



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

School of Management Studies

MASTER OF BUSINESS ADMINISTRATION (MBA) – 2019 REGULATION

S41APROJ1	MINI PROJECT	L	T	P	Credits	Total Marks
		0	0	0	5	100

The objective of the final project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs.

There shall be three reviews during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the mini project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory / industry.

The time period for the project work is one month.

S41APROJ2	FINAL PROJECT	L	T	P	Credits	Total Marks
		0	0	0	10	100

The objective of the final project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries / Research labs.

There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry.

The time period for the project work is three months.

SBAA5102	DYNAMICS OF ORGANISATIONAL BEHAVIOUR	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the behaviour of human beings as individuals and groups
- To interpret individual and group dimensions in organizational behaviour
- To comprehend the dynamics of complex work situations.

UNIT 1 CONCEPT OF ORGANIZATIONAL BEHAVIOUR**9 Hrs.**

Definition-Nature-Characteristics-importance of organizational behaviour- models, -Cognitive Framework-Behaviouristic Framework and Social Cognitive Framework of organizational behavior.

UNIT 2 INDIVIDUAL BEHAVIOUR**9 Hrs.**

Perception- Concept- Nature- Process- Importance-Management and Behavioural Applications of Perception- Attitude- Concept- Process and Importance- Attitude Measurement - Attitudes and Workforce Diversity- Personality- Concept, Nature, Types and Theories of Personality Shaping-Personality Attitude and Job Satisfaction-Learning- Concept and Theories of Learning.

UNIT 3 GROUP BEHAVIOUR**9 Hrs.**

Motivation - Theories of Motivation- Early and Contemporary views- Motivating a Diverse Workforce- Leadership- Styles - Traits -Theories of Leadership -Interpersonal Relationship- Group Dynamics - Stages of Group Development-Group Cohesiveness-Formal and Informal Groups- Group Processes and Decision Making-Dysfunctional Groups.

UNIT 4 ORGANISATIONAL DYNAMICS**9 Hrs.**

Organisational Power and Politics -Concept - Sources of Power- Distinction between Power-Authority and Influence- Approaches to Power, Political Implications of Power-Dysfunctional Uses of Power - Knowledge Management - Emotional Intelligence in Contemporary Business Organisation-Conflict-Sources-Types-Functionality and Dysfunctionality of Conflict-Resolution of Conflict.

UNIT 5 ORGANISATIONAL CHANGE**9 Hrs.**

Change-Concept-Nature- Resistance to change- Managing resistance to change- Implementing Change- Kurt Lewin Theory of Change-Grievance -Types -Process of Grievance Handling-Stress-Consequences-Causes of Stress- Managing Stress- Organisational Culture-Characteristics-Elements-Implications of Organisation culture, Process -Job Satisfaction-Components - Significance - Influencing Factors.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the basic elements of human behaviour.
- CO2 - Discuss individual and group behaviour
- CO3 - Examine important aspects of group/team processes.
- CO4 - Demonstrate ability to manage, lead and work with other people in the organization.
- CO5 - Analyze the significance of conflict, politics and change in organizations
- CO6 - Design effective organizational dynamics.

TEXT / REFERENCE BOOKS

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, 12th Edition, 2017.
2. Luthans Fred, Organizational Behaviour, Tata McGraw Hill, 12th Edition, 2017.
3. Sundar & Srinivasan, Elements of Organisational Behaviour, Vijay Nicole Imprints Pvt. Ltd., 2009.
4. Luthans Fred, Organizational Behavior, McGraw Hill Publishers Co. Ltd., New Delhi, 2006.
5. Aswathappa K., Organizational behavior, HPH, Bombay, 2006.
6. S.S. Khanka, Organizational Behavior, S. Chand & Co., 2008.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA5105	ENTREPRENEURSHIP AND BUSINESS VENTURING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of entrepreneurship, enterprise and business venturing.
- To identify elements of a business plan.
- To prepare a project report and know the sources of finance.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning of entrepreneur - **Functions of an Entrepreneur** - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - **Entrepreneurial Culture** - **Stages in entrepreneurial process.**

UNIT 2 BUSINESS PLANNING PROCESS**9 Hrs.**

Meaning of business plan - **Business plan process** - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

UNIT 3 CRAFTING BUSINESS MODELS AND LEAN START-UPS**9 Hrs.**

Introduction to business models; Creating value propositions-**conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models;** Business model canvas, Introduction to lean startups, Business Pitching.

UNIT 4 BUSINESS VENTURING**9 Hrs.**

Creating and organizing the venture - Product development - The founding team - Organizational, legal and ethical issues - Operations management -Start-up costs -Financing the new venture - New venture marketing - Planning for growth.

UNIT 5 ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT**9 Hrs.**

A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India - **Role of Central Government and State Government in promoting Entrepreneurship** - **Women Entrepreneurs- Role, Problems and Prospects.**

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Think critically about the entrepreneurial process in several contexts
- CO2 - Analyze the milestones and related challenges in developing a new venture.
- CO3 - Create a business plan.
- CO4 - Discuss the key issues related to new venture creation.
- CO5 - Apply concepts and techniques in a variety of settings for the entrepreneurial process.
- CO6 - Design.

TEXT / REFERENCE BOOKS

1. David H.Holt, Entrepreneurship: New Venture Creation, Pearson Education, 2016.
2. Khanka S.S., Entrepreneurial Development, S.Chand & Company Ltd., New Delhi, 2012.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2018.
4. Yescombe E.R., Principles of Project Finance, Academic Press; 2nd Edition, 2017.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA5204	OPERATIONS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic concepts, strategies, tools and techniques of operation management
- To gain knowledge on Process Planning, Location, Layout, MRP and Inventory Management
- To develop new concepts of operations management.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction and Overview of Operations Management - Understanding similarities and difference among Products, Goods and Services - Historical Development and Current Issues in Operations Management - Operations Strategy and Competitiveness - **Product Design - New Product Development, Make or Buy Decisions.**

UNIT 2 OPERATIONS STRATEGY**9 Hrs.**

Process Planning - Process Redesigning, Procedure for designing a process - Production Planning and Control- Objectives, Elements, Stages of PPC - Capacity Planning - Importance, Types, Capacity Requirement Planning(CRP) - Forecasting - **Factors affecting Forecast, Types of Forecast in Decision Making, Forecasting Models.**

UNIT 3 PLANT LOCATION AND LAYOUT**9 Hrs.**

Facility Location - Factors influencing Plant Location, Break even Analysis.Plant Layout - Classification of Layout, Layout Design Procedures - CRAFT, ALDEP, CORELAP.Line Balancing - Objectives of Assembly Line Balancing, Ranked Positional Weight Method, COMSOAL.

UNIT 4 QUALITY CONTROL**9 Hrs.**

Quality Control - Objectives, Importance, **Quality Control Techniques** - Control Charts - $\bar{x}$ Chart, R Chart, P Chart, C Chart - Acceptance Sampling - Work Study - Method Study, Time Study - Human factors in job design - Ergonomics - Work Environment and Workers Safety.

UNIT 5 MATERIALS MANAGEMENT AND INVENTORY CONTROL**9 Hrs.**

Aggregate Planning - Nature, Strategies, Methods - Material Requirement Planning(MRP-I)- Manufacturing Resource Planning(MRP-II) - Inventory-Types of Inventory - Deterministic demand model-EOQ- Continuous and Periodic review Inventory models - Selective Inventory Control - ABC, VED, FSN Techniques.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of operations management.
- CO2 - Describe the strategies in various manufacturing and service sectors.
- CO3 - Solve and analyze problems using different forecasting techniques.
- CO4 - Evaluate Facility locations and Plant Layout by solving the problems.
- CO5 - Apply the Quality control techniques
- CO6 - Develop new models of operations management.

TEXT / REFERENCE BOOKS

1. Paneerselvam R., Production and Operations Management, PHI Learning Private Ltd., 3rd Edition, 2012.
2. Kanna R.B., Production and Operations Management, PHI Learning Private Ltd., 2nd Edition, 2015.
3. Saravanel P. & Sumathi S., Production and Materials Management, Margham Publications, 2nd Edition, 2012.
4. Chary S.N., Production and Operations Management, Tata McGraw Hill Education Pvt. Limited, 4th Edition, 2009.
5. Singh S.P., Production and Operations Management, Vikas Publishing House Private Limited, 1st Edition, 2014.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA5207	STRATEGIC MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand concepts in the field of Strategic Management
- To develop skills to formulate strategies
- To assess business models and provide solutions

UNIT 1 UNDERSTANDING STRATEGY**9 Hrs.**

Concept of strategy, Corporate, Business and Functional Levels of Strategy Meaning and Characteristics of strategic management, Strategic Management Process: Stakeholders in business and their roles in strategic management. Strategic Intent-Vision- Mission, Business definition using Abell's three dimensions-Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).

UNIT 2 ENVIRONMENTAL APPRAISAL**9 Hrs.**

Environmental Threat and Opportunity Profile (ETOP). Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis. Analyzing Company's Internal Environment: Resource based view of a firm, sources of competitive advantage, VRIO Framework, Core Competence, Benchmarking -Value Chain Analysis Strategic Advantage Profile, Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model.

UNIT 3 GENERIC COMPETITIVE STRATEGIES**9 Hrs.**

Meaning-Low cost, Differentiation, Focus. Grand Strategies: Stability- Growth -Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies.

UNIT 4 STRATEGY IMPLEMENTATION**9 Hrs.**

Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies, McKinsey's 7s Framework. Organization Structures for Strategy Implementation matching structure to strategy, organizational design for stable Vs. turbulent environment, Changing Structures & Processes-Reengineering & strategy implementation - Principles of Reengineering.

UNIT 5 STRATEGY EVALUATION**9 Hrs.**

Operations Control and Strategic Control - Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation. Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Business Models-Internet Strategies for Traditional Business -Virtual Value Chain. Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of strategic management strategic approaches to Decision Making.
- CO2 - Explain Environmental appraisal.
- CO3 - Examine the competitive strategies.
- CO4 - Discuss Strategy Implementation.
- CO5 - Assess functional strategies.
- CO6 - Elaborate Strategic evaluation.

TEXT / REFERENCE BOOKS

1. Bhattachary S.K. and N.Venkataramin, Managing Business Enterprise: Strategies.
2. AzharKazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3rd Edition
3. Pearce J.A. & Robinson R.B., Strategic Management formulation implementation and control, TMH.
4. Arthur A. Thompson Jr. & A.J Strickland III, Crafting and executing strategy, TMH.
5. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI.
6. Upendra Kachru, Strategic Management, Excel books.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA5301	GLOBAL BUSINESS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the global business environment.
- To Interpret global markets and global climates.
- To formulate strategies to manage international businesses.

UNIT 1 INTRODUCTION TO INTERNATIONAL BUSINESS**9 Hrs.**

Evolution- Theories of global trade and investment - Mercantilism - Theory of Absolute Advantage - Theory of Comparative Advantage - Factor Endowment Theory - Product Life Cycle Theory - Porter's National Competitive Advantage.

UNIT 2 ENVIRONMENT OF IB**9 Hrs.**

Political - Legal - Technological - Cultural - Demographic and Economic environment, Cross-cultural management- models to aid international managers - Modes of International Business-Organizing international business - international designs- factors influencing choice of a design- issues in organization design-Conflict management, reconciliation - adjudication and arbitration issues, supporting Institutions -Negotiations.

UNIT 3 TRADE POLICIES**9 Hrs.**

WTO and LPG policies-Its Implications on India- Regional Trade Blocks- Integration between countries-levels of integration and impact of integration-International strategic alliances-nature- benefits- pitfalls- scope- how to make alliances work.

UNIT 4 GLOBAL INVESTMENTS**9 Hrs.**

Introduction-understanding payment mechanism - Documentation in International Trade - Financing Techniques-Export Promotion Schemes-Export and Import Finance-Global Sourcing and Indian Industries structure-Reasons for global sourcing- advantages and disadvantages-Challenges for Indian Businesses.

UNIT 5 GLOBAL BUSINESS OPERATIONS**9 Hrs.**

Strategic issues in operations management-Manufacturing Management, Logistics Management and Procuring-Technology transfers - issues Marketing Management- benefits of international markets- major activities in international marketing- Human Resource Management-Approaches-Expatriation and Repatriation Process, Training-Compensation-Industrial Relations.

Max. 45 Hrs.**COURSE OUTCOMES**

- On completion of the course, student will be able to
- CO1 - Learn the theories of global trade and investment.
 - CO2 - Explain International Business Environment.
 - CO3 - Discuss the Trade Policies.
 - CO4 - Evaluate Global Investment Mechanisms.
 - CO5 - Assess global business operations.
 - CO6 - Elaborate Strategic issues in management.

TEXT / REFERENCE BOOKS

1. Silvio M. Brondoni, Competitive Business Management: A Global Perspective Routledge, 2018.
2. Abel Adekola, Bruno S. Sergi, Global Business Management: A Cross-Cultural Perspective Routledge, 2016.
3. Leslie Willcocks, Global Business Management Steve Brookes Publishing, 2016.
4. Betty Jane Punnett, International Business and Management: Exercises, Projects, and Cases, Routledge, 2015.
5. Sonia Gupta, International Business, McGraw Hill Education 2015.
6. Charles W.L. Hill, International Business: Competing in the Global Marketplace, McGraw Hill Education, 2014.
7. Vyuptakesh Sharan, International Business Management, Pearson, 2012.
8. Venkateswaran N. International Business Management, New Age International, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA6101	TALLY LAB	L	T	P	Credits	Total Marks
		0	0	2	1	100

COURSE OBJECTIVES

- To familiarize with the basic concepts, of Accounting
- To make the students proficient towards creating the accounting records and extract the financial statements
- To impart practical training on this software so that the students could apply its various aspect in their day to day business/professional activities.

SUGGESTED LIST OF EXPERIMENTS

1. Introduction to Tally
2. Creation, Alteration and Deletion of Company
3. Creation/Alteration of Multiple Ledgers/Groups
4. Preparation of Trial Balance
5. Preparation of Profit And Loss Account and Balance sheet - Ledger Balances
6. Preparation of Profit And Loss Account and Balance sheet - Accounting Vouchers
7. Inventory Vouchers
8. Cost Category and Centres
9. Payroll

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Have an understanding of basic Accounting concepts and principles
- CO2 - Set up Company Configurations, Charts of Accounts and record financial transactions
- CO3 - Generate Accounting and Inventory Masters, Vouchers and Basic Reports in Tally
- CO4 - Get familiar with the Technological Advantages like Cost Centers and Categories
- CO5 - Have an understanding of the concept and features of Payroll Accounting and be able to generate Payroll reports
- CO6 - Acquire hands-on experience in the use of Tally accounting package.

TEXT / REFERENCE BOOKS

1. Rajesh Chheda, Learn Tally. ERP 9 with GST, 2nd Edition, Software, 2018.
2. Tally education Pvt. Ltd., Official Guide to Financial accounting using Tally, ERP 9 With GST, BPB publication, 2018.
3. Singh S. and Mehra N., Tally ERP 9: Software for Business and Accounts, V&S Publishers, 2014.
4. Asok K Nadhani , Implementing Tally, BPB Publication, 4th Edition, 2018.

SBAA6201	SPSS LAB	L	T	P	Credits	Total Marks
		0	0	2	1	100

SUGGESTED LIST OF EXPERIMENTS

1. Creation and alteration of a file
2. Measure of Central Tendency
3. Result Analysis
4. Investment analysis
5. Frequency analysis - Preparation of charts and diagrams
6. T - Test
7. One way ANOVA
8. Two way ANOVA
9. Regression
10. Correlation - Bi-variate and multi-variate
11. Rank Correlation
12. Cross tabulation and Chi-square test

SBAA6301	MS-OFFICE LAB	L	T	P	Credits	Total Marks
		0	0	2	1	100

I. MS WORD

Creating Business Documents using the following facilities:

1. Text Manipulations
2. Usage of Numbering, Bullets, Footer and Headers
3. Usage of Spell check, Find & Replace
4. Text Formatting
5. Picture insertion and alignment
6. Creation of documents, using templates
7. Mail Merge Concepts
8. Copying Text & Pictures from Excel

II. MS-EXCEL

Creating spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression using the following facilities:

9. Cell Editing
10. Usage of Formulae and Built-in Functions
11. Data Sorting (both number and alphabets)
12. Worksheet Preparation
13. Drawing Graphs
14. Usage of Auto Formatting

III. MS-POWER POINT

Creating Business Presentations using following facilities:

15. Inserting Tables, Images, texts, Symbols, Clip arts, Pictures, and New Slides
16. Frame movements of the above
17. Preparation of Organization Charts
18. Presentation using Wizards
19. Usage of design templates Slides,
20. Design; Transition; Animation; and Slideshow

SBAA7003	STRATEGIC FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To acquaint the students with concepts of financial management from strategic perspective.
- To provide an understanding of how strategic financial decisions are taken and how the outcomes are quantified.
- To familiarize various Techniques and Models of strategic financial management.

UNIT 1 INTRODUCTION TO STRATEGIC MANAGEMENT**9 Hrs.**

Nature of Strategic financial Management- Objectives -elements of strategic financial management -Financial policy and strategic Planning- Financial Planning: characteristics, steps - **Financial Modelling: tools and techniques, process.**

UNIT 2 RISK ANALYSIS IN INVESTMENT DECISIONS**9 Hrs.**

Conceptual framework of risk - **Analysis of Risk and Uncertainty in Capital Budgeting**- RAD Approach, CE Approach, Probability Distribution Approach, Decision Tree Approach, Sensitivity Analysis and Simulation - Corporate Strategy and High Technology Investments.

UNIT 3 FINANCING DECISIONS**9 Hrs.**

Financing Strategy: Hybrid financing instruments - Leasing and hire purchase financing - Meaning - Types - Valuation of Lease: tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee and Lease versus buy decision. Determination of Lease rentals - **Venture capital financing**: concept and developments in India; Process and methods of financing.

UNIT 4 DIVIDEND DECISIONS AND INFLATION IN FINANCIAL DECISIONS**9 Hrs.**

Dividend and Valuation- Irrelevance of Dividends; and Relevance of Dividends. Dividend Models- Walter Model, Gordon Model, **Modigliani and Miller Approach Determinants of Dividends Policy** - Dividend Policies - Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision. Inflation in Financial Decisions- Inflation and Value of the firm - Inflation and Capital Budgeting Decisions - Inflation and Financial Markets.

UNIT 5 MERGERS AND ACQUISITIONS**9 Hrs.**

Corporate Restructuring - Mergers and Acquisitions - Types - Legal Aspects of Mergers - Costs Benefits and tax aspects of mergers- Financial Evaluation of Merger- Take over - Types, Takeover Code - Divestitures - **Ownership Restructuring** - Privatisation - Dynamics of Restructuring - Buy Back of Shares - Leveraged Buy-outs (LBOs) - Demergers.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate the fundamental financial theories relevant to financial decision making.
- CO2 - Establish the trade-off between risk and return and incorporate risk in investment decisions.
- CO3 - Assess the financing alternatives and recommend the suitable method of financing the business.
- CO4 - Evaluate how corporate dividend decisions influence firm value.
- CO5 - Understand the financial aspects and regulatory framework of Mergers, Acquisitions and Takeovers
- CO6 - Apply financial analysis skills in the facilitation of strategic decision making.

TEXT / REFERENCE BOOKS

1. Prasanna Chandra, Fundamentals of Financial Management, 9th Edition, Tata McGraw Hill, 2015.
2. Khan & Jain, Financial Management Text, Problems & Cases, 8th Edition, Tata McGraw Hill, 2018.
3. Pandey I.M., Financial Management, 11th Edition, Vikas Publications, 2015.
4. Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA7004	FINANCIAL INSTITUTIONS AND SERVICES	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the role and functions of financial institutions.
- To evaluate and create strategies to promote financial products and services.
- To study on credit rating system and mutual fund.

UNIT 1 FINANCIAL INSTITUTIONS**9 Hrs.**

Financial institutions - banks & non-banking financial institutions - genesis and development- new financial institutions - Indian banking system - an overview - recent developments. Role of reserve bank of India, finance ministry and control mechanism.

UNIT 2 DEVELOPMENT BANKS**9 Hrs.**

Development Banks: IDBI, IFCI ICICI, NABARD, EXIM, SIDBI, Objectives, functions, Scope of Development Banks. International Financing Institutions. Objectives of international financial institutions. Source of funds, priority areas.

UNIT 3 FINANCIAL SERVICES**9 Hrs.**

Structure of Financial System - role of Financial System in Economic Development - Financial Markets and Financial- Role of SEBI -Regulation - Functions of Stock Exchanges- Financial Services Sector Problems and Reforms: Concept, Nature, Scope - Regulatory Frame Work, Growth.

UNIT 4 MERCHANT BANKING AND LEASING**9 Hrs.**

Merchant Banking - Meaning-Types - Responsibilities of Merchant Bankers - Role of Merchant Bankers in Issue Management - Regulation of Merchant Banking in India, Venture Capital - Growth - Financing Pattern- Legal Aspects and Guidelines, Leasing - types -Evaluation of Leasing Option Vs. Borrowing.

UNIT 5 CREDIT RATING AND MUTUAL FUND**9 Hrs.**

Credit Rating - Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting - Types - Factoring in the Indian Context, Mutual Funds - Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines, Working of Public and Private Mutual Funds in India. Debt Securitisation - Concept and Application - De-mat Services-need and Operations-role of NSDL and CSDL.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify the fundamental concept of financial institutions and banking system in India
- CO2 - Summarize the functions and role of development banks in India
- CO3 - Demonstrate the structure of financial system
- CO4 - Discuss the functions of merchant banking in India
- CO5 - Create awareness of credit rating and its role
- CO6 - Analysis de-mat services and operations

TEXT / REFERENCE BOOKS

1. Ahuja V.K., Law Relating to Intellectual Property Law, Lexis Nexis, 2nd Edition, 2013.
2. Gopalakrishnan N.S. & T.G.Ajitha, Principles of Intellectual Property, Eastern Company, 2nd Edition, 2014.
3. M.Y.Khan "Industrial Finance", Tata McGraw Hill Publishers 10th Edition, 2018.
4. SundarSankaran Indian Mutual Funds Handbook A Guide for Industry Professionals and Intelligent Investors, 5th Edition, Vision Pub., 2018.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7006	INTERNATIONAL FINANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To introduce the environment of international finance and its implications on international business.
- To determine the exchange rates and interest rates and their forecasting.
- To explore the sources of long term finance and design financial strategies.

UNIT 1 INTRODUCTION OF FOREIGN EXCHANGE MARKETS**9 Hrs.**

Introduction of Foreign Exchange Markets -Spot and Forwards Exchange Rates - Eurocurrency and Domestic Interest Rates - Quotations and Market Rules. Parity conditions in International Finance Purchasing Power Parity -Covered Interest Parity - Real Interest Parity -Parity Conditions and Managerial Implications.

UNIT 2 FORECASTING EXCHANGE RATES**9 Hrs.**

Forecasting Exchange Rates - Fundamental Factors Affecting Exchange Rates - Time Series Forecasting International Sources of Finance for the Firm -Bond Financing (Fixed and Floating Rate Notes) - Loan Financing (Syndicates Loans) - Securitized Financing (Euronote) - Equity Financing (GDR and ADR) Features of Loan Agreements: Loan Negotiations.

UNIT 3 INTERNATIONAL FINANCING DECISION**9 Hrs.**

International Financing Decision - Issues in Overseas Funding Choices - Economic Circumstances and overall Funding Choices - Funding and Risk Management Aspects.

UNIT 4 ANALYSIS OF INTERNATIONAL CAPITAL BUDGETING**9 Hrs.**

Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment. Foreign Exchange Risk Management - Conceptual Overview - Nature of Exposure (Economic, Transaction, Translation) Hedging and Speculation,

UNIT 5 DERIVATIVES**9 Hrs.**

Derivatives and Exposure Management - Currency Forwards - Currency Options - Currency Futures - Currency Swaps - Interest Rate Risk Management. Framework of Managing Exposures, Accounting Implications of Forex Transactions - Derivatives Accounting.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify various international Exchange market and its implications.
- CO2 - Analyze the knowledge of exchange market and able to mobilize fund in international market.
- CO3 - Apply the knowledge in making decision based on risk.
- CO4 - Understand the international financial decisions.
- CO5 - Evaluate the cost of capital for international funds.
- CO6 - Create new strategy to integrate the global developments with the changing business environment.

TEXT / REFERENCE BOOKS

1. Shailaja Gajjala, International Finance, Universities Press; 2nd Edition, 2011.
2. Hartley Withers, International Finance, Forgotten Books, 3rd Edition, 2018.
3. Madhu Vij, International Financial Management, Excel Books; 3rd Edition, 2014.
4. Agarwal O.P., International Finance, Himalaya Publishing House, 1st Edition, 2017.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7008	PROJECT FINANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the concept of project and how it is financed.
- To observe the factors that influences project feasibility.
- To understand the methods of appraising a project.

UNIT 1 INTRODUCTION TO PROJECT FINANCE**9 Hrs.**

Project meaning - **Stages in a project cycle**: Project identification, formulation, evaluation and implementation - Role of consultants in project management. Sources of finance- Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings from banks and FIs - Venture capital - Innovative instruments in the capital market.

UNIT 2 CAPITAL STRUCTURE**9 Hrs.**

Project financing - Estimating the total capital requirements - Factors determining the fixed capital and working capital - Judicious financing plan - Capital gearing - Matching of requirements with available financial assistance from various sources

UNIT 3 PROJECT APPRAISAL MANAGERIAL ASPECT**9 Hrs.**

Process of lending for a project - Pre-sanction appraisal - Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, management and working of other group companies evaluation of appropriative technology, availability of raw materials and utilities and safeguards against pollution, effluent disposal/treatment.

UNIT 4 PROJECT APPRAISAL FINANCIAL ASPECT**9 Hrs.**

Project appraisal - **Evaluation of commercial aspects**: Estimation of demand supply gap, distribution channels and selling arrangements - Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return & breakeven analysis.

UNIT 5 PROJECT APPRAISAL - SOCIETAL ASPECT AND IMPLEMENTATION**9 Hrs.**

Project appraisal - **Economic analysis**: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue, political stability, priority and evaluation of international competitiveness. Project monitoring - Post sanction supervision and follow up - How to improve recovery? Industrial sickness: Warning signals and causes - Rehabilitation of a sick industrial unit - Role of the board for industrial and financial reconstruction (BIFR)

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concept of project finance.
- CO2 - Analyze the various sources of finance for the project.
- CO3 - Identify the factors to be considered for a feasibility of a project.
- CO4 - Evaluate the level of impact of various factors on feasibility of a project.
- CO5 - Project implementation and monitoring.
- CO6 - Identification of sick units and the rehabilitation process.

TEXT / REFERENCE BOOKS

1. Goel B.B., Project Management: A Development Perspective, Deep and Deep Publications, New Delhi.
2. Sengupta A.K., Bank Credit to Industry, Skylark Publications, New Delhi.
3. Prasanna Chandra, Projects Preparations, Appraisal, Budgeting and Implementation, Tata McGraw Hill.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7009	CONSUMER BEHAVIOUR	L	T	P	Credit	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the role of consumer behaviour in marketing.
- To identify qualitative and quantitative methods of measuring consumer behaviour.
- To understand the role of global consumer.

UNIT 1 INTRODUCTION**9 Hrs.**

Consumer Behaviour-Meaning, Definition-scope and Application of consumer behaviour- Consumer involvement -Nature and Characteristics of Indian consumers- **consumer behavior interdisciplinary approach**; Introduction to Industrial Buying Behaviour, Consumer Behaviour Models

UNIT 2 ENVIRONMENTAL FACTORS**9 Hrs.**

Environmental influences on Consumer Behaviour: Consumer socialization process; consumer roles within a family; purchase influences and role played by children; family life cycle. Social Class and Consumer behaviour: Determinants, characteristics. **Culture and Consumer Behaviour:** Characteristics of culture; core values held by society and their influence on consumer behaviour; introduction to sub-cultural and cross-cultural influences. **Opinion Leadership** Process: Characteristics and needs of opinion leaders and opinion receivers; interpersonal flow of communication-- Marketing implications of the above influences.

UNIT 3 CONSUMER PERCEPTIONS**9 Hrs.**

Consumer perceptions -Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

UNIT 4 MARKETING COMMUNICATION**9 Hrs.**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - **Marketing communication** - Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

UNIT 5 GLOBAL CONSUMER BEHAVIOUR**9 Hrs.**

The Global Consumer Behavior and Online buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - **Issues of privacy and ethics.**

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the conceptual foundations of consumer buying behavior.
- CO2 - Identify the major influences in consumer behavior.
- CO3 - Implement appropriate combinations of theories and concepts.
- CO4 - Acquaint with the communication and consumer decision making.
- CO5 - Create awareness about global consumer behavior.
- CO6 - Use most appropriate techniques to apply market solutions.

TEXT / REFERENCE BOOKS

1. Bennet and Kassarian, Consumer Behaviour, Prentice Hall of India, New Delhi.
2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011.
3. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011.
4. Berkman & Gilson, Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7011	STRATEGIC MARKETING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To introduce a systematic understanding of marketing strategy and decision making.
- To understand and apply the STP strategies of marketing.
- To understand and appreciate the concept of marketing strategy formulation and implementation.

UNIT 1 INTRODUCTION TO STRATEGIC MARKETING**9 Hrs.**

Marketing role in formulating and implementing strategies - market oriented management, process of formulation and implementation of marketing strategy - integrating marketing strategy with the firm's other strategies and resources, market opportunity analysis, formulating strategies for specific situations, implementation and control.

UNIT 2 UNDERSTANDING MARKET OPPORTUNITIES**9 Hrs.**

Market and Industry - meaning, assessing market and industry using Mullins' framework - Forecasting Based on Current Demand, Past Demand, Experimentation, Intentions and Expert Opinion

UNIT 3 MARKETING TECHNIQUES**9 Hrs.**

Targeting Attractive Market Segments and Positioning - Choosing Attractive Market Segments -process - Different Targeting Strategies - Differentiation Based on Product, Image, Channel, Personnel & Services - Positioning Process.

UNIT 4 STRATEGIC MARKET FOR NEW ENTRIES AND GROWTH MARKET**9 Hrs.**

Market Entry Strategies for Pioneers and Followers: Sources of competitive advantage for pioneers and followers - Components of strategic marketing programmes for Mass market penetration and niche market penetration - Growth Market Strategies for Market Leaders and followers: Different types of marketing objectives for leaders and followers, market share maintenance and growth strategies

UNIT 5 STRATEGIC MARKETING FOR MATURE AND DECLINING MARKETS**9 Hrs.**

Challenges in mature and declining markets, transition from growth to maturity - Marketing Strategies for Mature Markets: Maintaining current market share, extending volume growth – Marketing Strategies for Declining Markets: Marketing objectives and programmes for Harvesting, Maintenance, Survivor & Niche Strategy.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the fundamentals of Strategic Marketing.
- CO2 - Evaluate the various strategic market opportunities.
- CO3 - Apply knowledge to evaluate various Marketing Techniques.
- CO4 - Determining the strategic market for new entrants.
- CO5 - Develop strategic thinking in the context of complex problems and challenges faced by executives.
- CO6 - Analyze and improve the Marketing for declining markets.

TEXT / REFERENCE BOOKS

1. Piercy Nigel, Strategic Marketing, McGraw Hill Higher Education; 10th International Edition, 2012.
2. Andrew Whalley, Strategic Marketing, Ventus Publishing, 2010.
3. Gupta S.L., Strategic Marketing Management, Atlantic Publishers and Distributors, 2009.
4. Shajahan S, Strategic Marketing: Text and Cases, Viva Books publications, 2010.
5. Colin Gilligan, Richard M.S. Wilson, Strategic Marketing Planning, A Butterworth-Heinemann Publications, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7021	ORGANIZATIONAL CHANGE AND DEVELOPMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To facilitate the students to understand the theoretical and practical underneath of Organizational Change and Development.
- To aware of different tools used to diagnose organizations through conceptual framework and case studies.
- To learn how to improve individual, group/team and organizational performance.

UNIT 1 ORGANIZATIONAL CHANGE**9 Hrs.**

Organizational Change, Forces of Change, Change Need Analysis, Types of Change, Styles of Change, Managing Change - Strategic Planning, Process Oriented Strategies, Competitor Oriented Strategies, Customer Oriented Strategies.

UNIT 2 APPRECIATING CHANGE**9 Hrs.**

Drivers of Organizational Change, Developing a Change Agenda; Organizational learning - Senge's five disciplines; Ownership and involvement in Organizational Change, Transformation Planning for Organizational Change, Role and Competencies of OD Professional, Leadership in Organizational Change.

UNIT 3 EXECUTING CHANGE**9 Hrs.**

Models of Organizational Change - General Model of Planned Change, Open Systems Model, Action Research Model, Critical Change Model, Burke-Litwin Model; Process of Organizational Change Management; Resistance to Organizational Change - Sources of Organizational Resistance to Change, Types, Ways to Overcome Resistance to Organizational Change.

UNIT 4 ORGANISATIONAL DEVELOPMENT - AN OVERVIEW**9 Hrs.**

Organizational Development - Objectives, Evolution, Foundations, Process. Organizational Diagnosis - Stages, Levels of Organizational Diagnosis, Techniques and Tools used in Organizational Diagnosis.

UNIT 5 OD INTERVENTIONS AND ORGANISATIONAL EFFECTIVENESS**9 Hrs.**

OD Interventions- Factors influencing success of Interventions, Process, Types, Techniques; Evaluation of OD Interventions; Values of OD- Meaning, Professional values and Ethics of OD.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate the concept and application of Organizational change and Development techniques.
- CO2 - Identify the models, process, and ways of managing and resistance to change in organizations.
- CO3 - Sketch out consultant roles to diagnose, interpret and analyze data for organizational efficacy.
- CO4 - Relate and implement of OD interventions and judge their usefulness against other change tools.
- CO5 - Compose an approach for undergoing change and development to experience OD effectiveness.
- CO6 - Understand the dynamic and report the difficulties of managing and resisting change in system.

TEXT / REFERENCE BOOKS

1. Nilakant V. & S. Ramnarayanan, "Managing organizational Change", Sage Publications, 1st Edition, 1998.
2. Richard L. Draft, "Organization Theory, Change and Design", Cengage Learning India Edition, 2008.
3. Reading: "Best Practices in Change Management—Executive Overview, Prosci Benchmarking Report, 2014.
4. Case: Donna Dubinsky and Apple Computer (A).

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.**

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBAA7022	LEADERSHIP, POWERS AND POLITICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand an orientation for implementing complex and long-range decisions.
- To develop the political will, expertise and personal skills to become flexible, innovative and adaptive in dealing with parochial politics and destructive power struggles in organizations and the environment.
- To develop a personal agenda for successful political management of career.

UNIT 1 INTRODUCTION LEADERSHIP**9 Hrs.**

Meaning, definition, nature of leadership, characteristics of leadership, leadership traits and functions, managerial skills of a leader, qualities of a good leaders, differentiate leadership & management, effectiveness of leadership, measures for developing leaders.

UNIT 2 LEADERSHIP STYLES AND THEORIES**9 Hrs.**

Styles of Leadership, Theories of Leadership - Trait Theories, Behavioural Theories - Ohio State Studies, University of Michigan studies, The managerial grid, Scandinavian studies, Contingency Theories - Fiedler Model, Hersey and Blanchard's Situational Theory, Leader-member exchange theory, Path Goal theory, Neo-charismatic theories - charismatic leadership, transformational leadership, visionary leadership.

UNIT 3 ISSUES IN LEADERSHIP AND TRUST AND LEADERSHIP**9 Hrs.**

Contemporary issues - emotional intelligence and leadership, team leadership, moral leadership, cross-cultural leadership. Trust - meaning, definition, trust as the foundation, types of trust - deterrence based trust, knowledge based trust, and identification based trust.

UNIT 4 ROLE OF POWER IN ORGANISATION**9 Hrs.**

Introduction - meaning, definition, contrast leadership and power, bases of power, key to power, sources of power, power tactics, factors influencing the choice and effectiveness of power tactics, power in group, consequence of power, sexual harassment in workplace, effective use of power, Misuse and loss of power. Empowerment - meaning, definition, Stages of empowerment, Empowerment in self managed teams.

UNIT 5 ORGANISATIONAL POLITICS**9 Hrs.**

Introduction - meaning, definition, types of organizational politics, conditions for organizational politics, reality of politics, factors contributing to political behavior, political strategies and tactics, controlling political behavior, Negative Consequences of Politics in the Workplace, Common Strategies in Self-Protection.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Present the background and classic studies of leadership
- CO2 - Discuss the traditional and modern theories of leadership
- CO3 - Describe the skills that visionary leader's exhibit
- CO4 - Clarify what creates dependency in power relationships?
- CO5 - Summarize the advantages and disadvantages of organizational politics.
- CO6 - Describe the importance of a political perspective.

TEXT / REFERENCE BOOKS

- Power, Conflict and Coalition, Lee G Bolman, Terrence E Deal, Wiley Online Library, 1st Edition, 2017.
- Asimakou T, Rutledge, Innovation, Knowledge and Power in Organizations, London, 1st Edition, 2009.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Praeger Publishers Inc, 2nd Edition, 2009.
- Pfeiffer, Managing with Power, Politics and Influence, Harvard Business School Press, 1st Edition, 1993.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7023	CONFLICT MANAGEMENT AND NEGOTIATION	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To develop and articulate a biblically based philosophy for conflict resolution both personally and professionally
- To identify key forces in conflict and conflict resolution.
- To understand the roles of negotiation in minimize conflicts.

UNIT 1 INTRODUCTION TO CONFLICT MANAGEMENT**9 Hrs.**

Conflict: Meaning, need, types of conflict, patterns, levels, traditional and modern approaches to conflict, functional and dysfunctional conflicts; constructive and destructive conflict, conflict process, sources of conflict, consequence of conflict.

UNIT 2 MANAGING CONFLICTS**9 Hrs.**

Conflict management strategies; approaches to conflict management, four myths about conflict, team conflict, cultural influences in conflict; resolving conflicts - strategies and systems; organizational systems for dealing with conflict; cross - cultural differences in approaches to conflict, managerial skills and competences for effective conflict resolution.

UNIT 3 DEALING WITH CONFLICT**9 Hrs.**

Understanding individual styles for handling Inter Personal Conflict, Importance of Emotional Intelligence, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, Conflict resolution and Cost: Conflict resolution models. Assessing the cost of workplace conflict.

UNIT 4 INTRODUCTION TO NEGOTIATION**9 Hrs.**

Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

UNIT 5 MANAGING NEGOTIATIONS**9 Hrs.**

Managing Negotiations in the following Contexts: Cross Functional Coordination; Marketing Relations; International Business; Labour-Management Relations; Intangibles in Negotiation: Power; Time and Information; Post Negotiation Phase; Ethical Considerations in Negotiation.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the central concepts of conflict and negotiation.
- CO2 - Familiarize the learners with the impact of conflict in the industrial relations environment.
- CO3 - Know the procedural stages leading up to possible litigation.
- CO4 - Recognize how cultural and gender differences impact communication and conflict resolution.
- CO5 - Identify mediation and negotiation strategies for their effective pursuit.
- CO6 - Discuss ethical issues in negotiation techniques and strategies.

TEXT / REFERENCE BOOKS

1. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, McGraw Hill, 6th Edition, 2016.
2. Udai Pareek, Understanding Organizational Behaviour, Oxford Press, 3rd Edition 2013.
3. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education, 1st Edition, 2008.
4. Cohen, S. Negotiating Skills for Managers, McGraw Hill Professional, 1st Edition, 2002.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7024	PERFORMANCE AND COMPENSATION MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To provide a conceptual and practical insight in to the entire cycle of performance management.
- To understand various issues, approaches and practices of compensation management
- To illustrate different ways to strengthen the pay-for-performance link.

UNIT 1 INTRODUCTION PERFORMANCE MANAGEMENT**9 Hrs.**

Meaning, History, Need, Features, Benefits, Scope, Performance Appraisal Environmental Factors, Performance Appraisal Process, Establish Performance Criteria, Responsibility for Appraisal, Appraisal Period, Supervisor role in Performance Appraisal.

UNIT 2 PERFORMANCE APPRAISAL METHODS AND APPRAISAL INTERVIEW**9 Hrs.**

Process, performance appraisal design, approaches, types and methods - traditional and modern methods - Potential appraisal, techniques, components of appraisal format, dimension of personal attributes, biases in performance appraisal, reducing performance errors, diagnosing poor performance, Performance review meeting - meaning, benefits. Appraisal Interview - meaning, types, process. Use of computer software in performance management system.

UNIT 3 INTRODUCTION TO COMPENSATION MANAGEMENT**9 Hrs.**

Compensation, definition, classification, types, components, theories of wages, determinants of intra and inter-industry differentials in compensation, internal and external equity in compensation systems. Incentives - Meaning, piecework plans, merit pay options, incentives for professional employees, recognition based awards, team/groups incentive plans, organization wide incentive plans, designing effective incentive programs.

UNIT 4 BENEFITS AND SERVICES**9 Hrs.**

Benefits, definition, types, mandated benefits - social security, discretionary benefits, payment for time not worked, health care, life insurance, retirement plans, disability protection, supplemental and unemployment benefits, employee stock option plans, employee services, customized benefit plans (Cafeteria Compensation). Nonfinancial compensation - job characteristics, job environment, workplace flexibility (work-life balance), other compensation issues.

UNIT 5 GOVERNING LAWS**9 Hrs.**

Legal framework governing different components of compensation systems, functioning of wage boards and pay commissions, compensation management in multi-national organizations.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the appraisal process.
- CO2 - Develop, evaluate and administer the various performance appraisal tools.
- CO3 - Understand the methods for enhancing diversity through career management.
- CO4 - Familiarize with the factors in determining pay rates.
- CO5 - Outline the steps in developing effective compensation plans.
- CO6 - Describe the components of nonfinancial compensation.

TEXT / REFERENCE BOOKS

1. Aguinis H., Performance Management, Chicago Business Press, 4th Edition, 2018.
2. Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing, 1st Edition, 2011.
3. D.S.Upadhyay, Compensation Management Rewarding Performance, Global India, 1st Edition, 2009.
4. Barry Gerhart, Compensation: Theory, Evidence and Strategic Implications, Sage Publications, 1st Edition, 2003.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7025	LOGISTICS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the concepts and importance of logistics.
- To Acquire knowledge on integrated logistics.
- To Analyse and discuss the key contemporary issues in logistics.

UNIT 1 INTRODUCTION**9 Hrs.**

Logistics - Definition, Evolution, Scope, Functions, Objectives, and Importance-Logistics Integration -Customer Service - phases, service attributes, Value added Logistical Services-Supply Chain Management vs Logistics.

UNIT 2 LOGISTIC ACTIVITIES**9 Hrs.**

Marketing and Logistics - Relationship of logistics to Marketing and Production, Logistics and Modern Organization - Elements of Logistics - Trade-off Analysis - Types of Trade-off Analysis - Logistics Outsourcing - Third party logistics, Fourth party Logistics.

UNIT 3 INTERGRATED LOGISTICS**9 Hrs.**

Warehousing - A logistical Challenge - Material Handling System - Role of Material handling in logistics, Material Handling guidelines, Material handling equipment's- Material Storage -Principles, Design, Methods - Reverse Logistics - Green Logistics.

UNIT4 LOGISTICAL PACKAGING AND TRANSPORTATION**9 Hrs.**

Logistical Packaging -Objectives, Concept, Design Consideration in Packaging, Types of Packaging Material, Packaging Costs - Transportation - Objectives, Evolution of Transportation System, Transportation Infrastructure - Different Modes of Transportation - Freight Management - Factors Affecting Freight Cost - Transportation Network - Route Planning - Containerization.

UNIT 5 GLOBAL LOGISTICS**9 Hrs.**

E-logistics - ICT and logistics - E- logistics for transport modes and nodes - ICT for airfreight management, ICT for rail freight management, ICT for road freight management, Port-centric ICT system - Automating e-logistics - RFID in logistics -Global logistics -International and global issues in logistics

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the basic concepts of logistics.
- CO2 - Describe logistics activities, warehousing and material handling system.
- CO3 - Examine Integrated Logistics.
- CO4 - Analyze the concepts of Packaging.
- CO5 - Evaluate the transportation concepts.
- CO6 - Discuss the current issues in logistics.

TEXT / REFERENCE BOOKS

1. Vinod.V. Sople, Logistics Management, Pearson Publications, 2nd Edition, 2010.
2. Reji Ismail, Logistics Management, Excel Books, 1st Edition, 2008.
3. Stephen Pettit, Yingli Wang, E-Logistics: Managing Your Digital Supply Chains for Competitive Advantage, Kogan Page Limited, 1st Edition, 2016.
4. S.K.Nandi & S.L. Ganapathi, Logistics Management, Oxford University Press, 1st Edition, 2015.
5. Craig Voortman, Global logistics, Juta and Co. Ltd., 1st Edition, 2005.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7027	OPERATIONS STRATEGY	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of operations strategy
- To identify the methodologies in developing strategies
- To evaluate various strategic resources

UNIT 1 INTRODUCTION TO OPERATIONS STRATEGY**9 Hrs.**

Meaning of Operations Strategy - Concept - Definition - Importance and Linkage with Corporate Strategy, Strategies, Values and Services in Operations Management. Operations Strategy Formulation - Hill framework for Operations Strategy Formulation. Strategic Fit - Concept - Classification - A framework for Operations Strategy in Manufacturing.

UNIT 2 METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY**9 Hrs.**

Value as business concept - strategic issues in manufacturing - Value Chain concept Focus, core competence and distinctive capabilities - stake holders & strategy, Checking markets, Outcome of Market debate - Linking manufacturing to Markets - strategic integration - why products sell in the markets - Order Winners, Order Qualifiers.

UNIT 3 OPERATIONS STRATEGY IMPLEMENTATION**9 Hrs.**

Technology strategy Issues in New Product development Time to market - strategic nature of process - Business implication of Process choice - Hybrid Process. Change management and Sustainability procedure - company or plant based profiles - decisions for product reallocation - downsizing - Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives - Focused manufacturing - Product or process focus - Lean concept in operation strategy.

UNIT 4 STRATEGIC RESOURCE MANAGEMENT**9 Hrs.**

Strategic Resource Management - Concept - Importance, issues involved - organizational issues operational approaches to improving, delivery system. Controlling operations - key performance Indicators, PQCDSM (Productivity, Quality, Cost, Delivery Time, Safety, Morale)

UNIT 5 ROLE OF TECHNOLOGY IN OPERATIONS STRATEGY**9 Hrs.**

Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.

COURSE OUTCOMES

- CO1 - Understand the fundamentals of operations strategy
- CO2 - Evaluating the various methodologies in operations
- CO3 - Implement the strategies in organizational issues
- CO4 - Determine the various lean manufacturing techniques operationally
- CO5 - Align the strategic resource management
- CO6 - Analyze and improve the role of technology in operations strategy

TEXT / REFERENCE BOOKS

1. Nigel Slack, Mike Lewis, Operations Strategy, Pearson, 5th Edition, 2017.
2. Terry Hill, Alex Hill, Operations Strategy Design, Implementation and Delivery, Red Globe Press publications, 2017.
3. Nigel Slack, operations strategy, Pearson, 2nd Edition, 2013.
4. Michel Leseure, Key Concepts in Operations Management, SAGE Publication, 2010.
5. Jan A. Van Mieghem, Operations Strategy Principles and Practice, Library of Congress Cataloging-In-Publication Data, 2008.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7030	LEAN MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the principles behind lean manufacturing philosophy.
- To familiarize them with the implementation of various lean manufacturing techniques.
- To apply various lean techniques in different sectors.

UNIT 1 INTRODUCTION**9 Hrs.**

Basics of **Lean Management approach and the basics of Lean Management philosophy** - Basics of TPS 14 principles- introduction about lean management tools .Applying various methods and techniques of Lean Management -isolated - complex situations for improving the efficiency and effectiveness -supporting processes of the organization.

UNIT 2 PROCESS**9 Hrs.**

Understanding Product, Process and Demand - Value Stream Mapping - Scope - Selecting parent parts - Lean line - Demand - Documenting process flow - Talk time - Process linking and Balancing - Imbalance Approach - Resource, Physical Layout, Kanban Signaling Kanban Strategies - Process - Single and Multi Card system.

UNIT 3 LEAN MANUFACTURING**9 Hrs.**

Lean manufacturing model- Objectives of lean manufacturing-key principles and implications of lean manufacturing-traditional Vs lean manufacturing. MRP and their impact Standard work -communication of standard work to employees - standard work and flexibility -visual controls -quality at the source -5S principles. Talk time.

UNIT 4 LEAN IMPLEMENTATION**9 Hrs.**

Lean Implementation and Milestones - Software requirement milestones - Understanding process, Product and Materials - Checking - Factory design - Application to the factory simulation scenario line balancing- Poke Yoke Line startup - line balancing- Poke Yoke - Lean implementation in services. Value stream mapping and Spaghetti charts. lean six sigma-Waste types.

UNIT 5 LEAN APPLICATION**9 Hrs.**

Lean application- manufacturing- information and education sectors- Lean production preparation- system assessment, process- Lean Line management - **Matching customer demand - Customer response policy** - Lean line optimization - Resistance to change - Flexibility and rewards. Overall equipment effectiveness.-Introduction about industry 4.0 and its application and benefits.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand issues & challenges in implementing & developing lean manufacturing techniques.
- CO2 - Apply lean techniques to bring competitive business culture for improving organization performance.
- CO3 - Distinguish between traditional vs modern methods.
- CO4 - Analyze how lean techniques can be applied to manufacturing & service industry.
- CO5 - Understand how lean technique can create value generation for organization.
- CO6 - Familiarize the concept of industry 4.0 towards lean.

TEXT / REFERENCES BOOKS

1. Ronald G. Askin , "Design and Analysis of Lean Production system", John Wiley , New York, 2003.
2. Vollman T.E., "Manufacturing Planning and Control Systems", Galgotia Publication (P) Ltd., New Delhi.
3. Michael L. George, Lean Six Sigma, New Delhi, Tata McGraw Hill, 2002.
4. P.Hobbs., Lean Manufacturing Implementation, J. Ross Publishing, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7031	ENVIRONMENT AND SAFETY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To train and motivate students in maintaining and improving the quality of the environment.
- To prevent and abate environment pollution.
- To create public awareness about our environment.

UNIT 1 INTRODUCTION TO SAFETY MANAGEMENT**9 Hrs.**

Safety Management System - Key elements, Policy & commitment- Measuring Performance, Auditing and Reviewing performance, model, Developing a workplace Safety and Health Policy, Performance standards - management responsibilities, individual responsibilities.

UNIT 2 TRAINING NEEDS AND METHODS**9 Hrs.**

Participation and Representation, Training, Awareness. Management System records: Operational Control - Workplace Precautions, Safety And Health training for Safety, Identify Training Needs - Organizational Needs, job-related Needs, Individual Needs - Identify Training Objectives and Methods.

UNIT 3 RISK ASSESSMENT AND CONTROL**9 Hrs.**

Risk assessment and control- the legal Basis, key stages, use trained Risk assessors, preparation and Inventory - Identify the hazards, assess the risk, identify Appropriate Action, Risk assessment records and control. Motivation of employees, Insurance coverage of Industrial plant & personnel Responsibility of management, government, social organization and public authorities

UNIT 4 PUBLIC AWARENESS**9 Hrs.**

Public awareness - Scope, Importance, need; Economic and social security; Biodiversity and its conservation; Sustainable development. Global warming and greenhouse effect, urbanization-Population explosion, family welfare programmers- women and child welfare, Environmental pollution -Causes, Effects, types of pollution, control measures, nuclear hazards, Solid waste management.

UNIT 5 RENEWABLE AND NON-RENEWABLE NATURAL RESOURCES**9 Hrs.**

Renewable and non-renewable natural resources - Forest resource, Water resource, Mineral wealth / resource, Food resource, Energy resources, Growing energy needs, renewable and non-renewable energy sources, Use of alternate energy sources - Role of an individual in conservation of natural resources. National Committee on environmental Planning (NCP), Environmental Appraisal Committee (EAC)-goals of environment impact policy- Disaster management -role of individual in prevention of pollution.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify key elements of safety management in the industry.
- CO2 - Know the various standards to adopt the best safety management system.
- CO3 - Identify the different methods of safety system in the industry.
- CO4 - Identify the pattern risk assessment in the critical situation.
- CO5 - Know the method of following ecofriendly system for healthy life.
- CO6 - Identify the roles and responsibility of micro and macro level organization.

TEXT / REFERENCE BOOKS

1. Rao CS., Environmental Pollution Control — New Age International Pvt. Ltd Publisher, 2006
2. Manjunath D.L., Environmental Studies - Pearson Education Publishers, 2007
3. Yaji R.K, Text Book of Environmental Studies - United Publishers, 2006
4. VenugopalRao P, Principles of Environmental Science and Engineering — Prentice Hall, 2006

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7032	WARE HOUSE AND INVENTORY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand importance and role of ware house in all the industries
- To evaluate and analyze inventory management.
- To study the concepts of warehouse and distribution management in the organization.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning of Warehousing - Importance -Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding - Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording.

UNIT 2 WARE HOUSE TYPES**9 Hrs.**

Warehouse Types: Own Warehouses- Hired Warehouses - Private Warehouses- Public Warehouses - Government Warehouses - Bonded Warehouses - Co-operative Warehouses - Distribution Warehouses – Fulfillment / Consolidation Warehouses - Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses - Break Bulk Warehouses - Storage Warehouses - Refrigerated Warehouses - Characteristics of ideal warehouses - Warehouse Layout - Principles and Types.

UNIT 3 MEASURES AND METRICS OF WARE HOUSE OPERATIONS**9 Hrs.**

Logistics in the warehouse - Localization of materials in a warehouse - classification of Materials - Managing the material/products turns in warehouse (FIFO / LIFO) - Problems and issues in shipment processes. Warehousing Equipment: Material Handling equipment and Systems Safety Matting, Industrial Safety Equipment- Storage types and storage unit management - Material Storage Systems - benefits – methods - Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems - Industrial Waste Disposal.

UNIT 4 INVENTORY MANAGEMENT**9 Hrs.**

Inventory Management: Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions- Inventory control techniques- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

UNIT 5 PRINCIPLES OF MATERIAL HANDLING SYSTEM**9 Hrs.**

Material handling systems - Introduction. Vehicle travel path(time) - Handling time - vehicle utilization - no of loads completed - congestion - Effective performance system - Fundamentals of various types of material handling systems - automated storage and retrieval systems, Bar coding technology and applications RFID technology.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify the importance of ware house in all the industries.
- CO2 - Classify the different types of ware houses.
- CO3 - Use various measures of warehouse operations.
- CO4 - Recognize inventory management need and functions
- CO5 - Discuss various methods of material handling system.
- CO6 - Demonstrate queuing system and its applications.

TEXT /REFERENCE BOOKS

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. Edward Frazelle, World-Class Warehousing and Material Handling, McGraw Hill, 2001.
3. David J. Piasecki, Inventory Accuracy: People, Processes & Technology, Ops. Pub., 2003.
4. Jeroen P. Van Den Berg, Integral Warehouse Management, Management Outlook, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA7033	MANAGING E-BUSINESS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of e-commerce, Firewall.
- To learn about Traditional Transactions, electronic payment system.
- To get familiar with Mobile commerce.

UNIT 1 OVERVIEW OF E-COMMERCE**9 Hrs.**

E-commerce - Definition, History, Features of E- Commerce, Advantages and Limitations of E-Commerce - Internet - Intranet - Extranet -E-business Models - B2B, B2C, C2C, C2B-Difference between E-Commerce and E- Business - World Wide Web - URL, Gopher, Domain name, Web browser - Web 2.0.

UNIT 2 FIREWALL& ENCRYPTION**9 Hrs.**

Firewall - Components of firewall - Introduction to security, Types of Securities , Security Tools - Viruses - Cryptography - Encryption - Substitution & Transposition Cipher - RSA Algorithm - Internet Security Protocols and Standards -TCP/IP, UDP, ICMP, POP3, SMTP, HTTP, FTP, SSL.

UNIT 3 TRADITIONAL TRANSACTIONS**9 Hrs.**

Traditional Transactions - Offline and Online Transactions -Difference between Traditional Commerce and E- Commerce - Digital Currencies - Virtual Currency, Crypto Currency-Payment System -Credit card, Debit Card, Electronic Fund Transfer - Credit Card Basics.

UNIT 4 ELECTRONIC PAYMENT SYSTEM**9 Hrs.**

Electronic payment System - Prepaid electronic payment system - Postpaid, Electronic payment system - Virtual Internet Payment System - Account Setup and Costs - Virtual Transaction Process - InfoHaus –Cyber Cash Model.

UNIT 5 MOBILE COMMERCE**9 Hrs.**

Mobile Commerce - Introduction, Mobile Payments - Direct Mobile Billing, Mobile Web Payment, Direct Operator Billing, Mobile Wallets, Wireless Application Protocol - WAP transaction Model, WAP Architecture.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of e-commerce
- CO2 - Generalize about Firewall and Cryptography
- CO3 - Examine the traditional transactions in e-commerce
- CO4 - Assess about electronic payment system
- CO5 - Analyze the concepts of mobile commerce
- CO6 - Discuss the global e-commerce issues

TEXT / REFERENCE BOOKS

1. Joseph P.T., E-commerce: An Indian Perspective, 2nd Edition, PHI Learning, 2003.
2. Amir Manzoor, E-commerce: An Introduction, 2nd Edition, Lambert Academic Publishing, 2018.
3. Bhaskar B., Electronic commerce: Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill Education, 2009.
4. Botha J., Bothma C.H., Pieter Geldenhuys, Managing E-commerce in Business, 2nd Edition, Juta & Co. Ltd, 2008
5. Chaffey D., E-Business and E-commerce Management, 3rd Edition Pearson Education, 2007.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7036	DATA MINING FOR BUSINESSANALYTICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To impart knowledge on use of data mining techniques.
- To get familiarize the data analytics.
- To understand the exploratory data analysis and OLAP.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Data Mining - Data Mining, Big Data- Data Mining Process - Mining Frequent Patterns, Associations and Correlations - Mining Methods- Pattern Evaluation Method.

UNIT 2 DATA MINING ALGORITHMS**9 Hrs.**

Data Mining Algorithms - k- Nearest Neighbor, Similarity Measure : The Distance Metric, Linear Regression, Logistic Regression, Time - series Forecasting.

UNIT 3 DATA ANALYTICS**9 Hrs.**

Introduction to R - Basic Statistical Techniques - Data Preparation and Exploration Visualization Techniques - Dimension Reduction Techniques - Principal Component Analysis.

UNIT 4 EXPLORATORY DATA ANALYSIS**9 Hrs.**

Exploratory Data Analysis (using R) - Predictive Modelling - Decision trees, Neural Networks, Clustering.

UNIT 5 BUSINESS ANALYTICS**9 Hrs.**

Reporting and Query tools and Applications - Cognos Impromptu - Online Analytical Processing (OLAP) -Multidimensional Data Model - OLAP Guidelines - OLAP Tools and the Internet.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of data mining
- CO2 - Interpret the data mining algorithms
- CO3 - Apply data analytics with R
- CO4 - Evaluate exploratory data analysis
- CO5 - Analyze OLAP
- CO6 - Create models based on real data sets

TEXT / REFERENCE BOOKS

- Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl, Jr., Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, Wiley, 2017.
- Ronald K. Pearson, Exploratory Data Analysis Using R, CRC Press, 2018.
- Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", 3rd Edition, Elsevier, 2012.
- Pang-Ning Tan, Michael Steinbach and Vipin Kumar, "Introduction to Data Mining", Person Education, 2007.
- Shmueli G., Patel N.R. & Bruce P.C., Data mining for business intelligence, US: Wiley, 2006.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.**

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBAA7037	INTERNET OF THINGS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of IoT.
- To learn about IoT Architecture and Protocols.
- To get familiar with Real world applications and tools.

UNIT 1 INTRODUCTION TO CLOUD**9 Hrs.**

Cloud deployment models - public, private, hybrid, community - **Categories of cloud computing** - Everything as a service - Infrastructure(IaaS), platform(PaaS), software(SaaS) - Key privacy issues in the cloud - Pros and Cons of cloud computing.

UNIT 2 INTRODUCTION TO IoT**9 Hrs.**

Internet of Things(IoT) - **Physical Design- Logical Design- IoT Enabling Technologies** - IoT Levels & Deployment Templates - Domain Specific IoTs - IoT and M2M - IoT System Management with NETCONF-YANG- IoT Platforms Design Methodology.

UNIT 3 IoT ARCHITECTURE AND PROTOCOL**9 Hrs.**

M2M high-level ETSI architecture - **IETF architecture for IoT** - OGC architecture - IoT reference model -**Protocol Standardization for IoT** - Efforts - M2M and WSN Protocols.

UNIT 4 REAL-WORLD APPLICATIONS WITH IoT**9 Hrs.**

Real world design constraints - **Applications** - Asset management, Industrial automation, smart grid, Commercial building automation, Smart cities - participatory sensing - Data Analytics for IoT.

UNIT 5 TOOLS AND SERVICES PROVIDERS**9 Hrs.**

Software & Management Tools for IoT Cloud Storage Models & Communication APIs - Cloud for IoT - Microsoft Azure & Amazon Web Services for IoT.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of Cloud.
- CO2 - Determine the concept of IoT.
- CO3 - Assess the IoT Architecture .
- CO4 - Examine the real world application with IoT.
- CO5 - Analyze the tools for IoT.
- CO6 - Discuss applications of IoT in real time scenario.

TEXT / REFERENCE BOOKS

- Pethuru Raj, Anupama C. Raman, The Internet of Things: Enabling Technologies, Platforms, and Use Cases, Auerbach Publications; 1st Edition, 2017.
- Arshdeep Bahga and Vijay Madisetti, Internet of Things (A Hands-on-Approach), VPT Publications, 1st Edition, 2014.
- Kai Hwang, Geoffrey C Fox, Jack G Dongarra, "Distributed and Cloud Computing, From Parallel Processing to the Internet of Things", Morgan Kaufmann Publishers, 2012.
- Olivier Hersent, David Boswarthick, Omar Elloumi, The Internet of Things - Key applications and Protocols, Wiley, 2012
- Honbo Zhou, The Internet of Things in the Cloud: A Middleware Perspective, CRC Press, 2012.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7038	SOFTWARE PROJECT MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of Software Process Models.
- To know about software project estimation.
- To familiarize the standards of software quality.

UNIT 1 PROJECT EVALUATION AND PROJECT PLANNING**9 Hrs.**

Importance of Software Project Management - Activities Methodologies - Categorization of Software Projects - Setting objectives - Management Principles - Management Control - Project portfolio Management - Cost-benefit evaluation technology - Risk evaluation - Strategic program Management - Stepwise Project Planning.

UNIT 2 PROJECT LIFE CYCLE AND EFFORT ESTIMATION**9 Hrs.**

Software process and Process Models - Choice of Process models - mental delivery - Rapid Application development - Agile methods - Extreme Programming - SCRUM - Managing interactive processes - Basics of Software estimation - Effort and Cost estimation techniques - COSMIC Full function points - COCOMO II - Parametric Productivity Model - Staffing Pattern.

UNIT 3 ACTIVITY PLANNING**9 Hrs.**

Objectives of Activity planning - Project schedules - Activities - Sequencing and scheduling - Network Planning models - Forward Pass & Backward Pass techniques - Critical path (CRM) method - Risk identification - Assessment - Monitoring - PERT technique - Monte Carlo simulation - Resource Allocation - Creation of critical patterns - Cost schedules.

UNIT 4 PROJECT MANAGEMENT AND CONTROL**9 Hrs.**

Framework for Management and control - Collection of data Project termination - Visualizing progress - Cost monitoring - Earned Value Analysis- Project tracking - Change control- Software Configuration Management - Managing contracts - Contract Management.

UNIT 5 STAFFING IN SOFTWARE PROJECTS**9 Hrs.**

Managing people - Organizational behavior - Best methods of staff selection - Motivation - The Oldham-Hackman job characteristic model - Ethical and Programmed concerns - Working in teams - Decision making - Team structures - Virtual teams - Communications genres - Communication plans.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of Software Project Management
- CO2 - Discuss the Project life cycle
- CO3 - Evaluate the software estimation and activity planning
- CO4 - Apply Project Management and control techniques
- CO5 - Analyze staffing required in software projects
- CO6 - Discuss Project Management principles while developing a software.

TEXT / REFERENCE BOOKS

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management, 5th Edition, Tata McGraw Hill, New Delhi, 2012.
2. Robert K. Wysocki "Effective Software Project Management", Wiley Publication, 2011.
3. Gopalaswamy Ramesh, "Managing Global Software Projects", McGraw Hill Education (India), 14th Reprint, 2013.
4. Pankaj Jalote, Software Project Management in practice, Pearson Education, 2009.
5. Bharat Bhushan Agarwal, Shivangi Dhall Sumit Prakash Tayal, Software Project Management, Laxmi Publications, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7039	KNOWLEDGE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVE

- To familiarize the students with the tools and techniques for knowledge acquisition, assessment, evaluation, management, organization and dissemination are applied to business situations.

UNIT 1 UNDERSTANDING KNOWLEDGE MANAGEMENT**9 Hrs.**

Knowledge - Meaning; Facts to Wisdom (Haeckel & Nolan); Difference between Information, Knowledge and Wisdom; Types of Knowledge; Reservoirs of Knowledge; Four Modes of Knowledge Conversion; Knowledge Management - Meaning, Nature, Scope and Importance of KM; KM in Practice; Seven Levers of K; History of Knowledge Management; Knowledge, Intelligence, Experience, Common sense. Cognition and KM.

UNIT 2 KNOWLEDGE CYCLE AND CAPTURE**9 Hrs.**

Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Meyer and Zack KM Cycle, The Bukowitz and Williams KM Cycle, Wiig KM Cycle; Knowledge Capture - Steps involved in Knowledge capturing; Styles of expert's expressions; Approaching Multiple Experts; Concept Mapping - Steps in Concept Mapping; Knowledge Codification - Modes of Conversion.

UNIT 3 KNOWLEDGE SHARING AND KNOWLEDGE ARCHITECTURE**9 Hrs.**

Knowledge sharing: Meaning; Impediments to knowledge Sharing; Knowledge Creation: Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion. Knowledge Architecture; Identifying Knowledge Content Centers; Technical layer of the KM system. Knowledge Codification in the KM System Life Cycle; Pros and cons of using single and multi experts in Knowledge Management system Architecture.

UNIT 4 DATA MINING**9 Hrs.**

Defining data mining - Data Mining Models and Tasks- Data mining and business intelligence - Business Drivers Drivers of data mining - Technical Drivers of Data Mining - Data-Mining Challenges.

UNIT 5 EVALUATION OF KM EFFECTIVENESS**9 Hrs.**

Traditional metrics: Financial ROI (return on investment) and Tobin's q, Total Cost of Ownership; Common Traps In Choosing Metrics; Benchmarking - Steps of Benchmarking Process; House of Quality Metrics Matrix; KM Balanced Scorecard Technique; The Skandia Method; The FASB Method.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Analyze the role of knowledge management in attainment of financial objectives, quality and process improvement, and innovation.
- CO2 - Apply knowledge management models and technologies to business situations.
- CO3 - To enable students to learn about this practice in the context of managing the design, development and operation that can facilitate KM.
- CO4 - Create a knowledge management plan to leverage opportunities to create, capture, represent and share knowledge within an organization.
- CO5 - To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
- CO6 - Do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.

TEXT / REFERENCE BOOKS

1. Kimiz Dalkir, Jay Liebowitz, Knowledge Management in Theory and Practice, 2011.
2. Dorothy Leonard, Harvard Business Review on Knowledge Management, Barton, 1998.
3. North, Klaus, Kumta, Gita, Knowledge Management Value Creation through Organizational Learning, Springer, 2nd Edition, 2018.
4. Peter Massingham, Knowledge Management Theory in Practice, University of Wollongong, Australia; Sage Publication.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

School of Management Studies

MASTER OF BUSINESS ADMINISTRATION (MBA) – 2015 REGULATION

S41PT	PROFESSIONAL TRAINING	L	T	P	CREDITS	TOTAL MARKS
		0	0	10	5	100

While class room learning provides the fundamental theory and principles, Professional Training offers an opportunity to hone them by exposing the students to practicing Managers and practical corporate environment which will enhance their employability. Students are required to undergo "Professional Training" for a period of 3 to 4 weeks in any commercial or non-commercial organization of Private or Government sector in any one functional area of their specialization. Students need to complete the "Professional Training" before the commencement of the level II / Term III and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 5 credits.

In lieu of "Professional Training" students can undergo and complete, with the prior approval from the Department, certification courses offered by reputed institutions during the First Level course period. This will also carry 5 credits as an alternative to Internship.

S41PROJ	PROJECT WORK & VIVA VOCE	L	T	P	CREDITS	TOTAL MARKS
		0	0	40	20	100

The objective of the project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs.

There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry.

S41PT	PROFESSIONAL TRAINING	L	T	P	CREDITS	TOTAL MARKS
		0	0	10	5	100

While class room learning provides the fundamental theory and principles, Professional Training offers an opportunity to hone them by exposing the students to practicing Managers and practical corporate environment which will enhance their employability. Students are required to undergo "Professional Training" for a period of 3 to 4 weeks in any commercial or non-commercial organization of Private or Government sector in any one functional area of their specialization. Students need to complete the "Professional Training" before the commencement of the level II / Term III and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 5 credits.

In lieu of "Professional Training" students can undergo and complete, with the prior approval from the Department, certification courses offered by reputed institutions during the First Level course period. This will also carry 5 credits as an alternative to Internship.

S41PROJ	PROJECT WORK & VIVA VOCE	L	T	P	CREDITS	TOTAL MARKS
		0	0	40	20	100

The objective of the project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs.

There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry.

SBA5202	APPLIED OPERATIONS RESEARCH	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To provide a foundation in Operational Research tools & Techniques as applied in improving operational efficiency of a business organization.

UNIT 1 INTRODUCTION AND LPP**12 Hrs.**

Concept of Operations Research - Meaning and Models in OR - Utilization of OR Models for Managerial Decision Making. Linear Programming Problems(LPP) - Formulation, Graphical Method and Simplex Method of Solving LPP.

UNIT 2 TRANSPORTATION**12 Hrs.**

Transportation Problems - Initial Solution by North West Corner Method, Least Cost Method and VAM Method; MODI Method of Deriving Optimum Solution. Assignment Problems-Hungarian Method of Solving Minimization and Maximization Problems – Restricted Assignment problems – Travelling Salesman Problem.

UNIT-3 NET WORK ANALYSIS**12 Hrs.**

Network Analysis - CPM - Network Diagram Construction, Identification of Critical Path, Calculation of Floats. PERT- Calculation of Estimated Time, Standard Deviation and Probability. Sequencing - Sequencing of 'N' Number of Jobs on Two, Three, Four and N Machines.

UNIT 4 REPLACEMENT AND GAME THEORY**12 Hrs.**

Replacement Problems - Replacement of Assets that Deteriorates with Time and without Time Value of Money Consideration; Replacement of Assets that Fail Suddenly. Theory of Games - Pure and Mixed Strategies - Saddle Point, Dominance Property, Modified Dominance property and Graphical Method of Solving Games.

UNIT 5 INVENTORY MODELS**12 Hrs.**

Inventory Models - ABC Analysis, Costs Involved in Inventory Management - EOQ Calculation, Deterministic Demand Inventory Models, Probabilistic Demand Inventory Models, Quantity Discount Models. Waiting Line Models - Features of a Waiting Line Model - Kendall Notations - M/M/1; M/M/C; FIFO/N/N Models only.

TEXT / REFERENCE BOOKS

- 1 Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
2. Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
3. Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
4. Dr. Kantiswaroop, Dr Gupta P.K, Dr Man Mohan, Operations Research, 14th Edition, Sultan Chand & Sons, 2008.
5. Dr. Kalavathy. S, Operations Research, 2nd Edition, Vikas Publications, 2009.

COURSE OUTCOMES

- CO1 - Develop mathematical models to simulate real life problems
- CO2 - Solve specialized linear programming problems for business
- CO3 - Apply Network Analysis to solve the problems of scheduling and sequencing
- CO4 - Choose optimum strategy using Game theory
- CO5 - Analyse Inventory and Waiting line models to optimize the system.
- CO6 - Solve Business problems using appropriate optimization techniques

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5101	MANAGEMENT CONCEPTS	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To provide a strong foundation of Managerial concepts and to offer them an understanding of behavior of people as individuals, as Group.

UNIT 1 INTRODUCTION**12 Hrs.**

Management: Definition - Evolution of Management Studies –Nature, Functions - Levels and role of management - Basic Principles and Process of Management - Management vs. Administration –Contribution of Taylor and Fayol to Management - Management styles -Qualities of good manager.

UNIT 2 PLANNING & ORGANISING**12 Hrs.**

Planning: Concept and purpose - Planning Process - Management by Objectives (MBO). Organising: Concept and purpose of organising - Types of organisation structures- Line, Line & Staff, Functional, Project,Matrix, Virtual Organisation structures. Bases of Departmentation. Centralisation and Decentralisation of Authority. Staffing. Coordination.

UNIT 3 DIRECTING & CONTROLLING**12 Hrs.**

Directing: Characteristics - Importance and Techniques of directing. Leadership: Theories - Styles.

Communication: Process of Communication - Types – Barriers. Motivation: Theories of Motivation - Designing Motivating jobs - Techniques for motivation. Controlling: Importance of control - Essentials of control system - Process of control. Management By exception (MBE)

UNIT 4 INDIVIDUAL BEHAVIOUR**12 Hrs.**

Organisational Behaviour: Introduction - Evolution of OB - Significance of the subject to the organization and to the manager. Difference in approach between Scientific Management and OB - Values and Attitudes. Managing Individual Behaviour: Personality: Theories - Determinants. Perception – Factors influencing perception - Process. Learning: Theories of learning. Job Satisfaction – Components – Significance - Influencing Factors. Stress Management – Causes and Coping Strategies.

UNIT 5 GROUP BEHAVIOUR 12 Hrs.

The Group: Need, Types. Group Dynamics – Group Behaviour and Group Decision Making – Techniques

– Inter Group Relationships, Group Cohesiveness. Organisational Conflict – Causes, Types and Management of Conflict. Power and Politics. Organisational Change – Need –Planned change process – Advantages and Disadvantages. Casestudy.

TEXT / REFERENCE BOOKS

- Gupta C.B, Management Theory and Practice, 14th Edition, Sultan Chand & Sons, 2009.
- Harold Koontz, Principles of Management, 1st Edition, Tata McGraw Hill, 2004.
- Khanka.S.S, Organisational Behaviour, 6th Edition, S. Chand & Co, 2010.

COURSE OUTCOMES

- CO1 - Apply general management principles in various business fields.
 CO2 - Allocate the resources for organisational initiatives as per plans
 CO3 - Implement Directing and controlling techniques to ensure that critical tasks are implemented and completed .
 CO4 - Assess Individual behaviour in the work environment.
 CO5 - Analyse group behaviour to establish productive relationships.
 CO6 - Develop processes essential for effective general management.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

MBA REGULAR**1****REGULATIONS 2015**

SBA5102	FINANCIAL AND MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To impart to students the skill required for Financial and Management Accounting and Financial Analysis.

UNIT 1 INTRODUCTION**12 Hrs.**

Management Accounting - Meaning and purpose. Financial accounting - Preparation of Trading Account, Profit and loss account and Balance Sheet - Limitations of Financial Statements.

UNIT 2 RATIO**12 Hrs.**

Ratio analysis - Uses and Limitations - Inter - firm and Intra - firm comparison.

UNIT 3 BUDGETORY CONTROL**12 Hrs.**

Budgetary control - Nature and Objectives of budgetary control - Limitations; types of budgets- sales budget, production budget, cash budget, Fixed and flexible budgets; Zero Base budgeting.

UNIT 4 MARGINAL COSTING AND CAPITAL BUDGETING**12 Hrs.**

Marginal costing - Cost volume profit analysis - Break even point, Direct costing Vs Absorption costing. Capital budgeting decisions, methods of evaluating long term investments -Payback period, Accounting Rate of Return, NPV, IRR and Profitability Index.

UNIT 5 FUND FLOW AND CASH FLOW**12 Hrs.**

Fund Flow statement- Meaning – flow of fund - Schedule of changes in working capital- computation of fund from operation – preparation of fund flow statement.. Cash Flow statement- meaning – difference between cash flow and fund flow statement- computation of cash trading profit, cash from operation- preparation of cash flow statement.. x Application Oriented problem is Mandatory

TEXT / REFERENCE BOOKS

- Dr. Maheswari.S.N, Management Accounting, 5th Edition, Sultan Chand & Sons,2007.
- Khan.M.Y. and Jain.P.K, Management Accounting, 4th Edition,Tata McGraw Hill, 2006.
- Pandey.I.M., Management Accounting, 3rd Edition, Vikas Publications, 2009.
- Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 3rd Edition, Margham Publication, 2003

COURSE OUTCOMES

- CO1 - Evaluate financial statements to ascertain profitability and solvency of the firm.
 CO2 - Analyse the financial performance of the company through ratios.
 CO3 - Develop suitable budgets
 CO4 - Implement marginal costing and capital budgeting techniques for organisational decision making.
 CO5 - Prepare cash flow and funds flow statements for financial planning.
 CO6 - Apply accounting information to evaluate the financial decisions of the organisation.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

- PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks
 PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks
 PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5103	MANAGERIAL ECONOMICS	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the Macro Economic phenomena within which the enterprise of the entrepreneur has to survive and prosper.

UNIT 1 INTRODUCTION AND DEMAND**9 Hrs.**

Economics : Meaning, Micro and Macro Economic concept; Managerial Economics, meaning and scope. Demand analysis, Demand determinants, Types of demand; Elasticity of demand, Methods of calculating elasticity of demand. Demand forecasting - Estimating methods of new as well as existing products.

UNIT 2 SUPPLY AND COST**9 Hrs.**

Supply : Concept of Supply, Law of Supply, Elasticity of supply. Meaning of Cost, Cost Control - Fixed and variable cost, Sunk cost and Incremental cost, Implicit cost and Explicit cost, Shut down costs. Cost output relationship. Short run and Long run cost.

UNIT 3 MARKETS**9 Hrs.**

Markets - classification of markets geographical basis, time basis classification and situation basis - perfect competition, monopoly, discriminating monopoly, monopolistic, oligopoly and duopoly markets.

UNIT 4 PRODUCTION AND PRICING**9 Hrs.**

Production, Concept of Production, Production Theories - Law of Diminishing Returns, Law of Returns to Scale, Iso-Cost and ISO-Quant Curves; Efficiency of the Firm. Pricing - Objectives – Pricing Strategies

UNIT 5 NATIONAL INCOME**9 Hrs.**

National Income: Meaning, Concepts, Measurement techniques, difficulties in measuring National Income, Consumption function and Investment function. Introduction to the concepts of Multiplier & Accelerator, Business cycle, Inflation, Balance of Payments . Fiscal and Current Account deficit and its implication to Indian Economy. Case study.

TEXT / REFERENCE BOOKS

- Dr.Varshney.R.L. & Dr.Maheswari.K.L., Managerial Economics, 19th Edition, Sultan Chand & Sons, 2009.
- Sankaran S, Managerial Economics, 4th Edition, Margham Publication, 2009.
- Gupta.G, Managerial Economics, 1st Edition, Tata Mcgraw Hill, 2004.
- Dr.Mehta.P.L., Managerial Economics, 14th Edition, Sultan Chand & Sons, 2009.
- Joel Dean, Managerial Economics, 1st Edition, Prentice Hall India, 2009.

COURSE OUTCOMES

- CO1 - Apply economic theories in rational allocation of resources.
 CO2 - Determine various types of cost involved in the production
 CO3 - Evaluate the competitive environment in which the firm operates.
 CO4 - Analyze the relationship between cost and price for effective decision making.
 CO5 - Identify potential market opportunities based on macro economic indicators.
 CO6 - Allocate optimal resources to meet organisational objectives efficiently.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max.Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5104	LEGAL SYSTEMS IN BUSINESS	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To enable students to understand the intricacies of commercial law that impact business.

UNIT 1 THE COMPANIES ACT 2013**12 Hrs.**

The Companies Act 2013: Types of Companies, Procedure for formation, Promoters. Distinction between Company and Partnership, Concept of Corporate veil, Doctrine of Constructive Notice and Indoor Management, Inclusion of CSR act, implications, CSR Audit, Provisions of Company law relating to Managerial Personnel-Remuneration, Appointment & Removal, Powers and Obligations. Oppression and Mismanagement. Winding up of Company.

UNIT 2 THE INDIAN CONTRACT ACT 1872**12 Hrs.**

The Indian Contract Act 1872 : Classification of Contracts, Essentials of a contract- Offer, Acceptance, Consideration, Capacity to contract, Free Consent, Performance, Discharge of Contracts, Remedies for Breach of Contract.

UNIT 3 SALE OF GOODS ACT 1930 & THE NEGOTIABLE INSTRUMENTS ACT 1881**12 Hrs.**

Sale of Goods Act 1930: Contract of sale, Difference between Sale and Agreement to sell, Conditions and Warranties. Transfer of Property. Performance of the Contract-Rights of an Unpaid Seller, The Negotiable Instruments Act 1881 : Features of Negotiable Instruments, Promissory Note, Bill of Exchange, Cheque, Liabilities of Parties, Holder in Due course - Privileges , Dishonour Procedures, Bankers duties /powers, Discharge of Negotiable instruments, Endorsements- Electronic instrument to effect the payment and funds transfer mechanism)

UNIT 4 COMPETITION ACT, 2002**12 Hrs.**

The Competition Act 2002: Prohibition of Certain Agreements, Abuse of Dominant Position and Regulation of combinations-Competitive Commission of India-Duties/Powers and functions of Commission, Penalties-Finance Accounts and Audit-Miscellaneous Right To Information Act 2005. Intellectual Property Rights. Introduction, Meaning, Definition, Nature, Importance, Types – Features, Copyright, Trade Marks, Patents, Designs.

UNIT 5 INTRODUCTION TO VAT**12 Hrs.**

Introduction to VAT: The Information Technology Act 2000; Consumer Protection Act 1986-Formation, Law relating to Environment Act 1986, Law of Insurance, The Shops and Establishments Act.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Akhilshwar Pathak, Legal Aspects of Business, 4th Edition, Tata Mcgraw Hill, 2009.
- Kapoor.N.D, Elements of Mercantile Law, 29th Edition, Sultan Chand &Co., 2008.
- Kuchal, Business Law, 3rd Edition, Vikas Publications, 2009.
- Saravanavel.P & Sumathi, Legal Systems in Business, 9th Edition, Himalaya Publishing House, 2009.

COURSE OUTCOMES

- CO1 - Understand statutory provisions of Companies Act
- CO2 - Determine various types of cost involved in the production
- CO3 - Identify suitable negotiable instruments for business transactions
- CO4 - Incorporate regulations of competitions Act in global business context
- CO5 - Investigate the provisions of mandatory Acts for business
- CO6 - Incorporate regulatory compliance requirements in business

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

.PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5105	ENTREPRENEURIAL DEVELOPMENT	L	T	P	Credits	Total Marks
		3	1	.	3	100

COURSE OBJECTIVE

- To kindle the spirit of entrepreneurship in students and to provide the necessary knowledge on securing capital, formation of an organization, availability of Institutional support and avenues available for developing entrepreneurship skills.

UNIT 1 ENTREPRENEUR

9 Hrs.

Entrepreneur – Evolution of Concept of Entrepreneurs, Definition, Characteristics and Functions of

Entrepreneur, Distinction between Entrepreneur Vs Manager and Vs Intrapreneur, Different Types of Entrepreneurs, Entrepreneurial Culture - Meaning, Stages, Barriers, Socio-Economic Origin, Structure.

UNIT 2 ENTREPRENEURSHIP

9 Hrs.

Entrepreneurship – The Concept, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development. Factors affecting Entrepreneurial Growth – Economic Factors, Non-Economic Factors, Entrepreneurial Motivation – Meaning, Motivational Theories, Motivating Factors and Achievement Motivation.

UNIT 3 ENTREPRENEURSHIP DEVELOPMENT PROGRAM

9 Hrs.

Entrepreneurship Development Program – Need of EDP, Evolution, Objectives, Course Content, Support System, Monitoring and Follow-Up, Phases of EDP – Pre and Post training, Entrepreneurship Development Program in India, Selection of Entrepreneurs, Program by Commercial Banks, Government Support, Developmental Banks, Entrepreneurship Development Institute, Micro Small and Medium Enterprises – Development Institute, and NABARD.

UNIT 4 OWNERSHIP AND FINANCIAL ANALYSIS

9 Hrs.

Forms of Business – Sole Proprietor, Partnership, Joint Stock Company. Selection of Appropriate Form. Financing- Need, Sources of Finance, Capital Structure, Ratio Analysis, Term loan, Venture capital, Export Finance, Break Even Analysis, Social Cost-Analysis, Budget and planning Resources,

UNIT 5 INSTITUTION AND LEGAL ASPECTS

9 Hrs.

Institutions – Industrial Development Bank of India, IFCI, ICICI Bank, State Finance Corporations – NSIC, SISI, District Industrial Centers, etc. Government schemes for Entrepreneurs, Women Entrepreneurs and Rural Entrepreneurs. Introduction to Intellectual Property Rights, Patents, Trade marks, Copy rights, Trade secrets, Licensing and Franchising. Angel Investors and Venture capital Funding in India. Case studies.

TEXT / REFERENCE BOOKS

- Khanka.S.S, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2006.
- Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2002.
- Raj Shankar, Entrepreneurship Theory and Practices, Vijay Nicole Imprints Private Ltd, Chennai, 2012.
- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publications House, New Delhi, 2006.

COURSE OUTCOMES

- CO1 - Identify skills and competencies for being entrepreneurial managers.
- CO2 - Evaluate the factors influencing entrepreneurial growth.
- CO3 - Appraise the role of EDP to build entrepreneur's ability to create value
- CO4 - Create and organise a sustainable business venture
- CO5 - Choose appropriate funding sources and schemes for financing.
- CO6 - Develop a business idea into a sustainable business enterprise.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks
PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks
PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5106	PRODUCTION AND MATERIALS MANAGEMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

COURSE OBJECTIVE

- To familiarize students to understand concepts and techniques of managing production planning & control and Materials.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to production and production management. Production design: Product design – process planning. Capacity planning. Production planning and control- Elements ,objectives, stages, requirements, measurement of effectiveness of PPC

UNIT 2 PLANT LOCATION AND LAYOUT**9 Hrs.**

Plant location: factors to be considered- Problems and solutions. Plant layout: Principles and criteria of plant layout-Types of layout. Materials handling equipments. Human factors in job design: Special qualities of human beings, man- machine systems. Ergonomics-Work environment and workers safety.

UNIT 3 MAINTENANCE**9 Hrs.**

Maintenance: Types of maintenance, Procedure for maintenance, Quality control: Purpose of inspection and quality control –Techniques of quality control – Control charts and acceptance Sampling – problems related to control charts.

UNIT 4 PRODUCTIVITY IMPROVEMENT TECHNIQUES**9 Hrs.**

Work study: Method Study, Time Study-objective, tools and procedure. Modern trends in Production and Materials Management- JIT ,Lean Production Systems - KANBAN . Theory of Constraints

UNIT 5 MATERIALS MANAGEMENT**9 Hrs.**

Inventory Management-Definition, types, advantages, Material Requirement Planning. Stores Management - objectives and functions. Purchase functions and procedures. Make or Buy decisions with problem and solution. vendor management- Selection of Vendors and evaluation of Vendors, Value analysis.

- Case Study is Mandatory

TEXT / REFERENCE BOOKS

- 1 Aswathappa K and Shridhar Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2010
- 2 Goel B.S, Production and Operations Management, 2nd Edition, Pramod Prakashan Publication,2006.
3. Chary. S, Production and Operations Management, 4th Edition, Tata McGraw Hill, 2009.
4. Panneer Selvam, Production and Operations Management, 2nd Edition, Prentice Hall Inc, 2010.

COURSE OUTCOMES

- CO1 - Apply the concepts of production management for decision making
 CO2 - Design plant layout for cross functional processes
 CO3 - Analyse maintenance and quality control techniques to ensure efficiency in operations
 CO4 - Practice productivity improvement techniques to ensure value creation for the organisation
 CO5 - Implement inventory control techniques for optimization
 CO6 - Develop competitive operation strategies for business processes

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5108	MARKETING MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the basic concepts of marketing and its functions.

UNIT 1 INTRODUCTION**9 Hrs.**

Marketing - meaning, concepts of marketing - Evolution of marketing management. Marketing management process. Marketing mix. Analysis of micro and macro environment. PEST Analysis, Marketing Potential, Market Shares, New Trends in Marketing

UNIT 2 MARKETING RESEARCH & BUYER BEHAVIOUR**9 Hrs.**

Marketing Research - meaning, process. Market planning, Market segmentation, Targeting and Positioning - competitive marketing strategies. Buyer behaviour-factors influencing buyer behaviour - buyer decision making process.

UNIT 3 PRODUCT AND PRICING**9 Hrs.**

Product policies - Consumer and Industrial product decisions, Branding, Packaging and Labelling - New product development and Product life cycle. Pricing - objectives, methods.

UNIT 5 PROMOTION**9 Hrs.**

Promotion - Advertising, meaning, process, budgets and advertising agencies Ad Copy; Sales promotion activities and Personal selling, Direct Marketing and Online marketing,

UNIT 5 SALES FORCE AND DISTRIBUTION CHANNEL**9 Hrs.**

Sales force decisions: Selection, Training, Compensation and control Distribution-Types of channels, channel decisions, retailing and wholesaling. Consumer protection - Awareness of consumer rights in the market place. x *Case study is Mandatory

TEXT / REFERENCE BOOKS

- Philip Kotler, Principles of Marketing Management, 12th Edition, Pearson Publications, 2009.
- Sherlekar S.A, Marketing Management, 14th Edition, Himalaya Publications House, 2008.
- William J Stanton, Fundamentals of Marketing Management, 10th Edition, Tata McGraw Hill, 2004.
- Ramaswamy & Namkumari, Marketing Management, 3rd Edition, McMillan Publications, 2009.
- Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

COURSE OUTCOMES

- CO1 - Classify the concepts and theories of marketing
 CO2 - Analytically identify and select markets focusing on available opportunities.
 CO3 - Assess the elements of marketing mix.
 CO4 - Analyse promotional techniques to create value for customers.
 CO5 - Create proper salesforce structure to effectively manage the sales force
 CO6 - Design novel marketing methods for different business sectors

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5201	RESEARCH METHODOLOGY & TECHNIQUES	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To enable students to understand the methodology of carrying out research and to impart skills of analyzing data using statistical tools and writing research report.

UNIT 1 INTRODUCTION**12 Hrs.**

Research methodology : Definition and significance, Types of Research- Errors in Research- Ethical issues of research- Relevance of Research for decision making in various functional areas of Management Research.

UNIT 2 RESEARCH PROCESS**12 Hrs.**

Research Process : Research Problem identification- sources of research problem - Process of identification-criteria for selection- review of literature-Formulation of Hypothesis- role and characteristics of Hypothesis-Research design- Issues and contents- types.

UNIT 3 SAMPLING AND DATA**12 Hrs.**

Sampling: Characteristics- Methods- Advantages and limitations -Sample size determination- Sampling errors-Sources and Methods of Collection of data- Scaling Techniques-Processing and Analyzing of Data-Editing, Coding and Classification of Data- Transcription of Data Tabulation- Guidelines- Types of Tables, Charts and diagrams- Computer Packages for data- SPSS/ STA/STATISTICAL LAB

UNIT 4 DATA ANALYSIS**12 Hrs.**

Hypothesis Testing –Testing of Hypotheses concerning means (one mean and difference between two means – one tailed and two tailed tests), Chi-Square test ANOVA, F-Test. Introduction to Factor Analysis and Cluster Analysis, Multiple Regression and Correlation, T-test and Z test.

UNIT 5 REPORT WRITING**12 Hrs.**

Report writing – types of report-steps in report writing- Principles of Thesis writing- structure or reports-Recording the findings of research – publication- Academics cheating and plagiarism.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Donald R. Cooper and Pamela S. Schindler, business Research Methods, 9th edition, Tata Mcgraw Hill, 2006.
- William G.Zikmund, Business Research Methods, 7th Edition, Tata Mc Graw Hill, 2009.
- Dr.Tripathi, P.C, Research Methodology, 1st Edition, Prentice Hall Inc., 2009.
- Garg, B.L.Karadia, R.Agarwal, & F.Agarwal, U.K 2002. An introduction to research methodology , RBSA Publishers
- Kothari, K.C., Research Methodology, 2nd Edition, New Age Publication, 2009.

COURSE OUTCOMES

- CO1 - Formulate Research Design to address specific research questions
- CO2 - Identify appropriate measurement and scaling techniques for data collection
- CO3 - Design Sampling framework to determine representative samples
- CO4 - Analyse data to infer results
- CO5 - Prepare a research report to communicate the research outcomes
- CO6 - Conduct research in an ethical manner to aid decision making

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5203	BUSINESS POLICY & STRATEGIC MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the environment of business, techniques for formulation and implementation of Business policy and strategy.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction: Nature, Special Characteristics and Scope, History and Evolution, Mission & Goals, Objective Setting, Policies –Types and Classifications, Significance.

UNIT 2 BUSINESS AND SOCIETY**9 Hrs.**

Business and Society: Business as a Sub system of Society, Social Responsibility, Social Audit, Business Ethics, Social Responsibility of Indian Businessman.

UNIT 3 BUSINESS AND ENVIRONMENT**9 Hrs.**

Business and Environment: Scanning Business Environment, Internal Appraisal or Organizational Appraisal, Techniques for Scanning External Environment- Sources of Data, Impact of International Environment on business.

UNIT 4 FORMULATION OF STRATEGY**9 Hrs.**

Formulation of Strategy: Different Approaches to Strategy Formulation – Intuitive Approach etc., Grand Strategy Alternatives –Stability, Growth, Retrenchment etc., - External Growth Strategies. Other Strategic Issues: Managing Technology and Innovation Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study

UNIT 5 EVALUATION/CHOICE OF STRATEGY**9 Hrs.**

Evaluation / Choice of Strategy: Techniques of Evaluation – Subjective and Objective Techniques – Implementation –Special Considerations in Implementing Policy, MBO,MBE, McKinsey's Model , A Brief Discussion on Functional Policies – Production, Finance, HRM and Marketing. Case study.

TEXT / REFERENCE BOOKS

1. Azhar Kazmi, Business Policy & Strategic Management, 3rd Edition, Tata McGraw Hill, 2012.
2. Ghosh P.K., Strategic Planning & Management, 11th Edition, Sultan Chand & Sons, 2012
3. Mammoria,& Rao, Business Planning & Policy, 8th Edition, Himalaya Publishing House,2013.
4. Francis Cherunilam, Business Policy & Strategy, 3rd Edition, Himalaya Publishing House, 2010.
5. Dr Subba Rao, Business Policy Management, 9th Edition, Himalaya Publishing House, 2012

COURSE OUTCOMES

- CO1 - Asses strategic intent to formulate strategies
- CO2 - Analyse environmental factors influencing opportunities and risk in the Industry
- CO3 - Devise strategies to sustain competitive advantage
- CO4 - Develop action plans to implement strategies
- CO5 - Evaluate strategies for business sustainability
- CO6 - Generate operational decisions for executing strategies

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5204	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To provide an understanding of the process of International Business Management, Institutions involved and Export procedures.

UNIT 1 INTRODUCTION**12 Hrs.**

International Marketing – Meaning and Scope –International Marketing vs. Domestic Marketing – Motivation to export-special difficulties in International Marketing- Features of Globalization-Pros & Cons. Protection Vs liberalization of global business

UNIT 2 MARKET SELECTION & ENTRY DECISION**12 Hrs.**

Market Selection & Entry Decision-Overseas Marketing Research-Competitive Intelligence -International trade policies, tariffs, subsidies and Quotas-Joint Venture and new product exploration.

UNIT 3 INTERNATIONAL ECONOMIC ENVIRONMENT**12 Hrs.**

International Economic Environment: IMF, GATT, WTO- Institutional infrastructure for export promotion in India. organisation and structure of export and import houses. EXIM Bank –ECGC-Export Finance and Export Promotion Measures. Counter Trade-World Trade in services .

UNIT 4 PROCEDURES**12 Hrs.**

Procedure for execution of export order -Export of Goods-Export by Air and Sea Export documents – Marine Insurance-Principles-Coverage of Risk - Settlement of Claims.

UNIT 5 TERMS OF PAYMENT**12 Hrs.**

Terms of payment & Letter of credit –Types, process, advantages-overview of EXIM policy. Foreign Exchange: Exchange rate determination-Exchange rate system-Advantages & Disadvantages. UKUY and DEPB incentive schemes. Case study.

TEXT / REFERENCE BOOKS

- Francis Cherunilam, International Business Environment, 3rd Edition, Himalaya Publications, 2010.
- Dr Subba Rao. P, International Business, 2nd Edition, Himalaya Publications, 2010.
- Dr Varshney.R.L & Bhattacharya. B, International Marketing Management, 22nd Edition, Sultan Chand & Sons, 2009.
- Warren J Keegan, Global Marketing Management, 7th Edition, Pearson Education, 2009.
- Chandran. R, International Business, 2nd Edition, Jaico Publishers, 2009.

COURSE OUTCOMES

- CO1 - Apply the theories of global trade and investments in business.
 CO2 - Analyse business operations in the international context
 CO3 - Interpret international economic environment in which organisations function
 CO4 - Practice the procedures in execution of a export order
 CO5 - Evaluate global payments and financing sources and schemes
 CO6 - Design Strategies to gain competitive edge in global market

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5602	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to understand the nuances of stock market operations and to learn the techniques of deciding on investment in a portfolio of securities.

UNIT 1**9 Hrs.**

Meaning of Investment - Difference between Speculation and Investment; Investment alternatives. Security: Risk and return calculations - Types of risks - Valuation of Securities, Zero Growth Model, Constant Growth Model, Two & Three Growth Model.

UNIT 2**9 Hrs.**

Financial Market - Primary Market, Secondary Market, Debt market Stock Exchanges: Meaning – Features – Functions – SEBI – Rights, Powers – Functions – NSE – BSE

UNIT 3**9 Hrs.**

Security analysis - Fundamental analysis – Technical analysis – Tools & Charting techniques – Efficient Market Hypothesis

UNIT 4**9 Hrs.**

Portfolio Management - Introduction & process - Traditional / Modern portfolio - Return & risk calculation: Portfolio risk & return of two and three security portfolios - Covariance - Correlation coefficient of portfolio.

UNIT 5**9 Hrs.**

Markowitz portfolio model - Utility curves in portfolio selection - Capital asset pricing model - Capital market line & Security market line - Portfolio performance- Sharpe's, Treynor's and Jensen's index - Portfolio revision. *Case study is mandatory

TEXT / REFERENCE BOOKS

- Bhalla.V.K.(2008), Investment Management, 4th Edition Sultan Chand & co.
- Punithavathi Pandian, Security Analysis & Portfolio Management, 2nd, Vikas Publications, 2009. 3
- A vadhani, Security Analysis & Portfolio Management, 9th Edition, Himalaya Publications, 2009. 4.
- Prasanna Chandra, Investment & Portfolio Management, 2nd Edition, Tata McGraw Hill, 2005.

COURSE OUTCOMES

- CO1 - Identify the investment avenues in the capital market.
 CO2 - Evaluate securities for investment decisions in financial market
 CO3 - Apply fundamental and technical analysis on stock market
 CO4 - Analyse Portfolio models based on risk and returns
 CO5 - Assess the portfolio performance and revise portfolio to maximise returns
 CO6 - Build efficient investment portfolio to maximize returns.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5603	ADVANCED FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of the advanced concepts and techniques of Managing Capital.

UNIT 1**9 Hrs.**

Risk Analysis in Investment Decision – RAD Approach , CE Approach , Probability Distribution Approach – Decision Tree Approach, Sensitivity Analysis and Simulation Analysis.

UNIT 2**9 Hrs.**

Dividend Models- Walter Model, Gordon Model, M.M. Irrelevance Approach. Factors Affecting Dividend. Practical Aspects of Dividend Policies.

UNIT 3**9 Hrs.**

Leasing – Types- Valuation of Lease .Differences between Lease and Hire Purchase. Mutual Funds – Types - Legal Aspects - Advantages. Recent Developments in Factoring and Procedures, Types. Forfeiting.

UNIT 4**9 Hrs.**

Corporate Restructuring – Mergers and Acquisitions – Types – Legal Procedure – Financial Evaluation of Merger. Take Over – Types, Takeover Code. Joint Ventures- Characteristics , Forms. Inflation in Financial Decisions- Inflation and Value of the firm – Inflation and Capital Budgeting Decisions – Inflation and Financial Markets.

UNIT 5**9 Hrs.**

Venture Capital – Characteristics, Stages, Institutions. Capital Market-Structure, Players in the Market – SEBI Guidelines- Recent Trends in Capital Market. New Issue Market- Definition, Functions, Private Placement, Rights Issue, Money Market.

- Application oriented problem/case studies is Mandatory.

TEXT / REFERENCE BOOKS

- Prasanna Chandra, Fundamentals of Financial Management, 4th Edition. Tata McGraw Hill, 2005.
- Khan & Jain, Financial Management Text, Problems & Cases, 4th Edition, Tata McGraw Hill, 2004.
- Pandey.I.M, Financial Management, 9th Edition, Vikas Publications, 2009.
- Balla.V.K, Financial Management and Policy, 5th Edition, Anmol Publications, 2009.

COURSE OUTCOMES

- CO1 - Incorporate risk in investment decisions.
- CO2 - Analyse the corporate dividend decision and its influence on value of the firm.
- CO3 - Evaluate the financial decisions of the firm
- CO4 - Examine regulatory and financial aspects of mergers and acquisitions
- CO5 - Identify various alternatives for financing and investing in financial markets
- CO6 - Analyse the financial implications of major business strategies

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5604	RISK & DERIVATIVES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to understand the nuances of derivatives and techniques of operating in derivatives.

UNIT I**9 Hrs.**

Risk: – Definition - Perils and Hazards, Classification of Hazards - Risk and Uncertainty, Certainty and Safety, Risk vs. Safety, The degree of Risk Causes: - Types of Risk - Risk in Development of Science and Technology - Nature and scope of Risk Management: - Definition - Features – Importance –Objectives - Pros and cons - Process and Principles.

UNIT 2**9 Hrs.**

Classification of Risk - Risk Management - causes, Principles of Management of Operational Risk. Credit Risk Management:- Causes, Objectives and Dimensions, Principles, Requisites of Efficient Risk Management on Capital, Agency Ratings, Modeling Credit Risk, Elements of Credit Risk, Default Risk, Structural Models, Threshold Models, Mixture Models, Monte Carlo Models, Dynamic Credit Risk Modeling.

UNIT 3**9 Hrs.**

Regulatory, Compliance & Contemporary Issues: Basel I – Evolution, Important features, Criticism. Basel II – Evolution, Three Pillars, First Pillar (Minimum Capital Requirement), Second Pillar (Supervisory Review) Third Pillar (Market Discipline). Revisions to the Basel II market risk framework (July 2009) and Thinking beyond Basel III, RBI Prudential Guidelines on Capital Adequacy and Market Discipline.

UNIT 4**9 Hrs.**

Financial Derivatives: Types - Options – Pay Offs from Option Contracts, Product series/Contract Specification for option contracts, Open Interest, Square-up and Valuation of Option. Futures - Product series/Contract Specification for futures transaction, Features of Futures transaction, Margin Deposit, Pay Offs from Futures Contracts and Valuation of Futures. Forward transaction – Features, Difference and similarity between Futures, Option and Forwards – Swap and types- .Index based Derivatives – Index Futures, Index Option.

UNIT 5**9 Hrs.**

Risk associated with Investment – Hedging:- Badla Transaction/Carry Forward of Transaction, Strategy of Diversification of Portfolio, Strategy of Negative Co-relation, Strategy of Active Portfolio Management, Strategy of Realignment of Portfolio. Hedging/Risk Management through Derivatives: Short Hedge, Long Hedge, Protective Put Strategy, Covered Call Strategy. Hedging Strategy for Portfolio, Delta Hedging. x *

Case study – Mandatory

TEXT / REFERENCE BOOKS

- John C. Hull , Options, futures and Other Derivatives, 7th Edition, Pearson Education, 2010.
- Dhanesh Kumar Khatri, Derivatives and Risk Management, 1st edition, Macmillan India, 2012
- George E. Rejda , Principles of Risk Management and Insurance, 8th edition, Prentice Hall, 2010
- P.Periasamy and M.Veeraselvam , Risk and Insurance Management, 1st edition , Tata Mcgraw Hill Publishing Co Ltd, 2013

COURSE OUTCOMES

- CO1 - Understanding risk and its impact in different businesses.
- CO2 - Analyze credit risk management using various models for effective decision making.
- CO3 - Assess minimum capital requirement based on BASEL norms.
- CO4 - Analyze various derivative instruments to maximize profits for investors
- CO5 - Design hedging strategies for risk associated investments.
- CO6 - Develop efficient risk management tools using derivatives

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5605	MERCHANT BANKING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of delivering the merchant banking services.

UNIT 1**9 Hrs.**

Overview of Indian financial system - Financial Services - Meaning - Evolution of Financial Services - Various Types of Financial Services- Significance of Financial Services - Growth of Financial Services in India - Emerging Financial Products and Services - Constraints to the Growth of Financial Services- Key Risk Areas in Financial Services.

UNIT 2**9 Hrs.**

Merchant Banking Services - Functions -Code of Conduct - Legal and Regulatory Framework -SEBI Guidelines- Weakness in the Functioning of Merchant Bankers in India. - Role of Merchant Bankers in Appraisal of Projects, Designing Capital Structures and Instruments - Issue Pricing- Preparation of Prospectus Selection of Bankers, Advertising Consultants - Role of Registrars -Underwriting Arrangements- Dealing With Bankers to the Issue, Underwriters, Registrars, and Brokers - Public Issue Management - Issue Process - Issue Types.

UNIT 3**9 Hrs.**

Credit Rating- Meaning- Functions - Credit Rating Factors - Credit Rating Agencies-Major Issues and Drawbacks - Portfolio Management Services - Functions - Strategies - SEBI Guidelines - Code of Conduct. Custodial Services - Registration- General Obligations and Responsibilities, RBI – Functions - Contribution to national development -- CIBIL

UNIT 4**9 Hrs.**

Consumer Finance- Sources- Factors Determining Demand-Terms of Consumer Finance- Hire Purchase System - Installment Credit System. Credit Cards- Facilities and Services - Classification of Credit Cards. Housing Finance Services - Housing Finance in India - Growth Factors- Impediments- Critical Factors - Major Institutional Player.

UNIT 5**9 Hrs.**

Bill Discounting & Factoring : Concept & Forms of Bill Discounting, Concept & Types of Factoring, Bill Discounting Vs. Factoring, Financial Evaluation of Factoring, Factoring in the Indian Context, Export Factoring and Forfeiting.

x *Case study is Mandatory

TEXT / REFERENCE BOOKS

1. M.Y. Khan, Financial Services, 7th Edition, Tata Mcgraw Hill, 2013.
2. Dr. S. Gurusamy, Financial Services And Systems. 2nd Edition, Tata Mcgraw Hill, 2009.
3. E. Gordon & K. Natarajan, Financial Services, 4th Edition, Himalaya Publishing House, 2011.
4. H. R. Machiraju, Merchant Banking, 4th Edition, New Age International (P) Limited, 2012.

COURSE OUTCOMES

- CO1 - Identify various types of financial services provided by the financial institutions
 CO2 - Analyze the role of merchant bankers in providing financial services
 CO3 - Evaluate the financial services to suit the business needs
 CO4 - Assess the retail lending products available in the market.
 CO5 - Practice mechanism of bills discounting, factoring and forfeiting
 CO6 - Devise customised financial services to suit requirements of the firm

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5606	BANKING AND INSURANCE	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to learn the concepts and techniques of managing Banking and Insurance operations.

UNIT 1**9 Hrs.**

Laws Governing Banking And Insurance: Banking Regulation Act, Reserve Bank of India Act, Negotiable Instruments Act, Provisions of companies Act Relating to Banking, Insurance Act – Life Insurance – General Insurance, Insurance Regulatory and Development Authority (IRDA) Act.

UNIT 2 9 Hrs. International Banking: Global Trends and Developments in International Banking – International Financial Centres, Cross Border Finance, Bank Debt in International Markets, Offshore Market, Capital Market in International Financial Market, Offshore Banking units, SEZ – International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – Analysing and Bankers Acceptance. NRI Accounts – Indian Rupee and Foreign Currency Accounts, RFC Accounts, RFC (Domestic) Accounts – EEFC Accounts, Documentary Letters of Credit – UCPDC 600 Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts, Dealing operation etc, Foreign Investments in India.

UNIT 3**9 Hrs.**

Innovations In Banking And Insurance: Review of functioning of Banks, Liabilities and Assets of Banks; net worth of banks; Off-balance sheet item – New products – New financial services provided by Banks – Electronic Payment Systems at the Retail level – Definitions and Functions of Insurance – Integration of Third Party and Re-Insurance; Privatization of Insurance Business in India.

UNIT 4**9 Hrs.**

HRM In Banking And Insurance: Human Resources management in Banks and Financial Institutions-Personnel Policies – Participative Management - HRM in Insurance Sector-Corruption, Frauds, Scams in Financial Institutions, Case Studies.

UNIT 5**9 Hrs.**

Marketing In Banking And Insurance: Service Marketing Mix with Reference to Banking and Insurance, Customer in Services Marketing, Managing Service Quality, Advertising and Branding of Services, Managing Product Support, Managing Direct and On-line Marketing.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Dr. Gurusamy, S., Banking Theory Law and Practice, 2nd Edition, Tata McGraw Hill, 2009.
- Muraleedharan, G., Modern Banking, 1st Edition, PHI Learning Publications, 2009.
- Gulati, Neelam, Principles and Insurance Management, 1st Edition, Excel Books, 2009.
- Jyotsna Sethi & Nishwan Bhatia, Elements of Banking & Insurance, 1st Edition, Prentice Hall Inc., 2007.
- Murthy, A., Elements of Insurance, 2nd Edition, Margham Publications, 2009.

COURSE OUTCOMES

- CO1 - Incorporate regulatory compliance requirements for Banking and Insurance companies
 CO2 - Understand contemporary banking practices in Global banking sector
 CO3 - Identify suitable Banking and Insurance products and services
 CO4 - Implement strategies for efficient human resources management
 CO5 - Choose suitable service marketing mix for Banking and Insurance products
 CO6 - Provide customised banking and insurance products

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5607	SERVICES MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of "Service" and the concepts and functions involved in marketing of service.

UNIT 1**9 Hrs.**

Marketing services: Introduction - Growth of service sector - Characteristics of services- Classification of services-Concept of services- Need for Service Marketing –Tangibility Spectrum. Designing of the service – Blueprint - Service Mapping- Development of service sector.

UNIT 2**9 Hrs.**

Marketing Mix in Service Marketing: The Seven P's: Product decision, Pricing Strategies and Tactics, Promotion of services and Placing & distribution methods for service. Additional dimension in service marketing – People, Physical Evidence and Process.

UNIT 3**9 Hrs.**

Internal Marketing of Services-External vs. Internal orientation of service strategy - Service Quality Dimensions -Quality gap. Customer expectation vs. perceived service gap-services quality specifications vs. Perception of customer expectations – factors and techniques to resolve these gaps.

UNIT 4**9 Hrs.**

The Promise vs. Delivery Gap – Service Delivery vs. External Communication to customer-measure to resolve these gaps - developing appropriate and effective communication about service quality-Service Recovery-Marketing Demand & Supply through capacity planning.

UNIT 5**9 Hrs.**

Marketing of service with reference to Financial services, Health services, Hospitality services including travel, Hotels and Tourism; Professional services & Educational services.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Valarie A.Zeithmal & Mary Bitner, Service Marketing, 5th Edition, Tata McGraw Hill, 2008.
2. Helen Woodruffe, Service Marketing, 1st Edition, Pearson Education, 1998.
3. Christopher Lovelock, Service Marketing, 5th Edition, Pearson Education, 2009.
4. Bhattacharya, Service Marketing, 1th Edition, Excel Books, 2006.
5. Jha S.M, Service Marketing, 4th Edition, Himalaya Publishing House, 2010.

COURSE OUTCOMES

- CO1 - Understand the role of marketing in service organisations
 CO2 - Analyse the extended marketing mix for services
 CO3 - Identify service quality gaps in service delivery
 CO4 - Develop measures to resolve service gaps.
 CO5 - Implement the concepts of service marketing in various Sectors
 CO6 - Design service quality measurements to build customer loyalty

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5608	ADVERTISING MANAGEMENT AND SALES PROMOTION	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of Advertising and Sales promotion.

UNIT 1**9 Hrs.**

Advertising - Concept - Objectives - Process - Evolution of advertising management. Market segmentation and target audience. Advertising Industry in India. Role of advertising in Product life cycle and Brand building. Special purpose advertising - Green advertising, Political advertising, Advocacy advertising, Retail advertising, Financial advertising, Corporate advertising and Social advertising. Advertising in the Indian economy. Concepts of societal marketing. PACT and DAGMAR approach.

UNIT 2**9 Hrs.**

Message and Copy Development, characteristics of good copy, designing. Creation: Themes, appeals, slogans, headlines, subheads, texts, illustrations, copy layout, developing USP - Mass media: selection - planning - scheduling. Media - Mobile media, social media, Media management. Problems specific to media management - Media ethics - Business and legal aspects of media management.

UNIT 3**9 Hrs.**

Advertising Budgets -Types. Advertising agencies - Organizations and Operations -Role of advertising agencies - Functioning - Skills and service client relationship, Internet advertising - Functions. Agency - Client servicing, Market plan of the client, agency finances, setting up of an agency- Growing the agency.

UNIT 4**9 Hrs.**

Sales promotion - Definition - Roles-Objectives-Types-(Consumer, Dealer & Sales force oriented sales promotion.) Nature and importance of sales promotion its role in marketing. Ethical aspects of sales promotion - Legal environment, laws that affect advertising in India.Unfair trade practices and competition act - Consumer rights and laws.

UNIT 5**9 Hrs.**

Control- Advertising effectiveness-Pre & Post testing techniques, Difficulties in measuring advertising effectiveness. Ethics in advertising-Regulatory bodies that impact the advertising industry - Controversial advertising Economic and Social relevance of advertisements - Advertising research & analysis. Advertising for international market - Trends in advertising, Global trends and their impact on Indian advertising - challenges faced by advertisers in India in the era of globalization.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Chunawalla Kumar, Sethia, Subramanian, Suchak, Advertising Management, 5ThEdition, Himalaya Publishing House, 2007.
- Rathor.B.S, Advertising & Personal Selling, 1st Edition, Himalaya Publishing House, 2008.
- Belch, Advertising Excellence, 7th Edition, Tata McGraw Hill Inc, 2009.

COURSE OUTCOMES

- CO1 - Understand the components of advertising and sales promotion
 CO2 - Create advertisement copy and marketing communication plans
 CO3 - Devise advertising budgets to estimate promotional expenditure
 CO4 - Evaluate sales promotional tools in enhancing business activities
 CO5 - Integrate ethical and legal guidelines in advertising
 CO6 - Develop creative solutions to address marketing communication challenges

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5609	BRAND MANAGEMENT & RETAIL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept, techniques and nuances of Brand Management and Retail Marketing.

UNIT 1**9 Hrs.**

Brand - Definition, Importance, Types, Methodology . Positioning- Types, Needs, Advantages and Limitations - Perceptual Map- **Brand Identity- Brand Identity Traps- Overcoming. Brand Image, Brand Equity.**

UNIT 2**9 Hrs.**

Brand personality - Models, Scale, Brand Loyalty- Types, Increasing Brand Loyalty, Building Brands-Advantages, Process, Brand Leverage - Reasons, Advantages, Methods, Brand Extensions- Types., Aaker's Approach, Keller's Approach.

UNIT 3**9 Hrs.**

Brand promotion strategies- advantages, limitations, Strategic Brand Management. Building retail brands. Retailing, Definition, Systems, Structure, Formats- Services Offered by Retailers- Shopping/ Buying Behaviour-, Need, Advantages, Limitations- Duties of Sales Personnel in Enhancing Shopping and Buyer Behaviour.

UNIT 4**9 Hrs.**

Retail store layout- Types, Need, Advantages and Limitations of Each Layout- Merchandize Planning-Need, Factors Influencing, Advantages, Limitations- Retail Pricing- Types, Need.

UNIT 5**9 Hrs.** Limitations, Indian

Promotion strategies- Creative Display, POP, Façade Display- e-Tailing- Advantages, Retail Scenario- Current and Emerging Trends.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Moorthy Y.L.R, Brand Management The Indian Context, 2nd Edition, Vikas Publications, 2009.
- Pati, Debashis, Branding- Concepts And Cases, 2nd Edition, Macmillan Business Books, 2003.
- David Aaker, Brand Management, 1st Edition, Tata McGraw Hill, 1987.
- Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education, 2009.
- Levy&Weitz, Retail Management, 6th Edition, Tata McGraw Hill, 2009.

COURSE OUTCOMES

- CO1 - Assess the process of Branding to build a brand
 CO2 - Formulate effective branding strategies
 CO3 - Create Brand Equity for the business
 CO4 - Establish Organized retailing
 CO5 - Design retail promotional strategies with technology.
 CO6 - Develop the capabilities of retailing

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5610	RELATIONSHIP MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept of Relationship Marketing and the technological tools for implementing Relationship Marketing.

UNIT 1**9 Hrs.**

Relationship Management - Relationship Marketing and Traditional Transaction Approach – Significance - Customer Acquisition - Requisites – Customer Life Cycle -Customer Loyalty – loyalty ladder – strategies - Optimizing Customer Relationship.

UNIT 2**9 Hrs.**

Customer Retention-Stages in customer life cycle – Strategies –Attrition, Handling Complaints – Recovery of lapsed customers - CRM in marketing - One to One Relationship Marketing - Customer Behaviour Prediction - Customer Profitability

UNIT 3**9 Hrs.**

Sales Force Automation – Sales and territory management – Activity management - Contact management - Lead and Knowledge Management - Field Force Automation

UNIT 4**9 Hrs.**

Analytical CRM –Features and Benefits – Managing Customer Data - Database Marketing – Sources of Data - Call Centre – Technological Components - Telemarketing - Data Mining-Functions, Process

UNIT 5**9 Hrs.**

CRM Implementation – Defining Success Factors - Choosing CRM Tools - CRM Development - Delivery - Measurement - Conflicts – Complaints Management.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Peeru Mohammed & Sagadevan.A, Customer Relationship Management, 1st Edition, Vikas Publications, 2009.
- Shainesh & Seth, Customer Relationship Management a Strategic Prespect, 1st Edition, McMillan,2010.
- Chaturvedi & Chaturvedi, Customer Relationship Management, 1st Edition, Excel Books, 2007.
- Paul Greenberg, Customer Relationship Management, 3rd Edition, Tata McGraw Hill, 2009.
- Govinda Bhat, Customer Relationship Management, 1st Edition, Himalaya Publishing House,,2009.

COURSE OUTCOMES

- CO1 - Explore the various facets of rural marketing.
 CO2 - Identify the challenges and opportunities in the field of rural marketing.
 CO3 - Understand the rural market environment and the emerging challenges in the global market .
 CO4 - Acquaint the students with appropriate concepts and techniques in the area of rural marketing .
 CO5 - Apply adaptations to the rural marketing mix(4A's) to meet the needs of rural consumers.
 CO6 - Understanding the concept and methodology for conducting the research in rural market.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA561 1	INDUSTRIAL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To enable students to understand and appreciate the concept and Industrial Marketing and its unique strategies and techniques.

UNIT 1 DIMENSIONS OF INDUSTRIAL MARKETING**9 Hrs.**

Introduction – Nature of Industrial Marketing – Industrial Vs Consumer Marketing – Types of Industrial Customers – Classification of Industrial Products – Economics of Industrial Demand – Industrial Marketing Environment – Strategies to manage industrial marketing environment.

UNIT 2 ORGANIZATIONAL BUYING & BUYING BEHAVIOUR**9 H rs.**

Objectives of Organizational Buying – Buy grid model – Phases in Purchasing Decision process – Buying Centres – Roles of Buying Centres – Purchasing influence on Buyer Behaviour – Supplier choice & Evaluation.

UNIT 3 MARKET SEGMENTATION TARGETING AND POSITIONING

Market Segmentation – Basis for segmenting industrial market – Macro & Micro variables – Target marketing – Product Positioning – Strategic planning in Industrial market.

UNIT 4 INDUSTRIAL PRODUCT & PRICING**9 Hrs.**

Industrial product life-cycle – Strategies – New product development process – Pricing – Price constraints - Factors influencing pricing – Pricing strategies – Pricing Policies – Competitive bidding.

UNIT 5 PROMOTION FOR INDUSTRIAL PRODUCTS

Advertising in Industrial Market – Advertising Media – Use of Sales Promotion – Publicity in Industrial Market – Sales force – Sales Presentation, Sales Training & Compensation.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Robert R. Reeder, Edward G. Brierty, Betty H. Reeder, Industrial Marketing: Analysis, Planning and control, Second Edition, Prentice Hall, 1991
- P.K. Ghosh, Industrial Marketing, Oxford University Press, 2012 Krishna K. Havaladar, Industrial Marketing: Text and Cases, Second Edition, Tata McGraw – Hill,,2006
- Hory Sankar Mukerjee, Industrial Marketing, First Edition, Excel Books,2009

COURSE OUTCOMES

- CO1 - Distinguish Industrial Marketing from consumer marketing
- CO2 - Analyse factors influencing organisational buying behaviour
- CO3 - Implement Industrial market segmentation, positioning and targeting strategies
- CO4 - Evaluate pricing strategies for the products
- CO5 - Develop promotional techniques for industrial products
- CO6 - Design an suitable Industrial Marketing mix

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5612	RURAL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept of Rural Marketing and its unique strategies and techniques.

UNIT1**9 Hrs.**

Rural Marketing: Definition - Evolution - Scope of Rural Marketing – Rural vs. Urban markets - Rural Market – Characteristics -Classification of Rural Markets – Size of Rural market - Constraints in Rural Marketing – Rural Marketing in India- Rural Marketing environment.

UNIT 2**9 Hrs.**

Rural Consumer Behaviour: Rural marketing research - Understanding rural consumers- characteristics of rural consumer – Factors affecting rural consumer behavior – Rural consumer buying process – Rural market segmentation – Targeting and Positioning for Rural market - Brand loyalty

UNIT 3**9 Hrs.**

Rural Marketing Mix: Products and services – designing innovative products and services to rural market – Factors influencing pricing- pricing methods - Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Storage, warehousing and transportation –public distribution system- .

UNIT 4**9 Hrs.**

Marketing Communication in Rural Markets: Promotion as a component in marketing communication - Challenges in Rural Communication - Communication process – Creating advertisements for the rural audiences – Rural Media - sales promotion techniques – Social Marketing - Evaluation of promotional activities-Innovations in rural marketing.

UNIT 5**9 Hrs.**

Future of Rural Marketing: Focused Marketing Strategies – Emerging segments – Rural retailing- Rural Wholesaling – Public-Private Partnership - Marketing of Agricultural produce –Marketing rural non farm produce – Marketing of consumer goods and durables – Marketing of Services – E- Rural marketing - Major of Government and Non Government Agencies in the development of Rural Marketing- Financial Services.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing: Text and Cases, 2nd Edition, Pearson education, 2011
- Pradeep Kashyap, Siddhartha Raut, The Rural Marketing Book (Text & Practice), 2nd Edition, Biztantra Publications, 2008.
- T.P. Gopal Swamy, Rural Marketing, 2nd Edition, Vikas Publishing House, 2005.

COURSE OUTCOMES

CO1 - Explore the various facets of rural marketing.

CO2 - Identify the challenges and opportunities in the field of rural marketing.

CO3 - Understand the rural market environment and the emerging challenges in the global market .

CO4 - Acquaint the students with appropriate concepts and techniques in the area of rural marketing .

CO5 - Apply adaptations to the rural marketing mix(4A's) to meet the needs of rural consumers.

CO6 - Understanding the concept and methodology for conducting the research in rural market.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5613	HUMAN CAPITAL MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To provide an understanding of the concept of Human Capital and the strategies for measurement of its contribution and accounting.

UNIT 1**9. Hrs**

Concept of Human capital - Intellectual capital - Social capital - Organization capital - Practical Implications of intellectual capital theory. Concept of HCM-Rationale for HCM - HCM and HRM -The concept of human capital advantage and resource - based strategy. Process of HCM - HCM Drivers, HCM Journey, Developing HCM — Measuring HR.

UNIT II**9 Hrs.**

Practice of HCM: Human Capital Data-Measuring human capital-Measurement Issues, Classification of measures, Developing Measures-Human Capital Measurement Models-Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organizational Performance Model, Human Capital Index, Engagement Model, People and Performance Model –Human capital reporting-applications of HCM.

UNIT 3**9 Hrs.**

The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM-The business partner concept and HCM-The skills HR specialists need for HCM- Future of HCM

UNIT IV**9Hrs**

ROI of Human Capital- Measurement of Human capital's contribution to enterprise goals- Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics-Leverage of Human capital ROI.

UNIT V**9 Hrs.**

Human Resource Accounting-Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation. HR Audit-Concept, Types, Process, Approaches. *Case study is Mandatory

TEXT / REFERENCE BOOKS

- Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, 1st Edition, Kogan Page, 2007
- Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, 3rd Edition, Kluwer Academic Publishers, 1999
- Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, 2nd Edition, Amacom, 2009.
- Ram Raghavan, Human Capital Management Challenges in India, 1st Edition, Woodhead Publishing Limited, 2011
- Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, 1st Edition, Global India Publications, 2009

COURSE OUTCOMES

- CO1 - Evaluate Human capital management strategies for efficient contribution of employees
 CO2 - Analyse models for appraising human capital for growth and development
 CO3 - Implement effective human resource development practices to enhance competency of the employees
 CO4 - Construct human capital management metrics for retention of employees
 CO5 - Design human resource accounting systems to rationalise investments in human resources
 CO6 - Develop human capital management system to increase productivity

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5614	STRATEGIC HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the strategic importance of HRM and the concepts and techniques needed for implementing SHRM.

UNIT 1**9 Hrs.**

Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – HR's role as a strategic partner, The changing role of HR management. Strategy formulation and implementation: importance of HR to strategy, international strategy, HR contributions to strategy, strategy driven role behaviors and practices, integration of strategy and HR planning, HR manager and strategic planning.

UNIT 2**9 Hrs.**

Nature and theoretical underpinnings of SHRM, Competing theoretical models of SHRM, Theoretical perspectives in organizational strategy and strategic management theory, Relationship between theories of strategic and strategic management and models of strategic HRM, Role of formal HRM under SHRM

UNIT 3**9 Hrs.**

Process of SHRM: Importance, nature and Strategic challenges in SHRM. Implications of SHRM for different organizational strategies, Strategic planning and implementation considerations associated with key areas of HRM strategy.

UNIT 4**9 Hrs.**

SHRM dimensions in business practice, Role of SHRM in corporate functioning: Contrasting and broad perspective, Strategic HRM: 'best fit' or 'best practice?', Strategic HRM and sustained competitive advantage

UNIT V**9 Hrs.**

International Strategic Human resource Management, HR accounting and human value management; HR Planning and information of systems, Internal and external fit in SHRM systems, Strategic renewal: Downsizing, mergers and acquisitions, and restructuring.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Jeffrey A. Mello, Strategic Human Resource Management, 3rd Edition, Thompson publication, New Delhi, 2010
- Greer Charles R, Strategic Human Resource Management: A General Managerial Approach, 2nd Edition, Pearson Education Asia, New Delhi, 2001
- Michael Armstrong, Hand book of Strategic Human Resource Management, Kogan page, London, 2011.

COURSE OUTCOMES

- CO1 - Understand the integration of human resource plans and programs with the strategic plans of the organization.
- CO2 - Evaluate theoretical models of SHRM for improving organisational effectiveness
- CO3 - Analyse the planning and implementation process of HR strategies
- CO4 - Choose best fit HR strategies for sustained competitive advantage
- CO5 - Implement HR Planning and information systems in the organisation
- CO6 - Develop operational plans for implementing human resource strategies

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5615	HUMAN RESOURCES DEVELOPMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the importance and techniques of developing Human Resource.

UNIT 1**9 Hrs.**

Nature and Scope: Introduction – Evolution of HRD as a management philosophy - scope and importance-Personnel management vs. HRD- Human resource system designing HR policies , Competencies required for HRD function, future of HRD.

UNIT 2**9 Hrs.**

Induction and Career Management: Human Resource Planning scheme for large organizations- Managerial Approach and important steps involved. Initiating the new employee into the organization –Detailed Induction Program-Career Planning & Development, Succession Planning – Executive Grooming, Mentoring. Quality of Work Life (QWL), Preconditions to QWL, How to improve QWL. Competency Mapping.

UNIT 3**9 Hrs.**

Development and Initiatives: Setting up and maintaining an effective Training & Development department, Steps in conducting and organizing Training and Development programs in organization, Self Development and Management Development, Managerial Issues, Various Techniques of Training and Development suitable to advanced Applications , O.D Initiatives.

UNIT 4**9hrs**

Appraisal and Counseling: Performance Assessment and Performance Management Advanced Appraisal Techniques: Behavioral Anchored Ratings- 360 Degree Appraisal- Balanced Scorecard, Assessment, Center Potential Appraisal. Vocational & Performance Counseling and Interpersonal feedback, Developing Dynamic relationship through effective counseling.

UNIT 5**9 Hrs.**

Post evaluation of Training and Development programs: Content of the training program- Trainer - Course material- Venue& Training Schedule, Train the Trainer, HRD Interface, HR Records and Audit, e-HRD, Loyalty towards Organization, Organizational Empowerment, Time management.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Pareek Udai & Udaya Kumar Halder, Human Resource Development, 1st Edition, Oxford University Press, 2009.
- Rao.T.V, Performance Management and Appraisal System,1st Edition, Sage Publications, 2004.
- Silvera D.M, Human Resource Development -The Indian Experience, New India Publications, 1990.
- Dr. Rathna Reddy. B, Effective Human Resource Training & Development Strategy, 1st Edition, Himalaya Publishing House, 2009.
- Battacharya. D.K, Human Resource Development, 2nd Edition, Himalaya Publishing House, 2009.

COURSE OUTCOMES

- CO1 - Identify Human resource development competencies
- CO2 - Implement career planning and development techniques in an organisation
- CO3 - Assess the need for training and development to build competencies
- CO4 - Evaluate the performance of employees
- CO5 - Analyse the effectiveness of training and development programs
- CO6 - Design and deliver learning programs to the employees

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5617	ADVANCED LABOUR LEGISLATIONS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To provide a detailed working knowledge of all the labor legislations of India.

UNIT 1**9 Hrs.**

Legislation affecting working conditions: **Factories Act, 1948**: definitions, Provision's relating to - Health, Safety, Welfare, working hours and leave, Women and Young Persons, Special Provisions on Hazardous Factories. Apprentices Act, 1961- Nature of Apprenticeship Contract, Duties and obligations of the Employer and apprentice, Allotment of Apprentices to Designated Trades. The Child Labour (Prohibition and Regulation) Act, 1986, Contract Labour (Abolition & Regulation) Act, 1970, The Shops and Commercial Establishments Act. Related Case Studies

UNIT 2**9 Hrs.**

Law relating to Wages: Payment of Wages Act, 1936: Provision relating to responsibility for payment of wages – Authorized deductions, limits to deductions. **Minimum Wages Act, 1948**: Objects – Procedure for fixing and revising minimum wages – Appointment of advisory board – Payment of minimum wages – Maintenance of registers and records contracting out – offences and penalties. Equal Remuneration Act, 1976: objects – Definitions – Duty of employer – Discrimination between male and female worker – Authorities – Register and Offences and Penalties. Related Case Studies.

UNIT 3**9 Hrs.**

Law relating to Social Security: Employee's State Insurance Act, 1948, The Employee's State Insurance Corporation and Types of Benefits, Rules regarding Contributions, Rules regarding Benefits– Standing committee and medical benefit council provisions relating to contributions – Offences and penalties – Miscellaneous provisions. Employee's Provident Funds and Miscellaneous Provisions Act, 1952 – Objects – Definitions – Schemes EPF – Authorities – Offence and Penalties. Workmen's Compensation Act, 1923 – Recent Amendments – Objects – Definitions – Disablement – Employer Liability – Compensation Calculation – Offence and Penalties. Maternity Benefit Act, 1961. Related Case Studies.

UNIT 4**9 Hrs.**

Law relating to Industrial Relations: Industrial Disputes Act, 1947: Industrial Dispute and Individual Dispute – Authorities for settlement of Industrial Disputes –Forms of Industrial Disputes – Procedure – Powers and duties of authorities. Trade Union Act, 1926: Objects – Registration of trade unions – Rights and liabilities of registered trade unions – Registered and Recognised Union Procedure. Industrial Employment (Standing Orders) Act, 1946: Objects, Concepts and Nature of Standing Orders – Provisions regarding certification and operation of standing orders. Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. Related Case Studies.

UNIT 5**9 Hrs.**

Law relating to Monetary Benefits: Payment of Gratuity Act, 1972, Definitions – Eligibility – Nomination – Rights and Obligations of Employer and Worker – Amount of Gratuity – Protection – Offence and Penalties Payment of Bonus Act, 1965 – Objects – Definitions – Eligibility – Computation of available surplus & allocable surplus, Accounting year, deduction from bonus payable – set on and set off provisions – Offence and Penalties. Related Case Studies.

TEXT / REFERENCE BOOKS

- Kapoor N.D, Handbook of Industrial Laws, Sultan Chand & Sons.
- Padhi.P.K., Labour & Industrial Law, 1st Edition, PHI Learning Publications, 2009.
- Reshma Arora, Labour Law, 1st Edition, Himalaya Publishing House, 2008.

COURSE OUTCOMES

- CO1 - Understand the legislations related to working conditions and welfare measures for the employees
- CO2 - Determine wages and employee compensation at the work place
- CO3 - Practice administrative process relating to social security contributions
- CO4 - Investigate the legal issues and settle industrial disputes according to labour laws
- CO5 - Implement Laws related to monetary benefits paid to the workers
- CO6 - Integrate employment policies and procedures that minimise legal risks

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5618	INDUSTRIAL LABOUR RELATIONS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the need for industrial peace and the concepts and methodologies of ensuring the same.

UNIT 1**9 Hrs.**

Human Resource Development in perspective, Impact of Industrial Revolution, Industrial Relations(IR) : Concepts, Importance of Industrial Relations, Nature & Scope of Industrial Relations, Evolution of IR, The Management , The Government , factors affecting Industrial Relations, Characteristics, contributing Disciplines, application of Psychology & Economics to industrial relations, harmonious relations in industry, importance and means to improve; factors affecting employee stability.

UNIT 2**9 Hrs.**

Evolution and development of wage policy in India, statutory minimum wages, wage criteria, wage machinery, objectives of a wage policy, dearness allowances, fringe benefits, wage differentials, wage administration, bonus ,managerial pay trends.

UNIT 3**9 Hrs.**

Resolving Disputes Legal and voluntary methods for resolving disputes, Conciliation, Arbitration and Adjudication- Collective Bargaining : Meaning, scope & issues, subject matter and parties, methods and tactics, administration of collective bargaining agreements, regulation of strike, lockout, layoff & retrenchment, Machinery under the Act for settlement of disputes, Bi-Partite & Tri-partite machinery –centre and state; codes of discipline Joint Consultative Machinery.

UNIT 4**9 Hrs.**

Trade Unions: General features, Trade unions and their growth, Evolution of Trade Unions in India, Need for trade unions, Theories of trade unionism, Problems of Trade Union, structure and classification of trade unions. Objectives & membership of major federations in India, Problems of Indian trade unions, Suggestions for Improvement.

UNIT 5**9 Hrs.**

Foundations of Industrial Peace: ILO - its functions and role in labour movement – Welfare and Social Security - Rationale and Schemes, Labour under the Constitution, Avenues of Workers Participation in Management, Worker's Education , Grievance Redressal for individual employee.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Tripathi, Personnel Mgmt & Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
- Subba Rao, Essentials of Human Resource Management & Industrial Relations, 9th Edition, Himalaya Publishing House, 2009.
- Arun Monappa, Industrial Relations, 1st Edition, Tata McGraw Hill, 1985.
- Mammoria & Mammoria, Dynamics of Industrial Relations, 16th Edition, Himalaya Publishing House, 2009.
- Sharma.A.M., Industrial Jurisprudence and Labour Legislation, 6th Edition, Himalaya Publishing House, 2009.

COURSE OUTCOMES

- CO1 - Understand the significance of industrial labour relations
 CO2 - Apply the features of welfare and wage Legislations in the organisation
 CO3 - Choose the methods for resolving disputes
 CO4 - Analyse the problems of trade unions to solve labour issues
 CO5 - Evaluate the Welfare and Social Security schemes provided in the organisation
 CO6 - Prepare framework for grievance redressal mechanism

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5619	SERVICES AND OPERATIONS MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To provide an understanding of the concept of service and its quality, tools and techniques for its design and efficient delivery.

UNIT 1 INTRODUCTION**9 H rs.**

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

UNIT 2 SERVICE DESIGNS**9 Hrs.**

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

UNIT 3 SERVICE QUALITY**9 Hrs.**

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

UNIT 4 SERVICE LOGISTICS**9 H rs.**

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

UNIT 5 SERVICE OPERATION**9 Hrs.**

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

*Case Study is Mandatory

TEXT / REFERENCE BOOKS

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

COURSE OUTCOMES

- CO1 - Examine the role of strategies in competitive environment
- CO2 - Analyse service design for building better services
- CO3 - Evaluate service quality dimensions to determine service gap
- CO4 - Choose suitable facility location and layout for business
- CO5 - Apply inventory and Queuing models for optimisation of resources
- CO6 - Integrate techniques of SOM for solving business problems

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5620	PRODUCT DESIGN	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To enable students to understand the nuances of creating new product ideas, the physical design and testing their reliability.

UNIT 1 DESIGN FUNDAMENTALS**9 Hrs.**

Importance of design- The design process-Considerations of Good Design – Morphology of Design – Organization for design– Computer Aided Engineering – Designing to codes and standards – Concurrent Engineering – Product and process cycles – Technological Forecasting – Market Identification – Competition Bench marking.

UNIT 2 CUSTOMER ORIENTED DESIGN & SOCIETAL CONSIDERATIONS**9 Hrs.**

Identification of customer needs- voice of customer – customer population- customer requirements- Quality Function Deployment-Product Design Specifications-. Societal consideration - Contracts – Product liability – Protecting intellectual property –Legal and ethical domains – Codes of ethics - Ethical conflicts – Environmentally friendly design-future trends in interaction of engineering with society.

UNIT 3 DESIGN METHOD**9 Hrs.**

Creativity and Problem Solving –Creativity methods-Theory of Inventive Problem Solving (TRIZ) – Conceptual decomposition-Generating design concepts-Axiomatic Design – Evaluation methods-Embodiment Design-Product Architecture- configuration Design- Parametric Design. Role of models in design-Mathematical Modeling – Simulation –Geometric Modeling –Rapid prototyping- Finite Element Analysis– Optimization – Search Methods.

UNIT 4 MATERIAL SELECTION PROCESSING AND DESIGN**9 Hrs.**

Material Selection Process – Economics – Cost Vs Performance – Weighted property Index – Value Analysis – Role of Processing in Design – Classification of Manufacturing Process – Design for Manufacture – Design for Assembly –Designing for castings,

UNIT 5 PROBABILITY CONCEPTS IN DESIGN FOR RELIABILITY**9 Hrs.**

Probability – Distributions – Test of Hypothesis – Design of Experiments – Reliability Theory – Design for Reliability – Reliability centered Maintenance-Robust Design-Failure mode Effect Analysis.

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- Dieter, George E., "Engineering Design - A Materials and Processing Approach", McGraw Hill, International Editions, Singapore, 2000
- Pahl, G, and Beitz, W., "Engineering Design", Springer – Verlag, NY, 1984.
- Ray, M.S., "Elements of Engg. Design", Prentice Hall Inc. 1985.
- Karl T. Ulrich and Steven D. Eppinger "Product Design and Development" McGraw Hill Edition 2000.

COURSE OUTCOMES

- CO1 - Examine the methodology of product design process
 CO2 - Incorporate customer requirements and societal considerations while designing a product
 CO3 - Apply the methodologies for product design, development and management.
 CO4 - Implement manufacturing process design in an organisation
 CO5 - Practice Failure Mode and Effects Analysis in an organisation.
 CO6 - Analyze the reliability of design using probability concepts

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5621	INVENTORY MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

UNIT 1 INTRODUCTION**9 Hrs.**

Importance & Scope of Inventory Control- purpose of inventory -Costs Associated with Inventory - Inventory Control - Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand

UNIT 2 TECHNIQUES**9 Hrs.**

Inventory Control Techniques:-Inventory classification and its use in controlling inventory, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time -, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organization. Work in Process Inventories - Finished Goods Inventories - General Management of Inventory Spare Parts Inventories . Introduction to scientific inventory management, advanced forecasting methods.

UNIT 3 STRATEGIC INVENTORY MANAGEMENT**9 Hrs.**

Strategic Inventory Management:- Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage-Inventory Management Systems - Forecasting Techniques - Inventory aggregation Models - Dynamic Lot sizing Methods - Multi-Echelon Inventory models.

UNIT 4 MODELS**9 Hrs.**

Inventory Models- Inventory models – Fixed Order Versus Fixed Interval systems - Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Order Quantity, EOQ with discount and ABC - Safety Stocks - Economic Lot Size when Stock Replenishment is instantaneous.

UNIT 5 PERFORMANCE**9 Hrs.**

Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency. Performance - Evaluation of Performance of Materials Function - Criteria and methodology of evaluation.

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- 1 Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning And Inventory Control – Seetharama L Narsimhan,
4. Dennis WMcLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd
5. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall

COURSE OUTCOMES

- CO1 - Classify the various types of inventory and inventory costs.
- CO2 - Implement the various inventory control techniques for stock optimisation
- CO3 - Examine the strategies for efficient inventory management suitable to the business
- CO4 - Determine Economic Order Quantity and stock levels under various conditions.
- CO5 - Analyse the factors influencing Make or Buy Decisions in inventory management
- CO6 - Design a framework for an effective inventory-control system.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5622	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To create an understanding of the concept of Supply Chain Management

UNIT 1 INTRODUCTION**9 Hrs.**

Business logistics and supply chain–importance, objectives and drivers. Strategy–planning, selecting proper channel, performance measurement. Outsourcing–Make vs buy approach–sourcing strategy, Types of Logistics, Logistical activities, Supply chain drivers and obstacles.

UNIT 2 MANAGING FLOWS**9 Hrs.**

Planning Networks–Decision making under risk–Decision trees–Decision making under uncertainty. Distribution Network Design–Role-Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system–Role of IT–Framework for IT adoption.

UNIT 3 INVENTORY AND WAREHOUSING**9 Hrs.**

Planning and managing inventory in supply chain, bullwhip effect, control–Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions–Types–Site Selection–Decision Model–Layout Design–Costing–Virtual Warehouse, Warehouse management, push based, pull based systems.

UNIT 4 TRANSPORTATION AND PACKAGING**9 Hrs.**

Transportation–Drivers, Modes, Measures–Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging–Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT 5 ORGANISATION AND CONTROL**9 Hrs.**

Organisation Structure–need and development. Organizational–Choices, Orientation and positioning. Interfunctional and interorganisational management–alliances and partnerships. Control–Process framework, system details, information, measurement and interpretation, Supply chain performance managements – Vendor relationship management.

*Case Study is Mandatory

TEXT / REFERENCE BOOKS

- Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
- Sunil Chopra and Peter Meindl, Supply Chain Management–Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
- Bowersox Donald J, Logistics Management –The Integrated Supply, Chain Process, Tata McGraw Hill, 2010
- Vinod V. Sople, Logistics Management–The Supply Chain Imperative, Pearson. 20
- Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.

COURSE OUTCOMES

- CO1 - Assess business logistics and supply chain drivers.
 CO2 - Design a supply chain network models.
 CO3 - Analyse logistical warehouse layout system.
 CO4 - Evaluate suitable packaging and transportation methods.
 CO5 - Integrate supply chain performance management system.
 CO6 - Develop optimal logistic process for operational excellence

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5623	TOTAL QUALITY MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To provide a comprehensive understanding of philosophies and tools of Quality Management.

UNIT 1 INTRODUCTION**9 Hrs.**

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

UNIT 2 PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**9 Hrs.**

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

UNIT 3 STATISTICAL PROCESS CONTROL**9 Hrs.**

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

UNIT 4 TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**9 Hrs.**

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

UNIT 5 QUALITY MANAGEMENT SYSTEMS 9 Hrs. Introduction to IS/ISO 9004:2000–quality management systems–guidelines for performance improvements. Quality Audits. TQM culture, Leadership– Quality council, employee involvement, motivation, empowerment, recognition and reward-TQM framework, benefits, awareness and obstacles.

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

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

COURSE OUTCOMES

- CO1 - Understand the dimensions of Total Quality Management in Manufacturing Industry
 CO2 - Implement the fundamental principles and philosophy of Total Quality Management in an organisation
 CO3 - Evaluate the Quality through statistical process control
 CO4 - Assess various tools and techniques for quality management
 CO5 - Appraise organisation, communication and teamwork requirement for building quality culture
 CO6 - Devise quality implementation plans for operational efficiency

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5624	LEAN MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To enable students to understand the concept of Lean, its benefits and the tools and techniques used in its implementation.

UNIT 1 INTRODUCTION**9 Hrs.**

Basics of Lean Management approach and the basics of Lean Management philosophy - Basics of TPS 14 principles, including relations with the Lean Management tools- Ideal Lean Management tool (Lean Management (Tool Box) based on the situation;

UNIT 2 METHODS**9 Hrs.**

Applying various methods and techniques of Lean Management -isolated -complex situations for improving the efficiency and effectiveness -supporting processes of the organization-- interpret calculations of processes, processes' layouts, lean six sigma

UNIT 3 INTRODUCTION TO LEAN MANUFACTURING**9 Hrs.**

Objectives of lean manufacturing-key principles and implications of lean manufacturing-traditional Vs lean manufacturing. Standard work -communication of standard work to employees -standard work and flexibility -visual controls -quality at the source -5S principles -preventive maintenance-total quality management total productive maintenance -changeover/setup time -batch size reduction-production leveling.

UNIT 4 VALUE STREAM MAPPING:**9 Hrs.**

Application to the factory simulation scenario-line balancing- Poke Yoke – kanban – overall equipment effectiveness. Value stream mapping and Spaghetti charts. Lean production preparation- system assessment, process and sources of waste. Employee involvement – importance of quality culture.

UNIT 5 JUST IN TIME MANUFACTURING:**9 Hrs.**

Introduction -elements of JIT -uniform production rate-pull versus push method-Kanban system - small lot size-quick, inexpensive set-up-continuous improvement. Optimized production technology. ONE-PIECE FLOW: Process razing techniques –cells for assembly line .

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- Ronald G Askin , "Design and Analysis of Lean Production system", John Wiley and Sons, New York, 2003.
- Bedworth D D, "Integrated Production Control Systems Management, Analysis, Design", John Wiley and Sons, New York, 1987
- Vollman T E, "Manufacturing Planning and Control Systems", Galgotia Publication (P) Ltd., New Delhi, 2004.

COURSE OUTCOMES

- CO1 - Understand Lean management approaches and principles
- CO2 - Apply lean techniques for improving organizational performance.
- CO3 - Evaluate lean techniques for continuous improvement
- CO4 - Assess value stream mapping for effective decision making.
- CO5 - Practice Just in Time for optimised production
- CO6 - Develop lean management strategies for competitive and economic advantage in business.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA6530	TALLY LAB	L	T	P	Credits	Total Marks
		0	0	3	2	100

COURSE OBJECTIVE

To make learners have hands on experience in preparation of final accounts using “Tally” software.

1. Creation of Company
2. Creation of Company, Ledger and Trial Balance
3. Preparation of Profit And Loss Account, Trial Balance
4. Preparation of Balance Sheet
5. Cost Category and Cost Centre
6. Accounting Vouchers
7. Inventory Items

SCA6608	COMPUTER PROGRAMMING LAB	L	T	P	Credits	Total Marks
		0	0	3	2	100

COURSE OBJECTIVE

- Understand the fundamentals of programming.
- Have the ability to write a computer program to solve specified problems
 1. Greatest of three Numbers
 2. Check whether the Number is Prime or Not
 3. Find the GCD of two Numbers
 4. Check whether the Number is Perfect or Not
 5. Check whether the Number is Armstrong or Not
 6. Fibonacci series
 7. Matrix Addition
 8. Matrix Multiplication
 9. String Manipulation
 10. Student Information System using File

SCA6607	APPLICATION SOFTWARE FOR MANAGEMENT	L	T	P	Credits	Total Marks
		0	0	3	2	100

COURSE OBJECTIVE

- To create, edit, and enhance standard business documents using Microsoft Office Word.
- To build advanced multimedia computing applications comprising of images, videos, and audio.

UNIT 1 OFFICE MANAGEMENT**9 Hrs.**

Ms Word & Excel: Exercises to familiarize word, spreadsheet, PowerPoint presentation, graphs and diagrams.

UNIT 2 DATABASE USING MSOFFICE**9 Hrs.**

Data base : Exercises on database creation, manipulation and transaction using query languages, input and output.

Design : Exercise on I/O design. Integration: Designing an application and integrating database and front end.

UNIT 3 HTML I**9 Hrs.**

Introduction to HTML, Creation of new file title, tags, horizontal rule, link to email, line break, contact in multiple paragraphs using various colours. Creation of simple self introduction page using numbered list and frames.

UNIT 4 HTML II**9 Hrs.**

Creation of HTML from listing label, text box, radio button, check box and Image, creation and display of an advertisement.

UNIT 5 MULTIMEDIA APPLICATION USING FLASH**9 Hrs.**

Motion Tweening and shape Tweening, text and 3D animation, image slide shows, manipulating with symbols.

SBA6531	SPSS LAB	L	T	P	Credits	Total Marks
		0	0	3	2	100

SUGGESTED LIST OF EXERCISES**COURSE OBJECTIVE**

- To provide a hands on experience in doing statistical analysis using SPSS software.
 - Introduction to SPSS - Creation and alteration of a file
 - Result Analysis
 - Investment analysis
 - Frequency analysis - Preparation of charts and diagrams
 - Cross tabulation
 - Regression
 - Correlation
 - Rank Correlation
 - ANOVA
 - Chi-square test