism in and around Protected Areas (MoEF) - Responsible Tourism – Definition – Concept – Triple Bottom Line – Economic, Social and Environmental Responsibilities – Global Conventions on Responsible Tourism – Cape Town Declaration – Kerala Declaration - Kerala's Responsible Tourism Initiative – Case Study of Kumarakom, RT Classification Criteria

UNIT IV

Climate Change and Tourism – Weather – Climate – Climate Change – Tourism as a contributor – Mitigation Measures – Transport – Accommodation – Tour Operator- Tourist – Adaptation Measures – UNDP Framework – Framework for Adaptation – UNWTO Resolution on Tourism and Climate Change

UNIT V

Report Preparation – Ecotourism and Responsible Tourism initiatives in Kerala - VLE Packages, Fair trade in Tourism - Entrepreneurship Development – Role of private sector and NGOs – Impact of Tourism on Climate Change in India

References

- Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). An Introduction to the Business of Tourism. New Delhi. Sage Publications India
- Andres Edwards (2005) - The Sustainability Revolution: portrait of a paradigm shift, New Society Publishers
- D. A. Fennel (2002) -Ecotourism Programme Planning, CABI Publication
- David Weaver (2007) – Ecotourism, 2nd Edition, Wiley
- Harold Goodwin (2011) - Taking Responsibility for Tourism, Goodfellow Publishers Limited

Additional Reading

- Stephen Wearing and John Neil (2000) - Ecotourism Impacts, Potentials and Possibilities, Butterworth and Heinemann
- Martin Mowforth and Ian Munt (2009) - Tourism and Sustainability: Development, Globalization and new tourism in the third world, 3rd Edition, Routledge
- Responsible Tourism Initiative of Kerala, A Case Study on Kumarakom (2013), KITTS
- Climate Change and Tourism: Responding to Global Challenges (2008), UNWTO
- Hotel Energy Solutions (2011), UNWTO
- Susanne Becken and John E. Hay (2010) - Tourism and Climate Change: Risks and Opportunities
- Tourism and Biodiversity: Achieving Common Goals Towards Sustainability (2010), UNWTO
- Tourism and Local Agenda 21: The Role of Local Authorities in Tourism (2003), UNEP
- Tourism and the Millennium Development Goals (2010), UNWTO

MGTT 05 - HOSPITALITY MANAGEMENT

SEMESTER – 3

Module title: HOSPITALITY MANAGEMENT

CODE- MGTT 05

Credit: 03

Module Type: Single

Module Aim(s):

This course overviews the different elements of the hospitality industry and how they are intertwined with each other. The course aims in discussing the current issues facing the various facets of the hospitality industry. It also aims in understanding the concept and growth of hospitality industry.

Course Objectives

- Develop an understanding of the economics of Hotel business.
- Facilitate knowledge about various reservation procedures including online reservation
- Facilitate Information on Information technology impacts on hospitality industry
- To understand the yield management and revenue per room

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Constructive feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments with opportunities for students to seek clarification on feedback, if desired.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 05	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- Able to understand the hierarchy and functions of each department in a hotel.

- Interpret practical, theoretical and personal skills required for management roles within a variety of international hotel organizations.
- Synthesize strategic, organizational and marketing processes of a commercial hospitality enterprise within the context of the global nature of the business.
- Cultivate a professional management attitude by nurturing the creative development of innovative ideas and solutions in marketing and operations.
- To understand the economics of rooms sales through various revenue management tools
- Describe the history of the hospitality industry and the necessary dedication
- Understand current customer service needs and trends
- Know the terms used in hospitality operations
- Understand social impact of the travel industry
- Be aware of current hospitality career choices

Skills

- Analytical : Ability to deal complexity and ambiguity through critical thinking and independent judgement in operations management
- Problem-solving: Skills using creative and novel approaches to hospitality operations during crisis .
- Critical analysis : to understand real world situations within a defined range of contexts;
- Interpersonal : Develop working relationships using teamwork and leadership skills, recognizing and respecting different perspectives;
- Decision making : Use time-management and logical reasoning skills for operational decision making
- Communication : Communicate effectively individually and as a group member to the team and industry professionals and clients

General Competencies-General competencies include the ability to *communicate* effectively, orally and in writing, both for personal communication and for formal reports .The intended program must fulfil the needs of student, industry and academic stakeholder groups. The students attracted to this type of program tend to be motivated primarily by the anticipated vocational outcomes. As a result, a participant completing this curriculum is expected to meet the industry and expectations by delivering the skill sets needed in the workplace .

Key Graduate Attributes

Academic	and	Team	IT	Global	Critical	Social		Life
268 professional	age	Work	Literacy	Perspective and	and Analytical	Responsibility	Entrepreneurship	long
nal	Communication	and Leaders		Cultural	cal	and	Skills	Learni

Outline Syllabus

UNIT 1

Introduction to Hospitality - Definition – Hospitality – hotel - history of Hospitality industry of the world and India, Major hotel chains of world and India, Classification of Hotels – size, target markets, Location, length of guest stay & facilities offered. Star Classification (HRACC) . Types of Hotels – Commercial hotels, Green hotels, floatels, Residential hotels, Resort hotels, convention hotels, resorts, spas, Bed and breakfast hotels, Time-share and condominium hotels, casino hotels, convention hotels, Heritage hotels –resorts –supplementary accommodation- Demand & Supply for accommodation in India , Hotel Organizations in India. FHRAI, HAI, SIHRA, HAI , SKHF

UNIT II

Hotel Operations - Major functional departments- Front Office operations - front office departments . Front office and back office –. Organizational Hierarchy of the Front Office Department. Uniformed services, Concierge. Guest Relations. Front office communications – Log book information Directory – Role of Telephone operator and telephone etiquettes. -Handling complaints -Check out and accounts settlement- Methods of account settlement – Qualities required by front office staff. The Guest Cycle Pre arrival- Arrival-Occupancy-Departure. Front office systems-Manual, semi Automated-Fully Automated , property management System (PMS)

UNIT III

Functions of House Keeping - Organization Structure – Functions - Works of Executive House Keeper- Rooms and Floor Cleaning Practices and Interior Decorations - Types of Rooms/cottages - House Keeping Control Desk - Housekeeping Supply to Rooms – Uniforms - Housekeeping Practices - Coordination with Other Departments

UNIT IV

Food and Beverage Services - Organization Structure, Departments - Buffets, banquets, , Outlets of F&B, Types of Meal Plans - Types of Restaurants – Planning of Menu -, Types of Menu -Room Service, Catering Services-Food Service for the Airlines, Banquette, Corporate, MICE, Retail Food

Market, Business/Industrial Food Service, Healthcare Food Service, Cruise ship, Railways. Online food delivery service (Swiggy, Zomato, food panda etc)

UNIT V

Reservation, Revenue and Promotion - Reservation - Types of Reservations- guaranteed & non-guaranteed -group reservations – Consolidators - Modes of Reservation , Role of Internet in Reservations, Reservation softwares. Types of Room tariff- Rack , Discounted, Special, net rate, Bulk buying rates. Yield Management (RevPar, ARR,ADR) - Hubbart’s Formula – Forecasting - Room Availability - Daily operation reports - Sales and Marketing, Management of distribution channels – Asset light strategy of hotels

References

1. Roy C Wood(2015).Hospitality Management. A Brief Introduction. Sage Publishing
2. Tom Baum (2011) Hospitality Management. Sage Publishing
3. Bardi, J. A. (2010). Hotel Front Office Management. John Wiley & Sons
4. Andrews, S.(2009). Hotel Front Office Training Manual, Tata McGraw Hill
5. Walker, J.R.(2007).Introduction to Hospitality Management, Pearson Education
6. Foskett, J.C.D. & Gillespie, C. (2002). Food and Beverage Management, Pearson Education
7. Burt, D.N, Dobler, D.W. & Starling, S.L (2007).World-Class Supply Management. TATA McGraw Hill.

Additional Reading

7. www.swayam.gov.in
8. www.ehotelier.com

MGTT 06 - AIRPORT AND CARGO MANAGEMENT

SEMESTER – 4

Module title: AIRPORT AND CARGO MANAGEMENT CODE- MGTT06

Credit: 03

Module Type: Single

Module Aim(s):

The course aims at understanding the complex and changing issues required to maximize all aspects of the cargo business.

- ✓ To acquire strong conceptual knowledge about Airport and Cargo domain.
- ✓ Stimulate analytical skills in identification and resolution of problems connected with the

aviation and cargo industry operations

- ✓ Improve your competitive performance by acquiring exceptional management tools

Course Objectives

- ✓ Facilitate the ability to integrate functional areas of management with domain perspective for the purpose of planning, implementation, and control of Airport and cargo operations
- ✓ To familiarize with air cargo handling at airports
- ✓ To understand the tariff rules and types for Air Cargo and cargo loading device like ULD (Unit Load device)
- ✓ Stimulate global perspective towards business situations in the area of Aviation and cargo management.

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Constructive feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments with opportunities for students to seek clarification on feedback, if desired.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 10	Pract: 5	Study: 50	5	Exams: 2	100

Course Outcomes:

Knowledge-

- ✓ To have an understanding of operational knowledge of the global Airport and cargo industry.
- ✓ overview about various regulations and acts applicable to the industry.
- ✓ Passenger boarding and baggage handling at airports
- ✓ Handling Passengers with special requirements
- ✓ Handling of air cargo at airports
- ✓ Air Cargo shipping tariff structure and about cargo loading device like ULD (Unit Load device)

Skills-

- ✓ Analytical: Ability to transact complexity and ambiguity in crisis in operations through critical thinking and independent judgement
- ✓ Problem-solving: Use creative and novel approaches to Airport and cargo industry.
- ✓ Interpretative : Apply skills of critical analysis to augment operational efficiency and

- productivity
- ✓ Interpersonal: Develop working relationships using teamwork and leadership skills to ensure optimum productivity
 - ✓ Adaptive : Function effectively as an individual and as a member in diverse teams to serve clients from multiple cultural and geographical divides.
 - ✓ Leadership and team player : Capability to work in teams as well as provide leadership in carrying out assigned tasks.
- ✓ **General Competencies- General Competencies**-General competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	No	✓	√	√	•	•

Outline Syllabus:

UNIT I

Introduction to Aviation Industry - History of Aviation Industry - development of Air transportation (global & Indian context) - Major players in Airline Industry- Various passenger service departments of Airlines - reasons for growth of international and domestic aviation market - market size of Indian Airline Industry- - Types of aircrafts- Cargo airlines - service skills required for aviation staff - problems and challenges of Indian aviation industry.

UNIT II

Aviation Rules & Policies - Aircraft act 1934 and aircraft rules 1937 – Freedoms of Air, - deregulation of airline industry -open sky policy - UDAN (Ude Desh ka Aam Naagrik) - National Civil Aviation Policy 2016 - International conventions on aviation, - The Warsaw Convention, The Chicago Convention, The Montreal Convention - Role of international and national regulatory bodies - IATA, ICAO, Ministry of Civil Aviation, DGCA, AAI, CAPA.

UNIT III

Airport Handling - Airport Terminal Management-various – divisions, Flight Information Counter/Reservation and Ticketing-Check In, e- check in , Issue of Boarding pass- e boarding pass , Customs and Immigration formalities-Security Clearance, Baggage – hand baggage – check in baggage, Excess baggage rate(EBR) Handling of Unaccompanied minors and differently abled Passengers-Handling of Stretcher Passengers and Human Remains-Handling of CIP,VIP & VVIP-Denied Boarding Compensation - Inadmissible Passengers and Deportees - Acceptance and Carriage of Passengers with Reduced Mobility (PRM) - Carriage of Passengers with Communicable Diseases - Baggage services/liability of airlines for loss, damage and delay

UNIT IV

Air Cargo operations - Definition of air cargo - Introduction to cargo handling – procedures and documentation – Abbreviations & codes – Types and nature of air cargo – General cargo- special cargo -dangerous goods – Live animals -International and domestic air cargo - Procedures for dispatch of air cargo – security clearance – air cargo insurance – cargo manifest – loading of cargo in aircraft – unloading of cargo at destination – air cargo clearing procedures at destination airport - AWB/documents, special regulations/Country regulation for import export/transit transfer etc.- Aircraft loading procedures/utilization of spaces –its structure. Interline & transit cargo – ULD(Unit Load Device)- special & different types of ULD – compatibility of ULD in to aircrafts. Intermediaries involved in air cargo operations

UNIT V

Air Cargo Rates - Air Cargo-Air Cargo Tariff, TACT – GCR, CCR and SCR – bulk cargo rates-sector rates- combination of rates/ construction of rates- rounding off – weight/currency/dimensions-transit charges- handling charges.

References

1. Rigas Doganis,(2010). Flying Off Course. Routledge.
2. Prem Nath Dhar(2008) Global Cargo Management: Concepts, Typology, Law and Policy. Kanishka Publishers and Distributors
3. Shaw, S(2007). Airline Marketing and Management. Ashgate Publications
4. Alexander T.Well, , Seth Young (2003) Principles of Airport Management. McGraw Hill
5. Senguttuvan P S (2003). Fundamentals of Airport Transport Management McGraw Hill
6. Wells. A (2000) Airport Planning and Management. McGraw-Hill
7. Norman Ashford, H. Stanton, Clifton Moore (1997). Airport Operations. McGraw-Hill
8. Kenneth C. Moore (1991). Airport, Aircraft and Airline Security. Heinemam

Additional Reading

1. www.oag.com
2. www.iata.org
3. www.dgca.gov.in
4. www.capaindia.com

MGTT 07 INTERNATIONAL TOURISM AND GLOBAL UPDATES

Semester – 03

Module Title: International Tourism & Global Updates

Code:MGTT 07

Credit: 03

Module Type: Single

Module Aim (s):

- ✓ To provide an overview of global tourism scenarios and changing trends

- ✓ To familiarize various functions and initiatives of international tourism organisations

Course Objectives

- ✓ To facilitate the knowledge regarding the socio – political – economical significance of tourism
- ✓ To familiarise with the global tourism trends and factors affecting tourism worldwide
- ✓ To understand the emerging trends of global tourism

Teaching Strategy

Lecture sessions will be supplemented by project based (tutorial) assignments. In addition, various travel documentary films will be used. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments

Study: Letc: (L) Sem/(T) Library/ Directed (DS) Others Formal Total

Hours: 30 05 10 50 5 Exams:02 100

Course Outcomes:

Knowledge

- To ensure various functions and activities of international tourism organisations
- To be able to acquire knowledge on changing trends and challenges of international tourism

Skills

- To be aware of key technical terminologies used in international tourism
- Use of Information and technology in international tourism marketing
- To be aware of methodologies followed by international tourism organisation to measure global tourism industry

- c) **General Competencies** – General Competencies include the ability to communicate effectively, orally and in writing, both for personal communication and for formal

reports.

Key Graduate Attributes

Academic and Professional knowledge	Communication	Team work & Leadership	IT Literacy	Global Perspective & Cross Cultural Ability	Critical & Analytical Thinking	Social Responsibility & Ethics	Entrepreneurship Skills	Life Long Learning
✓	✓	✓	✓	✓	✓	✓	No	✓

Outline Syllabus:

UNIT 1

Introduction to Global Tourism - An overview of International Tourism –Global Tourism through Ages – International vs Domestic Tourism – Transportation Services – International Tourism Marketing Trends – Sustainable Tourism and Environment – Accommodation and Hospitality Services -Special Services and Products – Sustainable Tourism and the Environment – Factors Affecting International Tourism Growth; Social, Economic and Natural Factors – Case Studies

UNIT II

International Tourism Organizations - UNWTO –Major functions and Initiatives – Silk Road Programmes – World Tourism Day – Tourism Barometer – Tourism Highlights – SETP Programme – UNWTO Themis Foundation – Women Empowerment Programme – Major Roles and Initiatives of UNDP – UNEP - WTTC – IATA – OECD – PATA – ICAO – IATA Traffic Areas – Time and Fare Calculation.

UNIT III

Globalization and International Tourism - GATS – FDI in Tourism – Aviation and International Tourism – Regulations and Deregulations of Airline Industry - Impacts of Globalization on International Tourism Development – Contributions of Tourism for Socio – Economic Development – Trends in Transportation Services - Propoor Tourism Success Stories – The Trends in Travel Distribution systems – Impact of ITC on International Tourism – Major Challenges for International Tourism

UNIT IV

Global Tourism Trends - Regional Global Tourism Trends; Americas, Europe & Middle East, Africa, Asia and the Pacific – Economic Indicators – Statistical Sources – Tourism Forecasting Methods – Trend Analysis – Tourism Satellite Accounting – Promotion and Marketing Strategies for the Regional Development

UNIT V

Factors Affecting International Tourism - Natural and Man Made Disasters – War, Terrorism and Tourism – Risk and Disaster Management in International Tourism – Tourism and Peace – Tourist Behaviours and Decision Making Indicators – Role of Social Medias on International Tourism – Tourism Human Resource Planning and Development; Tourism Employment and Career Opportunities – Tourism Education and Training Providers – Major Challenges and Case Studies

References

1. Bhatia, A.K (2011), International Tourism Management, Sterling Publishers, New Delhi
2. Chucky. Gee (1997), International Tourism: A Global Perspective, UNWTO, Madrid
3. Reisinfer Y, (2009) – International Tourism – Culture and Behaviour, Butterworh-Heinemann, Oxford, UK
4. Swain S.K & Mishra J.M (2012), Tourism: Principles and Practices, Oxford University Press, New Delhi

Additional Readings:

1. World Tourism Highlights by UNWTO
2. Tourism Barometer by UNWTO
3. Country Reports by WTTC
4. Travel and Tourism Competitive Reports by OECD
5. IATA Resource and Guide Books and Manual

MGTT 08 - DESTINATION PLANNING AND MARKETING

SEMESTER – 4

Module title: DESTINATION PLANNING AND MARKETING

CODE: MGTT 08

Credit: 03

Module Type: Single

Module Aim(s):

This module provides an opportunity to critically explore the phenomenon of destination branding, and to consider the range of marketing strategies employed by Destination Management Organisations (DMOs) and their partners in achieving a competitive place promotion strategy in the context of an increasingly homogenous global tourism market. It also helps to throw light on the concepts of destination and destination management and also to plan and develop destinations in a sustainable manner.

Course Objectives

- To understand in detail the concepts of destination image
- To understand the intricacies of destination marketing
- To facilitate knowledge regarding destination planning and project preparation

Teaching Strategy:

Lecture Sessions will be supplemented by project based (tutorial) assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group assignments.

Study:	Lect:(L)	Sem/(T)	Library/	Directed(DS)	Other:	Formal	Total
Hours:	30	Tut: 05	Pract: 10	Study: 50	5	Exams: 2	100

Course Outcomes:**Knowledge**

- To have theoretical understanding on destination management and destination image formation
- To be able to critically engage with theoretical and practical aspects of destination planning and marketing, Tourism Resource mapping, developing VLE packages

Skills

- Interactive: be aware of the various techniques for destination marketing and branding
- Social Participation: Impact Assessments in Destination Planning
- Reflective: make analysis of lifecycle of various destinations
- Decision Making: make decisions on rebranding of a destination
- Evaluative: how effectively destination images could be developed

General Competencies- Participant should be able to critically analyse destination marketing material that is produced by a range of destinations, formulate an original destination marketing campaign showing creative application of the principles of segmentation, targeting and positioning. General competencies also include the ability to communicate effectively, orally and in writing, both for personal communication and for formal reports.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	√	✓	√	√	•	•

Outline Syllabus:

UNIT I

Destination - Definition, Components of a destination - Types of destinations, Core and Periphery Attractions – Seasonality - Destination Life Cycle - Destinations and products – Managing destinations - Destination Management Systems, Destination Management Organisations – Impact of Tourism on Destinations

UNIT II

Destination Planning - Key elements of the planning process, Framework for Sustainable Tourism

Development - Situation Analysis - Topographical Analysis, Environmental Analysis, Resource Analysis, Assessment of tourism potential, Demand and Supply match, Evaluation of Tourism impacts - WTO Guidelines for Planners - National and Regional tourism planning and development - Contingency planning - EIA and EMS – Visitor Management Systems - Carrying capacity - Zoning system - Destination Zone planning model – Waste management in Destinations – 3Rs concept, Zero Waste Kovalam initiative

UNIT III

Destination Image – Definition - Destination image formation – Factors in image formation – Components in Destination image – Measurement of Destination Image – Qualitative image, Quantitative Image – Communicating Tourist Destination Image – Creating an image of tourist destination – Guidelines, Instruments – Ways to resolve negative image of a destination – Dimensions/Attributes determining Perceived Destination Image – Tourism Destination Image Formation model

UNIT IV

Destination Marketing - Market segmentation, Destination Marketing mix, Targeting, Image and positioning, Challenges to brand, and re-brand destinations, Strategic marketing for destinations and strengthening their competitiveness, formulating the destination product, Pricing of the destination, destination branding, 8Ps in destination marketing, destination competitiveness - Destination distribution channels - Electronic distribution channels - Destination marketing tools, Marketing strategies in the opening phase, growing phase and declining phase. Strategies of unidentified, differential, and concentrated marketing in the tourist market - Case studies of destination marketing by India as well as Kerala.

UNIT V

Project Work - Report Preparation –Destination Planning – Visitor Management, Waste Management, Resource Management, Infrastructure -Public Private Partnership (PPP) in Destination development, Marketing–Tourism Resource Mapping – Case Studies – Destination Singapore – Ladakh

References

1. Nigel Morgan (2001), Destination Branding: Creating the unique proposition, Butterworth and Heinemann
2. Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). An Introduction to the Business of Tourism. New Delhi. Sage Publications India
3. C. Gunn, Tourism Planning - Concepts and Cases, Cognizant Publications.

Additional Reading

1. A Practical Guide to Tourism Destination Management (2007), UNWTO
2. Geoffrey Ian Crouch (2003), The Competitive Destinations: A Sustainable Tourism Perspective, CABI Publishing
3. Marketing Destinations, Places and Tourism, Philip Kotler, et.al, Person Education

UNIVERSITY OF KERALA

MBA (FULL TIME/ EVENING-REGULAR/TRAVEL AND TOURISM)

Guidelines for:

Mini Project/Internships

Summer Project

MOOC

Viva Voce

MGT 534 - INTERNSHIPS / MINI PROJECT

SEMESTER – 3

Course Title – INTERNSHIPS / MINI PROJECT CODE- MGT 534

Credit: 3

Module Type: Single

Module Aims:

From the student perspective, an internship assists with career development by providing real work experiences that provide students with opportunities to explore their interests and develop professional skills and competencies. During internships, students are provided with opportunities to apply what they learned in classes to actual practice. It is expected that students will also be challenged to examine how their attitudes, beliefs, and values influence the helping process.

From the organisation perspective, an internship provides a unique training experience designed to enhance the professional development and functioning of the student/supervisee. In accepting students as interns, the organisation representative recognizes that the internship is a learning process designed to promote professional growth of the supervisee.

Module objectives:

- Practical Learning - Enhances a student's academic, career, and personal development
- Career Exploration
- Leadership & Skill Development
- Networking and Establishing Mentors and References
- Resume Enhancement

Note:- Students pursuing MBA programme through the **distance education mode** will have to undertake a mini project in the place of internship.

Learning Strategy:

Guidelines for Internship

Internship will be considered as a core course in the Third semester. Students are advised to opt for live assignments / real-world experience that enables them to put everything they've learned into action. *Internships* may be paid or unpaid by the Organisation.

As part of the internship, a student will have work in an organisation for 30-45 days under a faculty as a supervisor and maintain a Log Book/Work Diary in which they will be making entries about the

daily work assigned to them. It is highly advisable that a student undergoes an internship in the area in which they are looking to build up a career (For e.g. Marketing, Sales, Advertising, HR, BSFI, Media, Tourism etc.)

Period of Study - Internships will be for a duration of Minimum Thirty (30) days and will be held during the months of April/May.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Learning Outcome from an Internship

Knowledge

- to gain first-hand exposure of working in the real world.
- to harness the skill, knowledge, and theoretical practice they learnt in the institute
- a nice learning curve for **students** with little experience of the professional world.

Skills

- Understand a variety of Communication techniques and Basic listening skills.
- Understanding ethical and legal issues related to Business
- Ability to collate data from assessments and reports and secondary sources
- Ability to gather information through primary sources.
- Awareness of how interpersonal and intrapersonal values and beliefs affect professional relationships.
- Understanding and ability to function in interdisciplinary teams.
- Learning to respond to supervision appropriately.

Generic Competency

- A good internship results in development of professional aptitude and strengthens personal

character.

- It also provides a greater door to opportunity. By Doing an **internship**, candidates give themselves the broadest spectrum of opportunity when seeking and applying for a job after **college**.

Internship Evaluation

For Internships, 50 marks will be for internal evaluation and 50 marks will be for External evaluation. To pass the examination, Separate minimum of 50% is required for both internal and external evaluation /viva voce. Means the candidate have to score 25 marks separately for Internal evaluation and External evaluation to pass in the paper. The internal examination shall be conducted by a competent panel of examiners constituted by the respective institutes. ***It is advised to the institutes/ colleges to evaluate the student based on his learning.*** The external evaluation will be conducted by the examiners appointed by the University and the internal evaluation by a panel constituted by the college/institute. Students pursuing MBA programme through the **distance education mode** will have to undertake a mini project in the place of internship. The project should be application oriented based on a contemporary theme and should provide ample scope for applying the knowledge acquired by the student in research methods and quantitative tools during the first two semesters. The criteria for evaluation are detailed below.

Evaluation Criteria for Internships - Regular Mode

External (By University)

Criteria	Marks
Relevance of the Internship Completed & Company Selected	10
Internship Viva	20
Final Report	20
Total Marks	50

Internal (By the Institute)

Criteria	Marks
Log Book	20
Internship Presentation	10
Internal Viva	20

Total Marks	50
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Evaluation Criteria – Distance Education Mode – Mini Project

External (By University)

Criteria	Marks
Final Report	25
Mini Project Viva	25
Total Marks	50

Internal (By IDE)

Criteria	Marks
Project Report	25
Presentation	25
Total Marks	50

MGT 542 - SUMMER PROJECT

SEMESTER – 4

Course Title - SUMMER PROJECTCODE- MGT 542

Credit: 3

Module Type: Single

Module Aims:

The Summer Project is fully linked with industry. Every student of the Programme would work under the mentorship of a corporate executive. The student would learn practical side of Management from the corporate mentor throughout the two months of study. It's an opportunity for the students to get exposed to the management concepts they have learned in the classrooms and practice the same through their corporate mentors..

Objectives

- To create an environment of interaction between academia and industry for mutual benefit, and to provide suitable placement opportunities for MBA students
- To encourage MBA students to conduct innovative, high-quality summer projects
- To provide a platform for nationwide exposure to high-quality summer projects
- Practical Learning - Enhances a student's academic, career, and personal development

Learning Strategy:

Summer Project will be considered as a core course in the Fourth Semester. Students are advised to opt for live assignments / real-world experience that enables them to put everything they've learned into action.. Summer projects can be paid / unpaid by the organisation. During the fourth semester, every student of MBA (Full-time/Evening/Distance Education) programme is required to undertake a project of a problem centered nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted before the commencement of the fourth semester university examination. The contact hours required for the completion of the project is notionally fixed at 160 hours distributed over a continuous period of two months. Students shall be deputed for the project work immediately after the completion of the fourth semester class work.

Period of Study - Summer Project will be for a duration of Minimum Sixty (60) days including Project preparation and submission and will be held during the months of April/May.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work and Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
√	√	√	✓	✓	√	√	•	•

Learning Outcome from a Summer Project

Knowledge

- to gain hands on exposure of working in the real world.
- to harness the skill, knowledge, and theoretical practice they learnt in the institute
- a nice learning curve for **students** with little experience of the professional world.

Skills

- Apply broad technical and professional skills effectively within business arena
- Critically evaluate and apply sustainability principles to decisions in business contexts
- Apply critical thinking to address strategic business issues
- Communicate information clearly and fluently in oral and written form appropriate for stakeholders
- Critical thinking, creativity, and analytical skills

Generic Competency

- Business knowledge and concepts
- Business practice-oriented skills
- Communication and interpersonal skills
- Attitudes and values

Evaluation of the Summer Project

The project work report will be evaluated for 100 marks. There will be external evaluation for the project and report. The external evaluation for 150 marks will be conducted by examiners duly

appointed by the University for the purpose. Out of the total 150 marks, 50 marks will be awarded for viva-voce and 100 marks for the report.

Guidelines for Final Project

General Format of the Summer Project Report

The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages.

- Matter should be typed with Double line spacing
- Font Size should be 12 with style Times New Roman
- One Inch Margin should be left on Top and Bottom of the page, as well as Left and Right side of the typed pages.
- Both primary and secondary data may be used for the study
- Statistical tools should be used for data analysis in the appropriate context.
- The content of the Report should be sequenced as follows.

A. Preface Section:

- Title Page of the Report
- Declaration by the student
- Certificate from Supervisory Faculty counter Signed by Head of the Institution.
- Acknowledgement
- Chapter Content
- Table Content.
- Graph/ Chart/ Figure Content

B. Executive Summary / Abstract

C. Chapterisation

Chapter-I

Introduction (should contain specific area of study, statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Hypothesis if any, Methodology (sample design and

size, data source, tools used for analysis etc) or case study, Chapter Scheme, limitations of the study.

Chapter-II

Review of related Literature -is a comprehensive summary of previous research on the topic of study. The **literature review** surveys scholarly articles, books, and other sources relevant to a particular area of research. The **review** should enumerate, describe, summarize, objectively evaluate and clarify this previous research. (Minimum 25 Reviews from Various Sectors) and identifying the Research Gap.

Chapter-III

Profile of the industry and Organization/Unit of Study – This section includes Industry Profile & Company Profile. **Industry profiles** are in-depth documents that give insight into an **industry**, where it came from, and where it appears to be going. A typical **report** looks at the **industry** leaders, forces affecting the **industry** and financial data for the **industry**. **Company Profile** - This report provides an expanded directory display for a business. This report can include sales and sales trend information, business size, expanded SIC and line of business details, key principals, and business URLs.

Chapter-IV

Data analysis and Interpretation -is the process of assigning meaning to the collected information and determining the conclusions, significance, and implications of the findings. **Analysis** involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences.

Chapter-V

Findings, recommendations and Conclusions - summarize the key *findings*, outcomes or information in your report; acknowledge limitations, Draw a conclusion to your report summarizing the study and then and make *recommendations* for future work (where applicable)

Bibliography - list of sources you referred to (Text Books/ Journals/ Web Sites) when writing the project and for conducting the study.

- Monson, C. M., Fredman, S. J., & Adair, K. C. (2008). Cognitive-behavioral conjoint therapy for posttraumatic stress disorder: Application to operation enduring and Iraqi freedom veterans. *Journal of Clinical Psychology*, 64, 958-971.

- Ginsberg, J. P., Ayers, E., Burriss, L., & Powell, D. A. (2008). Discriminative delay Pavlovian eyeblink conditioning in veterans with and without posttraumatic stress disorder. *Journal of Anxiety Disorders*, 22, 809-823.

Appendix

Appendices can **consist** of figures, tables, maps, photographs, raw data, computer programs, musical examples, interview questions, sample questionnaires / Schedules which you don't want to include along with the main content of your report.

Objective

The objective of **comprehensive viva-voce** is to assess the overall knowledge of the student in the relevant field of Management Engineering acquired over 4 semesters of study. The **viva** shall normally cover the subjects taught in all the semesters of MBA Programme or preferably based on the electives.

Evaluation

The comprehensive viva-voce carries 50 marks. The University will constitute a Board of Examiners for conducting both the project viva-voce and the comprehensive viva-voce. Students securing less than 25 marks in the comprehensive viva-voce will have to repeat the same during the next year. Such students will be given a total of three chances to clear the same.

A student has to compulsorily undertake 2 MOOC Courses, One in each year, through the SWAYAM/NPTEL platform and successfully clear the papers for the course thus selected and it should be in the area related to their specialization but with focus on employability. The institute shall recommend courses in the first year and the student shall be given opportunity to select a course in the second year, with the advice of his mentor or faculty. The students must compulsorily submit the certificates of MOOC courses that they have opted during the comprehensive viva-voce examination at the end of the fourth semester. If a student fails to undertake the courses or has successfully done only one course, they will not be permitted to appear for the Comprehensive Viva Voce Examination. The University will constitute a Board of Examiners for conducting the comprehensive viva-voce. Students securing less than 25 marks in the comprehensive viva-voce out of 50 & those who don't have the certificates of MOOC Courses will have to repeat the same during the next year. Such students will be given a total of three chances to clear the same.

Note

It's the student's responsibility to ensure that they register for the MOOC Course, they complete the MOOC course, they appear and pass the exams for the course they have enrolled and handover the certificate to the institute. The institute shall give charge of MOOC Courses to a faculty and ensure that students are joining for courses.