

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

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

SBA5616	INTERNATIONAL HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the nuances of managing international employees.

UNIT 1**9 Hrs.**

Concept of Culture- Culture Shock- Role Cultural Understanding–Cross Cultural Differences and Managerial Implications–Hofstede Study-Cultural environment–Ethics in International Environment.

UNIT 2**9 Hrs.**

Growth, Evolution and Concept of International Human Resource Management–Conceptual Perspectives–Stages of Internationalization Global Business – International HRM: Meaning, Definition, Concept and Characteristics of International HRM- Variables that moderate differences between Domestic & International HRM- Approaches-Path to Global Status.

UNIT 3**9 Hrs.**

International Recruitment, Selection and Compensation: Executive nationality staffing policies- Issues in staff selection-Expatriate Selection-Selection Criteria-Use of selection Tests-Selecting TCNs and HCNs— Objectives of International Compensation-Key Components of a Potential Compensation program-Approaches to International Compensation.

UNIT 4**9 Hrs.**

Performance Management-Criterion used for performance appraisal of International employees-appraisal of HCNs – The International HRM perspectives in Training and Development –expatriate training developing – International staff and Multinational teams—Key Issues in International Labour Relations—Labour Union and International Labour Relations—Response of labour unions to multinationals.

UNIT 5**9 Hrs.**

Issues and Challenges in I.H.R.M:–Managing people in an international context-HR issues in Multinational Corporate Social responsibility-Multinational as a global citizen-International Accord and Corporate Codes of Conduct-Implication for the HR function of the multinational firm.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Dennis Briscoe, Randall Schuler, Ibraiz Tarique, International Human Resource Management: Policies and Practices for Multinational Enterprises, 4th Edition, Routledge, 2012.
- Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management: Managing People in a Multinational Context, 5th Edition, Thomson Publisher, 2008
- P. L. Rao, International Human Resource Management: Text and Cases, 1st Edition, Excel Books, 2008
- Nilanjan Sengupta, International Human Resource Management, 1st Edition, Excel Books, 2007
- Luis R Gomez-Mejia, D.B. Balkin and R.L. Cardy: Managing Human Resource, 7th Edition, Prentice Hall PTR, 2011

COURSE OUTCOMES

- CO1 - Appraise the impact of cultural factors to determine human resource practices in MNCs
 CO2 - Apply the knowledge of HR concepts for solving business problems
 CO3 - Integrate Human Resource activities in an International Context
 CO4 - Examine the key issues of International Industrial Relations
 CO5 - Analyze the issue and challenges in managing international human resources
 CO6 - Devise IHRM strategies for managing people in an international context

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

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.

*Case 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 W McLeavy, 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

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

SBAA1503	BUSINESS ETHICS AND CSR		L	T	P	Credits	Total Marks
			4	0	0	4	100

COURSE OBJECTIVES

- To understand the importance of business ethics.
- To classify the ethical issues facing businesses.
- To familiarise the concepts and challenges of incorporating social responsibility into corporate strategy.

UNIT 1 INTRODUCTION**9 Hrs.**

Business ethics -Definition- nature - Characteristics, Ethical theories-Causes of unethical behavior; Ethical abuses- Work ethics; Code of conduct;- Public good

UNIT 2 ETHICS THEORY AND BEYOND**9 Hrs.**

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies

UNIT 3 LEGAL ASPECTS OF ETHICS**9 Hrs.**

Political - legal environment; Provisions of the Indian constitution pertaining to Business; Political setup - major characteristics and their implications for business; Prominent features of MRTP & FERA. Social - cultural environment and their impact on business operations, Salient features of Indian culture and value- Economic Environment,-Main features of Economic Planning with respect to business

UNIT 4 CORPORATE SOCIAL RESPONSIBILITY**9 Hrs.**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility.

UNIT 5 SOCIALLY RESPONSIVE MANAGEMENT**9 Hrs.**

Strategies of response, formulating socially responsive strategies, Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self-regulation in discharge of social responsibility.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the ethical aspects in all areas of business.
- CO2 - Discuss the social responsibility of business.
- CO3 - Critically analyse legal aspects of ethics in business.
- CO4 - Evaluate CSR initiatives.
- CO5 - Develop appropriate CSR alternatives.
- CO6 - Apply ethical principles in managing and decisions making.

TEXT / REFERENCE BOOKS

1. A.C. Fernando-Business Ethics, Prentice Hall, Latest Edition.
2. Andrew Crane and Dark Matter- Business Ethics, Oxford Publications.
3. M. Jennings -Business Ethics, Latest Edition.
4. Hartman-Business Ethics, Latest Edition.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks.**

SBAA1603	ENTREPRENEURSHIP ESSENTIALS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To orient the learner toward entrepreneurship as a career option and creative thinking.
- To gain the knowledge about the concepts and role of business houses.
- To identify the sources of new ideas.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship and social entrepreneurship.

UNIT 2 ENTREPRENEURSHIP AND MSME**9 Hrs.**

Concept of business groups and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioural orientations; Conflict in family business and its resolution.

UNIT 3 PUBLIC AND PRIVATE SYSTEM**9 Hrs.**

Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

UNIT 4 SOURCES OF BUSINESS IDEAS AND TESTS OF FEASIBILITY**9 Hrs.**

Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

UNIT 5 MOBILISING RESOURCES**9 Hrs.**

Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the nature of entrepreneurship.
- CO2 - Describe the function of the entrepreneur.
- CO3 - Build an entrepreneurial business idea.
- CO4 - Assess opportunities and constraints for new business ideas.
- CO5 - Identify personal attributes that enable best use of entrepreneurial opportunities.
- CO6 - Design strategies for successful implementation of ideas.

TEXT / REFERENCE BOOKS

1. Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning, 1st Edition, 2012.
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, McGraw Hill Education, 8th Edition, 2013.
3. Desai, Vasant. Dynamics of Entrepreneurial Development and Management, Mumbai Himalaya Publishing House, 6th Edition, 2011.
4. Holt, David H. Entrepreneurship: New Venture Creation. Pearson, 2016.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3005	TREASURY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To get familiar with the concepts of Treasury Management.
- To understand the importance of treasury function.
- To learn treasury management techniques in banks.

UNIT 1 INTRODUCTION**9 Hrs.**

Concept of Treasury Management - Employment of Statutory/Surplus funds - Need for Specialized approach in the bank - Scope and functions of treasury management- Nature of Treasury Assets and Liabilities- Objectives of treasury-- Role and Function of Treasury Department.

UNIT 2 LIQUIDITY MANAGEMENT**9 Hrs.**

Objectives, Sources and Deployment-. CRR - SLR - CCIL: Netting / Elimination of Exposures - RTGS.

UNIT 3 MONEY MARKET INSTRUMENTS AND PLAYERS**9 Hrs.**

Money Market- Instruments and Players - Government Securities - Treasury bill - CP - CD - Call Money Banks and Specified Institutions.

UNIT 4 LIQUIDITY PLANNING AND MANAGING CASH ASSETS**9 Hrs.**

Liquidity -Planning and Control of Liquidity Cash Management Systems (both domestic and international), role of Working Capital Management in liquidity.

UNIT 5 TREASURY RISK MANAGEMENT**9 Hrs.**

Treasury risks - functions the market risks - role of asset-liability management (ALM) - Interest risk.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the structure of a treasury in financial institutions.
- CO2 - Describe aspects of liquidity Management.
- CO3 - Assess the latest trends in Treasury Management.
- CO4 - Discuss money market instruments and players.
- CO5 - Assess Treasury risk management techniques.
- CO6 - Examine the Role of Treasury Managers.

TEXT / REFERENCE BOOKS

1. IIBF- Treasury Investment and risk Management, Taxmann Publications, 2017.
2. Steven M. Bragg, Treasury Management, The Practitioners Guide, John Wiley and Sons, 2010.
3. V.A. Avadhani, Capital Market Management, Himalayan Publishing House, 4th Edition, 2011.
4. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill 4th Edition, 2012.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3006	INSURANCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of risk.
- To acquire specialized knowledge of law and practice relating to Insurance.
- To know about the regulatory environment.

UNIT 1 CONCEPTUAL FRAMEWORK AND FUNDAMENTAL PRINCIPLES**9 Hrs.**

Concept- Perils and Risks - Classification of Risks- Need for Insurance - Nature and Working of Insurance- - Types - Importance - Role of Insurance - Fundamental Principles of Insurance-Differentiation Insurance and Guarantee - Insurance and Wager - Disclosure - Moral Hazards.

UNIT 2 INSURANCE POLICY TYPES**9 Hrs.**

Nature of Life Insurance- Life Insurance Policies- Annuities - Group Policies - Master Policy- Contract First Premium - Renewal - Mode of Premium Payment - Limited Period Payment and Single Premium - Lapse & Revival - Paid Up Policy - Deferral Period - Nomination & Assignment of Policy - Bonus - Surrender Value. General Insurance: Concept and Need- Features - Fire Policy- Marine Insurance- Motor Vehicle and Third Party Insurance- Health & Mediclaim.

UNIT 3 INSURANCE CONTRACT AND INDIAN MARKET CONDITIONS**9 Hrs.**

Nature of Insurance Contract - Features of Insurance Contract - Types of Insurance - Concept of Intermediaries - Market Players and their Roles - Agents, Brokers, Surveyors & Loss Assessors, Health Third Party Administrators, Certification of Insurance Professionals, Training Organizations.

UNIT 4 REGULATORY ENVIRONMENT - SPECIFIC LEGISLATIONS**9 Hrs.**

Regulation of Insurance Business, Insurance Act, Insurance Regulatory and Development Act, Powers and Functions of IRDA, Relevant Regulations and Guidelines issued by IRDA, Licensing, Audit & Supervision, Investments, Amalgamation and Transfer, Grievance Redressal, Ombudsmen, Rural and Social Sector obligations, Micro Insurance, Financial inclusion, Product Approval.

UNIT 5 INSURANCE CUSTOMERS**9 Hrs.**

Individual and Corporate Insurance Customers - Nature of Insurance Customers: Mind Set as to Insurance: Investment or Risk Management - Compulsion Vs Voluntarism- Ethical Behavior - Risk Management Attitude: Avoidance, Prevention, Reduction, Retention or Transfer- Factors Influencing Policyholder Satisfaction- Retention of Customers by Insurers.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of risk mitigation.
- CO2 - Discuss concept and framework of Insurance.
- CO3 - Describe the operations of life and general Insurance.
- CO4 - Demonstrate knowledge of insurance contracts.
- CO5 - Explain the legislations and the regulatory environment of insurance business.
- CO6 - Develop skills to facilitate insurance products.

TEXT / REFERENCE BOOKS

1. Gupta P.K. Insurance and Risk Management, Himalaya Publishing House, 2nd Edition, 2018.
2. S.C.Das & S.C.Sahoo, Insurance Management, Himalaya Publishing House, 2009.
3. R.Keshavanathan, Banking and Insurance Management, Arise Publishers and Distributors, 2009.
4. Neelam. C.Gulhati, Principles of Insurance Management: A Special Focus on Developments in Indian Insurance Sector Pre and Post Liberalisation, Excel Books, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAAA3008	E-COMMERCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To enable the student to familiar with the mechanism of business transactions through electronic means.
- To gain the knowledge of Information technology Act.
- To pursue online business transactions.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction, key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

UNIT 2 - SECURITY AND ENCRYPTION**9 Hrs.**

Need and concepts, the e-commerce security environment: (dimension, definition and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

UNIT 3 - IT ACT 2000 AND CYBER CRIMES**9 Hrs.**

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crime

UNIT 4 - E-PAYMENT SYSTEM**9 Hrs.**

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

UNIT 5 - ONLINE BUSINESS TRANSACTIONS**9 Hrs.**

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} Online shopping (amazon, snapdeal, alibaba, flipkart, etc.)

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Empower the students to access various e-commerce requirements of business.
- CO2 - Mastering the concepts of ecommerce environment.
- CO3 - Know about IT Act and cyber crimes in e-commerce.
- CO4 - Improve the knowledge on offences and penalties of cyber crime activities.
- CO5 - Helps in identifying the major electronic payments, issues and options.
- CO6 - Practice with online business transactions.

TEXT / REFERENCE BOOKS

1. Kenneth C. Laudon and Carlo Guercio Traver, E-Commerce, Pearson Education.
2. David Whiteley, E-commerce: Strategy, Technology and Applications, McGraw Hill Education.
3. Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, 4th Edition, McGraw Hill Edition.
4. PT Joseph, E-Commerce: An Indian Perspective, PHI Learning .
5. KK Bajaj and Debjani Nag, E-commerce, McGraw Hill Education.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3009	CORPORATE GOVERNANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain an understanding of the Corporate Governance
- To know the corporate governance practices of an organization
- To create an awareness on problems associated with governance

UNIT 1 INTRODUCTION**9 Hrs.**

.Understanding a Corporation and its facets- Corporation as a Complex Adaptive System- Governance types- Governance and Management-Governance theories-Separation of Ownership and Control-Instances of good and bad governance practices.

UNIT 2 BOARD OF DIRECTORS**9 Hrs.**

Directors vis-à-vis monitoring a corporation- Directors in historical perspective- Types of Directors- • Board Committees and Chairman : Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance.

UNIT 3 PRACTICES**9 Hrs.**

Executive Compensation : Role of Remuneration Committee - Human Side of Governance - Financial Oversight and Audit Mechanisms : Audit Committee - Disclosure mechanisms - Role of SEBI.

UNIT 4 CORPORATE CONDUCT AND GOVERNANCE**9 Hrs.**

Important Corporate Governance codes and Principles in India- Best Governance practices- Reasons for Corporate Misconduct - Whistle Blower's Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices - Corporate Fraud: significant cases.

UNIT 5 HR PERSPECTIVE OF CORPORATE GOVERNANCE**9 Hrs.**

Personal and Interpersonal governance-Integration of Employees, Owners and directors-Employees: Compensation and Ownership-Future directions of Corporate Governance- Governance issues in Entrepreneurial Firms : Unique issues among entrepreneurial forms - Choosing Board of Directors and Venture capitalists.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand conceptual and theoretical foundations of corporate governance
- CO2 - Discuss the role of Board of directors and other stakeholders
- CO3 - Assess the effective practices in Corporate Governance
- CO4 - Describe Corporate Governance codes
- CO5 - Analyze significant cases of corporate frauds and misgovernance
- CO6 - Evaluate the governance of a company from HR perspective

TEXT / REFERENCE BOOKS

1. Kesho Prasad, Corporate Governance, Prentice Hall India, 2013.
2. Robert Ian Tricker, Corporate Governance: Principles, Policies, and Practices, Oxford Publishers, 2012.
3. Jayati Sarkar & Subrata Sarkar, Corporate governance in India, Sage Publications, 2012.
4. Corporate Governance, IICA, Taxmann, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3010	SECURITIES LAW	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To equip the students to understand the law relating to securities
- To impart securities contract regulations and intermediaries
- To familiarise knowledge on listing of securities

UNIT 1 INDIAN FINANCIAL SYSTEM AND SECURITIES CONTRACT ACT**9 Hrs.**

Indian financial system - Meaning, Functions - Structure; Securities Contract (Regulation) Act (SCR) 1956 - Objectives, Rules and Regulations - Recognized Stock Exchanges - Application for recognition of stock exchanges, Grant of recognition to stock exchanges - Withdrawal of recognition to stock exchanges.

UNIT 2 SECURITIES MARKET INTERMEDIARIES**9 Hrs.**

Primary Market and Secondary Market Intermediaries: Role and Functions, Merchant Bankers, Stock Brokers, Registrars, Underwriters, Bankers to an Issue, Portfolio Managers, Debenture Trustees, Foreign Institutional Investors, Custodians, Credit Rating Agencies, Venture Capitalists

UNIT 3 LISTING OF SECURITIES**9 Hrs.**

Rules relating to Public Issue and Listing of Securities; Issue of Capital and Disclosure Requirements (ICDR) Procedure for Issue of Various Types of Shares and Debentures -Employee Stock Option Scheme and Employee Stock Purchase Scheme.

UNIT 4 SEBI ACT 1992**9 Hrs.**

Securities and Exchange Board of India Act, 1992: Objective; Powers and functions of SEBI; Securities Appellate Tribunal; Penalties and appeals -Appearance before SAT; SEBI (Buyback of Securities) Regulations, 1998; SEBI (Delisting of Equity Shares) Regulations, 2009.

UNIT 5 DEPOSITORIES ACT, 1996**9 Hrs.**

Depository System in India; Role & Functions of Depositories; Depository Participants; Admission of Securities; Dematerialization & Re-materialization; Depository Process; Inspection and Penalties; Internal Audit and Concurrent Audit of Depository Participants.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Illustrate the Indian Financial System
- CO2 - Describe the various intermediaries of securities market
- CO3 - Understand the rules relating to Listing of Securities
- CO4 - Develop the knowledge on the powers and functions of SEBI
- CO5 - Analyze the procedure for dematerialization
- CO6 - Determine the roles and functions of Depositories

TEXT / REFERENCE BOOKS

1. M.Y.Khan, Indian Financial System, 10th Tata McGraw Hill, New Delhi, 2018.
2. C.S.Guneet Mayall. C.S. Rajnish Kumar, Commercial's Securities Laws and Capital Market, Commercial Law Publishers (India) Pvt. Ltd., 2018.
3. Sanjeev Aggarwal, Guide to Indian Capital Market; Bharat Law House, 22, Tarun Enclave, Pitampura, New Delhi, 2000.
4. Kondaiah Jonnalagadd, Securities Law, Lexis Nexis, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 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**

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**

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****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**

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**

SBAA7005	RURAL AND MICRO FINANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To develop the basic awareness of Microfinance sector and its trends, prospects and Challenges.
- To familiarize with financial and operational aspects of Micro finance institutions.
- To provide exposure of the SHGs and Governmental support.

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

Micro finance - concept, Evolution, Need, significance, Scope, Achievements and Challenges, Problems & Prospect. Micro finance institutions - Structure, Functions, Impact, Merits & Demerits -Micro finance Delivery Models.

UNIT 2 MICRO FINANCE AND ECONOMIC DEVELOPMENT**9 Hrs.**

Micro finance to economic development, education, employment generation, infrastructural development- micro finance & weaker section- micro finance & poverty alleviation. Non-Governmental Organization- SHG's - Origin, Objectives, functions, lending practices, Role of SHG's, SHG's & women empowerment.

UNIT 3 FINANCIAL AND OPERATIONAL EVALUATION**9 Hrs.**

Financial and market Evaluation - Analyzing financial statements of MFIs - Ratios, CVP Analysis - Revenue Models - Business planning for MFI - Marketing in MFI - Assessment of Socio-economic Impact of Microfinance. Transparency and Ethics in MFI.

UNIT 4 MICRO FINANCE FOR RURAL ENTREPRENEURS AND FARMERS**9 Hrs.**

Micro finance for farmers and rural entrepreneurs - Classification of rural credit - Sources of rural finance -Role of NABARD, Commercial bank and Regional Rural Banks (RRB) in rural and agri financing - Micro finance products available to rural entrepreneurs-Problems and Prospects- Demand and Supply of Agriculture Finance- Rural Credit to Non-Farm Sectors, Challenges faced while providing rural and Agriculture Finance.

UNIT 5 TRENDS AND PROSPECTS OF MICROFINANCE**9 Hrs.**

Micro Finance and Social Security - Micro-Finance and Livelihood: Skill development and Entrepreneurship - Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.). Success Stories - Recent development in the rural finance, Business facilitator and correspondents Models by Banks - micro finance practices in developed and developing countries- Creative Micro finance Models -Innovative micro finance products. Case studies.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Familiarize with the concept, trends and developments of micro finance.
- CO2 - Describe how microfinance institutions work, including the operational aspects of an SHG / MFI.
- CO3 - Discuss the initiatives of the government for development of rural and micro finance in India.
- CO4 - Analyze the key issues linked to micro finance and rural banking.
- CO5 - Evaluate the impact of microfinance on the socio economic development & wellbeing of its clients.
- CO6 - Compare the successful practices of MFIs in various developing countries.

TEXT / REFERENCE BOOKS

1. Indian Institute of Banking & Finance, Micro finance: Perspectives and operations, Macmillan, 2nd Edition, 2018.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India, 2010.
3. Bisoyi T., Rural Credit, Regional Rural Banks and Micro-Finance, Abhijeet Publications, 2010.
4. Rana O.C. and Hem Raj, Microfinance, Himalaya publishing House, 2016.

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**

SBAA7007	RISK MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To orient students on the acquaintance of risk and its types.
- To provide knowledge on risk measurement and evaluation techniques.
- To support students to understand the nuances of derivatives and risk management techniques.

UNIT 1 INTRODUCTION**9 Hrs.**

Risk: Meaning - 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 Human forces, Economic forces and Government policies, Political, Development of Science and Technology - Nature and scope of Risk Management - Definition, Features, Importance, Objectives, Pros and cons, Process and Principles.

UNIT 2 RISK TYPES**9 Hrs.**

Classification of Risk. Operational Risk Management - Definition, causes, Principles. Credit Risk Management: Definition, Causes, Objectives and Dimensions, Principles, Requisites of Efficient Risk Management on Capital, Agency Ratings, Modeling Credit Risk, Elements of Credit Risk, Default Risk.

UNIT 3 REGULATORY FRAMEWORK**9 Hrs.**

Regulatory, Compliance & Contemporary Issues: Basel I - Evolution, Important features, Criticism. Basel II - Evolution, Three Pillars. 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 RISK ANALYSIS**9 Hrs.**

Risk Analysis in Capital Budgeting - Measuring and Managing Capital Budgeting Risks - Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method. Supply Chain Risk Management - Risk Assessment and Supply Chain Risk management strategies.

UNIT 5 INVESTMENT RISK**9 Hrs.**

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

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Develops the basic knowledge on risk.
- CO2 - Summarize the various types of risk.
- CO3 - Illustrate on the regulatory framework through Basel I and II.
- CO4 - Predict the risks involved in capital budgeting decisions and Supply Chain Management.
- CO5 - Comprehend the nuances involved in derivatives and hedging mechanisms in derivatives.
- CO6 - Develops students to understand on risk and risk management techniques.

TEXT / REFERENCE BOOKS

1. George E. Rejda , Principles of Risk Management and Insurance, 8th Edition, Prentice Hall, 2010.
2. Periasamy & M.Veeraselvam , Risk and Insurance Management, 1st Edition, Tata McGraw Hill, 2013.
3. Dhanesh Kumar Khatri, Derivatives and Risk Management, 1st edition, Macmillan India, 2012.
4. Indian Institute of Banking and Finance (IIBF), Risk Management, Macmillan education, 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**

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

1. Power, Conflict and Coalition, Lee G Bolman, Terrence E Deal, Wiley Online Library, 1st Edition, 2017.
2. Asimakou T, Rutledge, Innovation, Knowledge and Power in Organizations, London, 1st Edition, 2009.
3. Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Praeger Publishers Inc, 2nd Edition, 2009.
4. Pfeffer, 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**

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

1. Pethuru Raj, Anupama C. Raman, The Internet of Things: Enabling Technologies, Platforms, and Use Cases, Auerbach Publications; 1st Edition, 2017.
2. Arshdeep Bahga and Vijay Madisetti, Internet of Things (A Hands-on-Approach), VPT Publications, 1st Edition, 2014.
3. Kai Hwang, Geoffrey C Fox, Jack G Dongarra, "Distributed and Cloud Computing, From Parallel Processing to the Internet of Things", Morgan Kaufmann Publishers, 2012.
4. Olivier Hersent, David Boswarthick, Omar Elloumi, The Internet of Things - Key applications and Protocols, Wiley, 2012
5. 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**

SFA1502	PRINCIPLES OF AUDITING	L	T	P	Credits	Total Marks
		5	2	0	3	100

COURSE OBJECTIVES

- To develop an understanding of the concept in auditing and of the generally accepted auditing procedures
- To explain the techniques and skills and acquire the ability to apply the same in audit and attestation engagements
- To impart the Responsibilities of Auditors

UNIT 1 NATURE, OBJECTIVE AND SCOPE OF AUDIT**9 Hrs.**

Auditing Concepts - Nature, objective and scope of Audit - Relationship of auditing with other disciplines - Standard Setting Process - Role of International Auditing and Assurance Standards Board (IAASB) - Standards on Auditing - Guidance - Engagement Standards - Qualities of Auditor.

UNIT 2 AUDIT STRATEGY, AUDIT PLANNING AND AUDIT PROGRAMME**9 Hrs.**

Audit Strategy - Audit planning - Audit programme - Audit Plan and Programme - Quality of audit work - Delegation and supervision of audit work - Materiality and Audit Plan - Revision - Documenting - Performance Materiality.

UNIT 3 AUDIT DOCUMENTATION AND AUDIT EVIDENCE**9 Hrs.**

Concept of Audit Documentation - Nature & Purpose of Audit - Form, Content & Extent of Audit Documentation - Completion Memorandum; Ownership and custody of Audit Documentation - Audit procedures for obtaining audit evidence - External confirmation procedures - Management's refusal - Negative Confirmations - Audit evidence about opening balances - Accounting policies - Reporting - Meaning of Related Party - Nature - Relationships & Transactions - Subsequent Events - Responsibilities of the Auditor with regard to Going Concern Assumption.

UNIT 4 RISK ASSESSMENT AND INTERNAL CONTROL**9 Hrs.**

Audit Risk, Identifying and Assessing the Risk of Material Misstatement, Risk Assessment procedures; Understanding the entity and its environment - Internal control - Documenting the Risks - Evaluation - Testing - Internal Control and IT Environment - Materiality and audit risk - Internal audit - Basics of Standards - Basics of Internal Financial Control and reporting requirements.

UNIT 5 FRAUD AND RESPONSIBILITIES OF THE AUDITOR**9 Hrs.**

Responsibility for the Prevention and Detection of Fraud - Factors - Risks of Material Misstatement Due to Fraud - Communication of Fraud - Provisions of the Companies Act 2013 on fraud.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the need for external audits and other types of assurance services.
- CO2 - Appreciate the duties of auditors and other assurance providers.
- CO3 - Explain the concepts of 'independence', 'audit evidence', 'audit risk' and 'materiality'.
- CO4 - Distinguishes between compliance and substantive testing.
- CO5 - Plan audit for an entity.
- CO6 - Describe prevention and detection of fraud.

TEXT / REFERENCE BOOKS

1. CA Surbhi Bansal, Auditing & Assurance, Best Word Publications, 2018.
2. CA Pawan Kumar K.Ch, Auditing & Assurance, S. Chand Publications, 2013.
3. CAG. Sekar and CA B.Saravanaprasath, Auditing & Assurance, Wolters Kluwer, Gurgaon, Haryana, 2018.
4. CA Panaj Garg, Auditing & Assurance, Taxmann, 2018.

END SEMESTER EXAMINATION PATTERN QUESTION PAPER**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 20 Questions of 1 - 2 marks (All Questions are Compulsory)**30 Marks**

PART B: 8 Questions covering all units with or without sub- divisions out of which 2 Questions compulsory (14 Marks each) 6 questions to be answered, from the remaining 8 Questions (each carrying 7 marks)

70 Marks

SFA1602	AUDITING AND ASSURANCE	L	T	P	Credits	Total Marks
		6	1	0	3	100

COURSE OBJECTIVES

- To develop an understanding of the concepts in auditing in an automated environment.
- To appreciate audit sampling and analytical procedures.
- To prepare audit reports for different entities.

UNIT 1 AUDIT IN AN AUTOMATED ENVIRONMENT**9 Hrs.**

Key features - Impact of IT related Risks - Impact on Controls - Internal Financial Controls as per Regulatory requirements - Types of Controls - Audit approach - Understanding and documenting Automated environment - Testing methods, data analytics for audit, assessing and reporting audit findings.

UNIT 2 AUDIT SAMPLING AND ANALYTICAL PROCEDURES**09 Hrs.**

Meaning - Designing - Types of sampling - Sample Size - selection method - Meaning - nature - purpose and timing of analytical procedures - Substantive analytical procedures - Designing and performing analytical procedures prior to Audit - investigating the results of analytical procedures.

UNIT 3 AUDIT OF ITEMS OF FINANCIAL STATEMENTS**9 Hrs.**

Audit of sale of Products and Services - Audit of Interest Income, Rental Income, Dividend Income, Net gain/loss on sale of Investments etc. - Audit of Purchases, Employee benefits expenses, Depreciation, Interest expense, Expenditure on Power & Fuel, Rent, Repair to building etc.)

UNIT 4 THE COMPANY AUDIT AND AUDIT REPORT**09 Hrs.**

Eligibility - Qualifications - Disqualifications - Appointment - Removal of auditors - Remuneration - Powers and duties of auditors - Branch audit - Joint audit - Audit and Auditors and Rules - Audit Report - basic elements - Types of Modified Opinion - Circumstances - Qualification - Disclaimer - Adverse opinion - Nature of Comparative Information - Corresponding Figure - Comparative Financial Statements.

UNIT 5 AUDIT OF BANKS AND OTHER ENTITIES**09 Hrs.**

Understanding of accounting system in Banks - Audit Approach - Audit of Revenue items - Advances and NPAs - Audit of Different Types of Entities - Appointment of Auditor - Audit Procedure - Audit Report - Government - Local bodies and not - for - profit organizations - Partnership Firms - Audit of different type of undertakings - LLPs.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the procedure of auditing in automated environment.
- CO2 - Explain audit sampling and analytical procedures.
- CO3 - Evaluate the techniques for auditing financial statements.
- CO4 - Understands company audit.
- CO5 - Prepare audit report.
- CO6 - Design a plan for audit of Banks and other entities.

TEXT / REFERENCE BOOKS

1. CA Surbhi Bansal, Auditing & Assurance, Best Word Publications, 2018.
2. CA Pawan Kumar K.Ch, Auditing & Assurance, S. Chand Publications, 2013.
3. CAG. Sekar and CA B.Saravanaprasath, Auditing & Assurance, Wolters Kluwer, Gurgaon, Hariyana, 2018.
4. CA Panaj Garg, Auditing & Assurance, Taxmann, 2018.

END SEMESTER EXAMINATION PATTERN QUESTION PAPER**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 20 Questions of 1 - 2 marks (All Questions are Compulsory)**30 Marks**

PART B: 8 Questions covering all units with or without sub- divisions out of which 2 Questions compulsory (14 Marks each) 6 questions to be answered, from the remaining 8 Questions (each carrying 7 marks)

70 Marks

S28APT	PROFESSIONAL TRAINING	L	T	P	Credits	Total Marks
		0	0	0	3	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 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 6th semester and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 2 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 2 credits as an alternative to Internship.

The following are mandatory regarding the assessment of Students Professional Training Programme:

- a. The student shall maintain a log book on daily basis.
- b. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of training on the functional areas of the company.
- c. A training report will be submitted to the Department, in the prescribed format for the purpose of valuation.

SBAA2501	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

S28APROJ	PROJECT WORK	L	T	P	Credits	Total Marks
		0	0	0	6	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

The following are mandatory regarding the assessment of Students during Project Work:

1. The student shall maintain a log book on daily basis.
2. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of project work on the functional areas of the company.
3. A project report will be submitted to the Department, in the prescribed format for the purpose of valuation.

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.

S74APROJ	PROJECT WORK	L	T	P	Credits	Total Marks
		0	0	0	6	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

The following are mandatory regarding the assessment of Students during Project Work:

1. The student shall maintain a log book on daily basis.
2. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of project work on the functional areas of the company.
3. A project report will be submitted to the Department, in the prescribed format for the purpose of valuation.

S74APT	PROFESSIONAL TRAINING	L	T	P	Credits	Total Marks
		0	0	0	3	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 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 6th semester and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 2 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 2 credits as an alternative to Internship.

The following are mandatory regarding the assessment of Students Professional Training Programme:

- a. The student shall maintain a log book on daily basis.
- b. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of training on the functional areas of the company.
- c. A training report will be submitted to the Department, in the prescribed format for the purpose of valuation.

SFA1605	INTERNSHIP TRAINING	L	T	P	Credits	Total Marks
		0	0	0	2	100

COURSE OBJECTIVES

- To have practical exposure in the functional areas for finance and accounting of manufacturing, trading and service enterprises.
- To prepare a project report based on the training.
- To present the knowledge acquired to the panel of examiners.

During the sixth semester each student shall undergo Professional training accounting to 30 working days, for which he/she shall be permitted to report to the company on two working days in a week. The training report presentation by the student shall be conducted as part of the University examinations of the 6th Semester. The report presentation carries 100 marks. On evaluation, 50 marks shall be awarded by the internal examiner and 50 marks by the external examiner based on the presentation of the student to the Board of Examiners.

The following are mandatory regarding the assessment of Students Professional Training Programme:

1. The student shall maintain a log book on daily basis.
2. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of training on the functional areas of the company.
3. A training report will be submitted to the Department, in the prescribed format for the purpose of valuation.
4. The training report will be assessed by a panel of examiners comprising of both internal and external examiners.