

SBAB5101	ORGANIZATIONAL DYNAMICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the structure of a business and its functions
- To comprehend the behaviour of human beings as individuals and groups
- To interpret individual and group dimensions in organizational behaviour

UNIT 1 : INTRODUCTION

9 Hrs.

Evolution of Management–Nature- Importance- Levels- Role –Functions - Management vs. Administration – Contributions of F.W.Taylor and Henry Fayol - Qualities of good manager, Planning: Process - Management by Objectives (MBO), Types of organization structures- Bases of Departmentation – Span of Management-Centralization and Decentralization of Authority. Staffing. Coordination.

UNIT 2 : FUNCTIONS OF MANAGEMENT

9 Hrs.

Organizing: Process. Types of organization structures-Bases of Departmentation – Span of Management-Centralization and Decentralization of Authority- Staffing. Coordination.

Directing: Characteristics - Importance and Techniques. Controlling: - Essentials of control system - Process of control. Management By exception (MBE).

UNIT 3: ORGANIZATIONAL BEHAVIOUR

9 Hrs.

Characteristics-importance – Scope- Key Elements of OB- Foundations of OB, Personality- Types and Theories of Personality, Attitude- Concept- Process and Importance- Attitude Measurement - Learning- Theories of Learning - Job Satisfaction- Components - Significance - Influencing Factors.

UNIT 4: GROUP DYNAMICS

9 Hrs.

Perception- Nature- Process- perceptual distortions- Behavioural Applications of Perception, Motivation –Theories of Motivation- Monetary and Non-monetary incentives, Leadership- Need- Importance- Qualities of a leader- Styles - Theories of Leadership, Group - Stages of Group Development-Types of Groups -Group Dynamics, Group Decision Making, Dysfunctional Groups. , Stress-Consequences- Causes of Stress- Managing Stress

UNIT 5 : ORGANISATIONAL CULTURE, CLIMATE AND CHANGE

9 Hrs.

Conflict-Sources-Types-Functionality and Dysfunctionality of Conflict- Resolution of Conflict, Organizational Culture-Characteristics-Elements-Implications of Organization culture- Organizational Climate-Characteristics –factors influencing- Impact of organizational climate. Organizational Change- Concept-Nature- Theories- Resistance to change- Managing resistance to change- Implementing Change.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the basic structures of an organization.
- CO2 - Discuss key functions of an organization.
- CO3 - Examine the impact of individual and group behavior on organizational performance.
- CO4 - Demonstrate ability to manage, lead and work with other people in the organization.
- CO5 - Analyze the significance of conflict, politics and change in organizations
- CO6 - Design effective organizational dynamics.

TEXT / REFERENCE BOOKS

1. Aswathappa K., Organizational behavior, HPH, Bombay, 2006.
2. Gupta C.B, Management Theory and Practice, 14th Edition, Sultan Chand & Sons, 2009.
3. Luthans Fred, Organizational Behaviour, Tata McGraw Hill, 12th Edition, 2017.
4. Newstrom John W. Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, 12th Edition, 2017.
5. S.S. Khanka, Organizational Behavior, S. Chand & Co., 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**

SBAB5102	MANAGERIAL ECONOMICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand micro economic concepts and techniques in evaluating business decisions.
- To explain tools of standard price.
- To identify a problem and formulate a proposed solution.

UNIT 1 INTRODUCTION

9 Hrs.

Definition - Nature and scope - Decision Making - Fundamental Concepts Affecting Business Decisions - Incremental Concept -Marginalism -Equi marginal Concept - The Time Perspective - Discounting Principle - Opportunity Cost Principle - Role of Economics in Decision Making- Utility Analysis.

UNIT 2 DEMAND AND SUPPLY ANALYSIS

9 Hrs.

Law of demand - Factors of demand - Elasticity of Demand - Types - Demand Forecasting – Methods of demand forecasting - Factors of Supply - Elasticity of Supply -Circular Flow of Income – Production Possibility Curve.

UNIT 3 PRODUCTION AND COST ANALYSIS

9 Hrs.

The Production Function - Theories of Production - Law of Variable Proportions -Law of returns to scale- Production Isoquants - Iso cost Lines Estimating Production Functions - Cost Concepts - Types - Cost in Short run and long run cost curves-estimation of cost function-relationship between cost and production.

UNIT 4 MARKET STRUCTURE

9 Hrs.

Perfect and Imperfect Competition - Price determination under perfect competition- Monopoly – Oligopoly - Duopoly - Monopolistic Competition - Price output determination under perfect competition- Monopoly- Monopolistic competition - oligopoly - Duopoly and price discrimination Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

UNIT 5 MACRO ECONOMICS

9 Hrs.

National Income - concept -Methods of measurement - Consumption - Saving and Investment Function - Balance of Payment - International Tread: Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection, Fiscal and Monetary Policy - Inflation - Deflation - Multiplier and Accelerator - Business cycles - Phases of trade cycle.

Max. 45 Hrs.

COURSE OUTCOMES

- CO1 - Understand the concepts of managerial economics and financial analysis
- CO2 – Estimate demand.
- CO3 - Infer economies of scale.
- CO4 - Appraise the concept of price and competition used by the sellers
- CO5 – Analyse Business cycles.
- CO6 - Apply economic principles to management decisions

TEXT / REFERENCE BOOKS

1. Dwivedi D.N., Managerial Economics, Vikas Publications, 8 th Edition, 2018
2. Ahuja H.L, Advanced Economic Theory, S.Chand, 2018.
3. Maheswari K.L., Managerial Economics, Sultan Chand & Sons, 2019.
4. Mehta P.L, Managerial Economics, Analysis, Problems, Cases, 2019.
5. Lila J. Truett Dale B. Truett Leela Rani(2022) Managerial Economics, (An Indian Adaptation): Analysis, Problems, Cases Wiley India Pvt Ltd.

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

SBAB5103	FINANCIAL REPORTING AND ANALYSIS	L	T	P	E	Credits	Total Marks
		4	0	0	0		

COURSE OBJECTIVES

- To understand financial accounting, prepare and analyse the Financial Statements
- To recognize the roles of budgets variance as tools of planning and control
- To develop an understanding of Corporate Social Responsibility (CSR) accounting and reporting

UNIT 1 INTRODUCTION TO ACCOUNTING

9 Hrs.

Accounting Principles, Concepts and Conventions, Accounting Process, Preparation of Financial Statements, Financial Reporting, Reporting Practices, Analysis of Financial Statements with Managerial Perspective- Indian Accounting Standards, IFRS. Preparation of Financial Statements as per Schedule VI of Companies Act, 2013.

UNIT 2 ANALYSIS OF FINANCIAL STATEMENTS

9 Hrs.

Financial Statement Analysis: Comparative Financial Statement Analysis - Common size Financial Statement Analysis - Trend Analysis – Ratio Analysis.

UNIT 3 FUNDS FLOW ANALYSIS AND CASH FLOW ANALYSIS

9 Hrs.

Funds Flow Statement: Preparation of Schedule of changes in Working Capital - Preparation of ledger accounts for non-current items - Funds from Operation - Funds Flow Statement. Cash Flow Statement: Preparation of ledger accounts for non-current items - Cash from Operation - Cash Flow Statement.

UNIT 4 MARGINAL COSTING AND BUDGETING

9 Hrs.

Marginal Costing: Cost Volume Profit Analysis and Break Even Analysis, Break Even Chart, Make or Buy Decision, Dropping a Product Line and Accepting a Special Order. Budgeting: Conceptual Framework; Types of Budget: Cash Budget - Fixed and Flexible Budget - Master Budget - Zero-Base Budgeting.

UNIT 5 CORPORATE SOCIAL RESPONSIBILITY (CSR) AND REPORTING

9 Hrs.

Fundamental Concepts-Nature and Significance -Principles of CSR: Accountability-Transparency-Sustainability. Concept of Charity - Corporate Philanthropy - Difference - CSR as a Marketing and Branding tool for the Businesses-Strategic Advantage of CSR - Environmental Aspects of CSR. Evolution and Implementation of CSR in India - company covered under CSR - CSR Activities- CSR Reporting - CSR Projects.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand accounting concepts for managerial decision making.

CO2 - Judge the performance of a company through financial ratios and prepare fund flow and cash flow statement

- CO3 - Improve means of managerial decision on product with help of marginal costing
CO4 - Prepare Budget estimates.
CO5 – Comprehend Corporate Social Reporting (CSR) and Deal with Accounting and Reporting of CSR
CO6 - Analyse the financial statement and interpret it.

TEXT / REFERENCE BOOKS

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2004.
2. R.Narayanaswamy, Financial Accounting - A managerial perspective, PHI Learning, New Delhi, 2008.
3. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition.
4. Stice & Stice, Financial Accounting Reporting and Analysis, 7th Edition, Cengage Learning, 2008.
5. R. Ramachandran and R. Srinivasan (2022), Management Accounting, Sriram Publications, 12th Edition.

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

SBAB5104	LEGAL ASPECTS OF BUSINESS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide an overview of important laws that has a bearing on the conduct of business in India,
- To create awareness of legal framework within which the business functions.
- To understand various modes of dispute resolution in business transactions.

UNIT 1 INDIAN CONTRACT ACT 1872

9 Hrs.

Contract –Elements – Offer and Acceptance – Consideration – Capacity – Consent –Legality of object – Void Agreements - Quasi contract – Discharge of Contract – Performance of Contract – Breach of Contract – Contract of Indemnity and Guarantee – Contract of Bailment – Contract of Agency.

UNIT 2 SALE OF GOODS ACT, 1930 & CONSUMER PROTECTION ACT, 2019

9 Hrs.

Contract of Sale - Essentials – Sale and Agreement to Sell – Conditions and Warranties –Transfer of Property– Performance of the Contract – Rights of an Unpaid Seller - Consumer Protection Act – Features.

UNIT 3 NEGOTIABLE INSTRUMENTS ACT 1881 & LAWS ON CARRIAGE OF GOODS

9 Hrs.

Introduction – Holder and Holder in Due Course – Rights and Privileges - Transfer of Negotiable Instruments – Discharge of Liabilities – Cheque - Laws on Carriage of Goods - Duties, Rights and Liabilities.

UNIT 4 INDIAN PARTNERSHIP ACT, 1932 & COMPANIES ACT, 2013

9 Hrs.

The Indian Partnership Act, 1932 - The Limited Liability Partnership Act, 2008 - Company – Kinds – Incorporation – Memorandum and Articles of Association – Prospectus – Management and Administration – Meetings – Oppression and Mismanagement - Winding up – Inclusion of CSR Act .

UNIT 5 OTHER LAWS

9 Hrs.

The Securities and Exchange Board of India Act,1992 - The Competition Act 2002 - Right to Information Act 2005 - Intellectual Property Rights - GST - The Information Technology Act 2000 - Law relating to Environment Act 1986, Insurance Act 1938.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand basic laws affecting the operations of business enterprises.
- CO2 - Examine the formulation, interpretation, and application of law to business
- CO3 - Analyse legal issues that arise in the business environment.
- CO4 - Apply legal knowledge to business transactions.
- CO5 – Evaluate with legal logic the dimensions of legal and ethical issues
- CO6 – Establish business practices that comply with relevant laws

TEXT / REFERENCE BOOKS

1. Sumit Pahwa, Corporate Law Referencer, Oakbridge Publications, 9th Edition,2023.
2. Kapoor N D, Elements of Company Law, Sultan Chand & Sons,37th Edition,2018.
3. Maheshwari Elements of Corporate Law, Himalaya Publishing House.6th Edition,2017.

4. Bulchandani, Business Law for Management, 5th Edition, Himalaya Publishing House, 2017
5. P. C. Tulsian, Bharat Tulsian, Business Law, 4th Edition, McGraw Hill Education, 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

SBAB5105	CORPORATE ACCOUNTABILITY	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the framework of corporate responsibility and accountability.
- To examine social, environment and economic impact of business on society
- To interpret sustainability as a central phenomenon.

Unit 1 INTRODUCTION

9 Hrs.

Corporate Social Responsibility - Evolution – Need-Theoretical Perspectives- Legal Framework-Scope – Mandate of CSR-CSR practises in India – Corporate Citizenship-Strategies for CSR-Challenges and Implementation

Unit 2 CORPORATE GOVERNANCE

9Hrs.

Evolution-Governance practices and regulation-structure and development of boards-Board diversity and audit responsibility-Governance ratings-Corporate governance and business failures.

Unit-3 SUSTAINABILITY

9Hrs.

Scope - Corporate Social Responsibility and Corporate Sustainability, Sustainability Terminologies, Sustainability Imperative of businesses -Triple Bottom Line

Unit-4 SUSTAINABILITY REPORTING

9Hrs.

Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines - National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business-International Sustainability Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting

Unit 5 SUSTAINABILITY DEVELOPMENT

9Hrs.

Goals - Index- Dashboard – Indicators - Measuring Progress – Global goals-Targets

Max. 45 Hrs.

COURSE OUTCOME

On completion of the course, student will be able to

CO1 –Interpret Corporate Social Responsibility.

CO2 –Describe Governance practices.

CO3 –Identify sustainability imperatives in businesses.

CO4 -Categorize the social, environmental, and economic responsibilities of business .

CO5 –Measure sustainability progress.

CO6 – Report sustainability practices.

TEXT/REFERENCE BOOKS

- 1.Schwartz, M. S. (2011). Corporate social responsibility: An ethical approach. Broadview Press.
- 2.Visser, W., & Tolhurst, N. (Eds.). (2017). The world guide to CSR: A country-by-country analysis of corporate sustainability and responsibility. Routledge.
- 3.Zadek, S., Evans, R., & Pruzan, P. (2013). Building corporate accountability: Emerging practice in social and ethical accounting and auditing. Routledge.
- 4.Solomon, J. (2020). *Corporate governance and accountability*. John Wiley & Sons.

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

SBAB5106	MANAGERIAL COMPUTING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To acquaint skills in basic concepts of computer
- To familiarize about operating systems, Internet basic concepts and its applications.
- To explore the fundamentals of data base management systems.

UNIT – I BASIC CONCEPTS

9Hrs

Introduction to Computers, Applications of Computer in Business, Basic Computer Architecture: Systems Concept, CPU, Memory & Storage Devices, Input & Output Technologies;

UNIT – II OPERATING SYSTEM

9Hrs

Functions, Types: Multi-programming, Multiprocessing, Multitasking, Real-time OS; Problem Solving Techniques: Problem Solving, Steps of Problem solving, Tools and Techniques of problem solving, Algorithms & Flow Charts: Definition & Properties, Symbols, Importance, Flowcharting Rules & Conventions, Problem solving through Flow Charts.

UNIT – III PROGRAMMING LANGUAGE

9Hrs

Classification, Generation, and Features & Selection of Programming Language. Basic Network and Internet Concepts: Introduction to Networks: Data Communication Basics, Transmission Media & Infrastructure, Network Devices: Hub, Router, Switch, Repeater.

UNIT – IV COMMUNICATION PROTOCOLS

9Hrs

Introduction to Communication Protocols: Transmission Control Protocol/Internet Protocol, OSI Model, Communication Connectivity, Internet & its applications: Evolution of Internet, Basics of Working of Internet, Services provided by Internet, Internet Challenges; Overview of e-Commerce, Infrastructure & e-Commerce Support Services, Business Models, Legal & Ethical Issues

UNIT – V DATA BASE MANAGEMENT SYSTEMS

9Hrs

Database and Emerging Techniques: Fundamentals of DBMS: Basics of Data Arrangement & Access, Traditional File Environment, Databases: The Modern Approach; Fundamentals: Data Warehousing, Data Mining, ERP, Issues and Challenges in Implementation of the Emerging Technology.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 – Understand developments in emerging business using Technologies

CO2 - Demonstrate the impact made by IT on business enterprises.

CO3 - Apply various IT models and software in a business

CO4 - Develop or provide support with specific reference to database and Communication.

CO5 - Articulate the emerging technologies for use in professional business

CO6 - Construct ethical decisions related to database management

REFERENCE BOOKS

1. Peter Norton, Introduction to Computers, TMH Publication.
2. G. B. Davis and M. H. Olson., 2011. Management Information System, Tata McGraw Hill.
3. D. Morley, Understanding Computing, Cengage I Thomson

4. Basundhara B. S., Computers Today, Galgotia Publication.
5. V. Rajaraman, Fundamentals of Computers, PHI 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

SMTB5108	STATISTICS FOR MANAGEMENT	L	T	P		Credits	Total Marks
		4	0	0		4	100

COURSE OBJECTIVE

- To understand the basic statistical tools for analysis and interpretation of qualitative and quantitative data.
- To introduce basic concepts of Statistics
- To provide statistical techniques for business data analysis.

UNIT I: CORRELATION, REGRESSION & CURVE FITTING

9hrs.

Correlation coefficient – Rank Correlation coefficient – regression coefficients – Regression lines – Fitting curves of the form $y = a + bx$, $y =$

$a + bx + cx^2$, by the method of least squares.

UNIT II: PROBABILITY AND DISTRIBUTIONS

9hrs.

Probability – Addition and Multiplication theorems – Conditional Probability – Bayes theorem (**without proof**) Theoretical distributions (Mean, Variance and applications only); Binomial, Poisson and Normal (**No derivations**)

UNIT III: PARAMETRIC TEST

9hrs.

Basic sampling concepts-Z test for single mean, two sample means single proportions, two sample proportions - Student's t test for single mean, two sample mean – Paired t test – F test ANOVA (**One way and Two way** – applications problems only)

UNIT IV: NON PARAMETRIC TEST

9hrs.

Chi-Square test - Goodness of fit - Independence of Attributes - Non-parametric test - sign test - one sample run test, Kruskal Wallis H test - Mann Whitney U test - Kolmogorov Smirnov (K-S) test.

UNIT V: MULTIVARIATE ANALYSIS

9hrs.

Multivariate analysis (**Theory only**) - Partial and Multiple Correlations - Elementary concepts of Factor analysis - Multiple Regression analysis - Discriminant analysis - Cluster analysis.

Max. 45 Hrs.

COURSE OUTCOME

On completion of the course, student will be able to

- CO1 - Evaluate correlation coefficient, Regression Equations and fitting of straight line by least squares.
- CO2 - Understand the basic concepts of probability and apply Baye's theorem for solving conditional probability.
- CO3 - Choose the appropriate tests of significance for sample test.
- CO4 - Evaluate the various methods of Non-Parametric tests.
- CO5 - Explain the basic concepts of partial and multiple correlations.
- CO6 - Explore the various multivariate analysis

TEXT/REFERENCE BOOKS:

1. Levin and Rubin, Statistics for Management, Pearson, 7th Edition, Prenticehall of India, 2012.
2. Veerarajan.T, Probability, Statistics and Random Process, Tata McGraw Hill ,3rd edition, TataMcGrawHill, 2017.
3. Vittal P.R, Business Statistics, Margham Publications,3rd edition, 2009.
4. Beri G, Business Statistics, Tata McGraw Hill Publishing Company Limited, 2009.
5. S.C.Gupta and Indra Gupta, business Statistics, Himalaya Publisher, 2nd Edition 2019.

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

SBAB6101	MANAGERIAL COMMUNICATION	L	T	P	EL	Credits	Total Marks
		0	0	2	0	1	100

COURSE OBJECTIVES

- To enhance the students' skills in written as well as oral Communication through practice.
- To apply the principles & techniques of business communication.
- To communicate in the business environment.

Unit – 1 COMMUNICATION:

9hrs.

- (i) Types of Communication
- (ii) Medium of Communication
- (iii) Barriers to Communication
- (iv) Principles of Effective Communication.

Unit – 2 CORRESPONDENCE

9hrs.

- (i) Enquiry & Reply
- (ii) Sales & Order letter
- (iii) Compliant Letter
- (iv) Application Letter with Resume.

Unit – 3 NON-VERBAL COMMUNICATION

9hrs.

- (i) Personal Appearance Posture
- (ii) Body Language
- (iii) Face to Face Communication
- (iv) Telephonic Conversation.

Unit – 4 REPORT WRITING

9hrs.

- (i) Formal & Informal Reports
- (ii) Writing Research Reports
- (iii) Technical Reports
- (iv) Exhibits & Appendices.

Unit – 5 CONDUCTING MEETINGS

9hrs.

- (i) Agenda & Minutes
- (ii) Regulating & Drafting Speech
- (iii) Oral Presentation
- (iv) Group Discussion.

Max. 45 Hrs.

COURSE OUTCOME

On completion of the course, student will be able to

CO1 - Recognize the relationship of effective communications skills.

CO2 – Plan and develop messages effectively.

CO3 – Format appropriate correspondence for professional communication situations.

CO4 – Present reports and exhibits on different contexts.

CO5 – Conduct business seminars and conferences.

CO6 - Prepare different types of reports with appropriate format, organization and language.

TEXT / REFERENCE BOOKS

1. Bovee, C. and Thill, J.V., "Business Communication Today", 11th edition, 2011, Prentice Hall.
2. Rajendra Pal, J. S. Korlahilli., "Essentials of Business Communication", 2011, Sultan Chand. & Sons, New Delhi.
3. Francis Soundararaj, "Speaking and Writing for Effective Business Communication", 2008, Macmillan.
4. RK Madhukar, "Business Communication", 2010, Vikas Publishing House Pvt. Ltd.
5. Mallika Nawal, "Business Communication", 2012, Cengage Learning India.

SBAB5201	MARKETING MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To impart the concept of marketing in theory and practice
- To understand the process of marketing and its relevance to business organizations
- To learn the real time implementation of the marketing concept in industry.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to Marketing , Nature, Scope of Marketing , Evolutions of Marketing, Marketing Functions, Concepts of Marketing, Marketing Environment, Elements of Marketing Mix , Market planning.

UNIT 2 MARKETING STRATEGIES

9 Hrs.

Market Segmentation, Targeting, Positioning, Marketing Research Process , Consumer Buying Behavior - Factors influencing consumer buying behavior , Buyer Decision making process-, Marketing strategies- market leaders strategies- market challenger strategies, market followers strategies, Market Niche's strategies .

UNIT 3 PRODUCT DECISIONS

9 Hrs.

Introduction to Product – Levels of Products, classification of products- Product Mix- Product Life Cycle, New Product Development , Pricing- Importance – types of pricing –pricing decisions , Branding- types- process- branding strategies, Packaging- types- advantages

UNIT 4 PROMOTION AND DISTRIBUTION

9 Hrs.

Promotional mix- Personal Selling – Direct selling - Advertising- approach- advertising process- advertising budgets – types of advertising -Sales Promotion-Publicity , Marketing Channels, Factors determining marketing channels – Functions of marketing channels – Types of Channels- Level of channels -Designing Distribution Channels, Channel Conflicts and Controls in Channels

UNIT 5 MARKETING TRENDS AND RETAILING

9 Hrs.

Direct Mailing, Conversational marketing, highly personalized content experience-Experiential Marketing-Influencer Marketing-Continued Digital Transformation- New Social Media Trends-E-commerce-Programmatic Advertising-Adoption of Automation -Retailing - types of retailers, retail formats, store layout and design - E-Marketing Channels.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the fundamental of marketing
- CO2 - Enhance knowledge on marketing mix explore the current market opportunities
- CO3 - Decide on the ideal product strategies
- CO4 - Develop marketing strategies to achieve company's objectives
- CO5 - Analyze and draw conclusions from market and environmental data
- CO6 - Develop an effective marketing plan to promote a product or service

TEXT / REFERENCE BOOKS

1. Etzel M.J., Bruce J.W., Stanton W. J., & Pandit A., Marketing, Tata McGraw Hill, 14th Edition, 2010.
2. Kotler P., Keller K., Koshy L., & Jha M., Marketing management: A South Asian perspective, Pearson, 13th Edn., 2009.
3. Perrault W.D., Cannon J.P. & McCarthy E.J., Basic Marketing, Tata McGraw Hill, 2010
4. Saxena R., Marketing management, Tata McGraw Hill, 4th Edition, 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**

SBAB5202	HUMAN RESOURCES MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide an understanding of the concepts, functions and techniques of managing people.
- To understand the HRM practices, methods and techniques of HRM.
- To understand enterprise issues and the changing role of Human Resource and Industrial relations.

UNIT I INTRODUCTION

9 Hrs.

HRM-Definition, Objectives, Functions: Managerial and Operative, Scope and Importance; Difference between HRM and Personal Management, Evolution of HRM, Qualities and roles of HR Manager, The structure of HR department,

UNIT 2 PLANNING AND ACQUISITION

9 Hrs.

Planning and Acquisition-Job Analysis, Job Description and Job Specification-process, Human Resource Information System, Human Resource Planning (HRP)-Definition, importance, process, Techniques of forecasting HR needs. Barriers to effective HRP. Recruitment – Definition, process, sources and methods. Selection- definition, process, On-boarding, Placement.

UNIT 3 DEVELOPMENT

9 Hrs.

Concept of Training and Development, need, process, methods for operatives and management Development, Design and Evaluation of T&D Programmes, Performance Appraisal – Need and Methods, Transfer – concept types, transfer policy issues, Promotion-concept types, Demotion, Succession planning, Career planning.

UNIT 4 COMPENSATION

9 Hrs.

Compensation: Concept, objectives, process, principles, factors influencing compensation- Components-Basic pay, DA, HRA, CCA, Fringe Benefits & Perks, Bonus, ESOP, Incentives-types, Payment by time and piece – Productivity linked bonus, Compensation Cafeteria, Job Evaluation-concept, methods,

UNIT 5 INTEGRATING HUMAN RESOURCES

9 Hrs.

Quality of Work Life (QWL) – Concept and effect. Employee Health and safety – Accidents – causes, measures to avoid accidents. Industrial Relations (IR): Basis, factors contributing to good TR, trade unions and their role in IR. Suggestion Schemes-Collective Bargaining, Grievance handling-Workers Participation in Management.

Max. 45 Hrs.

COURSE OUTCOMES

On Completion of the course, student will be able to

CO1-Acquire sound knowledge of aspects of Human Resource Management in an organization

CO2-Understand the process of Acquisition, Recruitment and Selection

CO3-Design Training and Development process

CO4-Analyze methods of performance appraisal and compensation

CO5-Explain employer employee relations and regulations related to industrial disputes and settlement

CO6-Motivate the Workforce and reduce Employee Grievances.

TEXT / REFERENCE BOOKS

1. Jaquina Gilbert, Human Resource Management, Vibrant Publishers, 2020
2. Raymond A. Noe, Barry Gerhart, Fundamentals of Human Resource Management, McGraw Hill Publisher, 2021.
3. Susan, Verhulst, David A. Decenzo, Human Resource Management, Wiley Publisher, 2022.
4. Gary Dessler, Biju Varrkey, Human Resource Management, 15th Edition, Pearson 2017
5. C.B.Memoria and V.S.P. Rao, Personnel Management, Text and Cases, Himalaya Publisher, 13th Edition, 2018.

END SEMESTER EXAMINATION QUESTION PAPER PTTERN

Man.Marks:100

Exam Duration: 3Hrs.

PART A: 5 Questions to be answered of 8 Questions, each 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

SBAB5203	FINANCIAL MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the Financial Management and its application in practice.
- To familiarize with the critical elements of financial decision-making for organizations
- To understand the Investment Decisions, Sources of Finance, Management of Working Capital.

UNIT 1 INTRODUCTION

9 Hrs.

Nature-Finance and related disciplines- Objectives-Profit Maximization, Wealth Maximization - Traditional and Modern Approach, Scope of Financial Management - Organization of finance function; Finance Manager's Role - Financial Forecasting - Sources of Finance - Financial Information System.

UNIT 2 TIME VALUE OF MONEY AND LEVERAGE

9 Hrs.

Time Value of Money - Concept, Present Value, Future Value, and Annuity. Leverage: Meaning, Types, Operating Leverage, Financial Leverage and Combined Leverage – Financial Break-Even Point - EBIT - EPS analysis.

UNIT 3 CAPITAL BUDGETING AND COST OF CAPITAL

9 Hrs.

Capital Budgeting: Meaning, Principles and Evaluation techniques - Pay Back Period, Accounting Rate of Return, Net Present Value, Profitability Index, Internal Rate of Return and Modified Internal Rate of Return method. Cost of Capital: Concepts, Significance - Computation of Cost of Debt; Cost of Preference Share; Cost of Equity Share; Cost of Retained Earning; Weighted Average Cost of Capital.

UNIT 4 CAPITAL STRUCTURE THEORIES

9 Hrs.

Capital Structure-Meaning and Determinants of Capital Structure - Need for Optimum Capital Structure - Approaches to Capital Structure -Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach and Traditional Approach.

UNIT 5 WORKING CAPITAL

9 Hrs.

Concepts, Need and Determinants-Determining Financing Mix for Working Capital, Management of Cash, Inventory Management- Accounts Receivables- Bank Finance for Working Capital-Dheja Committee, Tandon Committee, Chore Committee, Marathe Committee - Observations and Recommendations.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to
CO1 - Define the concepts of financial management.
CO2 - Explain time value of money.

- CO3 - Describe capital budgeting techniques.
CO4 - Examine different types of cost of capital.
CO5 - Analyze dividend decision models.
CO6 - Design working capital requirement.

TEXT / REFERENCE BOOKS

1. M.Y. Khan & P.K. Jain, Financial Management, Tata McGraw Hill, 17th Edition, 2017.
2. S.N. Maheswari, Financial Management, Sultan Chand & Sons, 15th Edition, 2019.
3. G Sudarsana Reddy, Financial management, Himalaya Publisher, 1st Edition, 2017.
4. Prasanna Chandra, Financial Management: Theory and Practice, Tata McGraw Hill, 9th Edition, 2017.
5. Tulsian, Financial Management, S Chand Publications, 7th Edition, 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

SBAB5204	OPERATIONS MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

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

UNIT 1 INTRODUCTION TO OPERATIONS MANAGEMENT

9 Hrs.

Nature, Importance - Differences between services and goods - System Perspective – Functions – Challenges -Current Priorities -Recent Trends - Operations Strategy – Strategic Fit –Framework - Measures for Operational Excellence - World-Class Manufacturing Principles & Practices

UNIT 2 DESIGNING OPERATIONS

9 Hrs.

Facility Location – Theories - Steps in Selection - Location Models - Capacity Planning – Long range – Types - Developing capacity alternatives - Process – Planning – Selection – Strategy - Major Decisions - Facility Layout – Principles – Types - Planning tools and techniques - Design of Service Systems - Personnel scheduling in Services - Product Design – Influencing factors – Approaches – Stages – Legal - Ethical and Environmental issues

UNIT 3 PLANNING AND CONTROL OF OPERATIONS

9 Hrs.

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods - Overview of Sales and Operations Planning - Master Production Schedule – MRP - MRP II and ERP - Resource Planning CRP and DRP - Scheduling - work centres – nature, importance - Priority rules and techniques - Shop floor control - Flow shop scheduling - Johnson's Algorithm – Gantt charts

UNIT 4 QUALITY CONTROL

9 Hrs.

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

UNIT 5 INVENTORY CONTROL

9 Hrs.

Inventory – Objectives, Types of Inventory - Deterministic demand model–EOQ- Continuous and Periodic review Inventory models- Selective Inventory Control – ABC, VED, FSN Techniques. - Overview of JIT - Lean Management.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

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

TEXT / REFERENCE BOOKS

1. R. Paneerselvam, Production and Operations Management, PHI Learning Private Ltd, 3rd Edition, 2012.
2. R. B. Kanna, Production and Operations Management, PHI Learning Private Ltd, 2nd Edition, 2015.
3. P. Saravanel & S.Sumathi, Production and Materials Management, Margham Publications, 2nd Edition, 2012.
4. S. N. Chary, Production and Operations Management, Tata McGraw Hill Education Pvt., Limited, 6th Edition, 2019.
5. S. P. Singh, Production and Operations Management, Vikas Publishing House Private Limited, 1st Edition, 2014.
6. K Shridhara Bhat, Production and Operations Management, Himalaya Publisher, 1st Edition, 2017.

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

SBAB5205	STRATEGIC MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To acquire knowledge on strategy and effective implementation in an organization.
- To gain the ability to create sustainable competitive advantage.
- To enable the learners to implement a strategy and control deviations.

UNIT 1 OVERVIEW OF STRATEGIC MANAGEMENT

9hrs

Introduction –phases of strategic management–impact of globalization and its challenges to strategic management–environmental scanning – process of strategic formulation–Mintzberg’s modes of strategic decision making–Responsibilities of the Board–Carroll’s four Social responsibilities of business.

UNIT 2 ENVIRONMENTAL SCANNING AND INDUSTRY ANALYSIS

9hrs

External Environmental analysis–Environmental scanning–Identifying external strategic factors–Industry Analysis: Porter’s approach to industry analysis–stakeholder analysis & Non–market strategy–categorizing international industries– strategic types–competitive intelligence–strategic audit–EFAS.

UNIT 3 ORGANIZATIONAL ANALYSIS AND STRATEGY FORMULATION

9hrs

Core and distinctive competencies– competitive advantage and firm resources– generic strategies and competitive advantage–determining the sustainability of an advantage–dynamics of competitive advantage and value chain– competing through business models–value chain analysis–industry value chain analysis– scanning functional resources and capabilities–corporate culture–strategic audit–SWOT–TOWS matrix–business level strategies– corporate strategies

UNIT 4 STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL

9hrs

Strategy implementation–Process of implementation–types of organizational structures–process of evaluation and control–types of controls–techniques of control–strategic information systems– competitive advantage to corporate advantage–corporate governance and corporate ethics

UNIT 5 STRATEGIC CHANGE AND INNOVATION

9hrs

Strategic change–disruptive innovation–corporate social responsibility– competitive advantage to corporate advantage–integrative analysis–strategic issues of public sectors, small business organizations and non–profit organizations

Max 45Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the concepts and principles of strategic management
- CO2 - Develop effective organizational strategies based on current business environment
- CO3 - Reframe strategic approaches to manage business successfully in global context
- CO4 - Identify the competitive and international strategies for the current scenario.
- CO5 - Evaluate the controlling of strategies in the companies
- CO6 - Categorize strategic decisions for implementing strategies.

REFERENCE BOOKS

1. Thomas L.Wheelen and J.David Hunger Concepts in strategic management and business policy, Pearson Education Limited, 2015.
2. Charles W.L.Hill, Gareth R. Jones, Strategic Management–An integrated approach, Cengage Learning, 9th edition, 2016.
3. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.
4. Angelo Dringoli, New perspectives on the Modern Corporation: Corporate strategy and Firm growth, Edward Elgar Publishing Limited, 2011
5. Hitt, M. A., Freeman, R. E., & Harrison, J. S., Handbook of strategic management. Malden, MA: Blackwell.

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

SBAB5206	RESEARCH METHODS IN MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives

- To understand the concepts of research.
- To provide an insight into the techniques of research.
- To learn the requisites of writing a research report.

UNIT 1 INTRODUCTION TO RESEARCH 9 Hrs.

Business Research - Meaning, Purpose, Types, Significance, Ethics Steps in Research - Review of Literature – Research gap - Formulation of Research Problem - Research Questions – Research Design - Formulation of Testable Hypothesis.

UNIT 2 MEASUREMENT IN RESEARCH 9 Hrs.

Measurement Scales - Scale Construction Techniques - Semantic Differential Scale construction - Construction of Likert's Summated Scale - Tests of Sound Measurement – Validity and Reliability Measures – Sources of Errors in Measurement and Measures of Control over Errors.

UNIT 3 SAMPLING 9 Hrs.

Sampling Theory - Types - Steps in Sampling - Determinants of Sample Size - Estimation of Sample Size - Sampling and Non - sampling Errors - Measures and Control - Collection and Analysis of Data - Questionnaire Construction and administration - Suitability of each Mode - Pretest - Pilot study - Secondary Data: Nature, Sources, Desirability and Precautions - Web

UNIT 4 DATA ANALYSIS 9 Hrs.

Checking - Corroboration - Editing - Coding - Transcription - Tabulation and Types thereof - Pictorial Data Presentation - Analysis of Data: Purpose and Methods - Quantitative and Qualitative Research Approaches - Univariate, Bivariate and Multivariate data analysis - Interdependence and dependence analyses and their basic assumptions; Time series analysis - statistical software for data analysis.

UNIT 5 COMMUNICATING RESEARCH RESULTS 9 Hrs.

Structuring the Research Report: Chapter Format - Pagination – Using Quotations – Presenting Foot–notes/End - notes - Abbreviations - Presentation of Tables and Figures - Referencing of Different Types of Sources - Documentation - Use and Format of Appendices - Indexing - Process of Report Writing: - First Draft Preparation.

Max. 45 Hrs.

Course Outcomes

On completion of the course, student will be able to

- CO1 - Demonstrate research process.
- CO2 - Describe measurement scales and instruments and their appropriate uses.
- CO3 - Analyze the different sampling methods.
- CO4 - Examine the various data sources.
- CO5 - Conduct research in different areas.
- CO6 - Prepare a research report.

TEXT / REFERENCE BOOKS

1. C.R.Kothari & Gaurav Garg, Research Methodology: Methods & Techniques, New age International Publisher, 4th Edition, 2019.
2. Sameer Phanse, Research Methodology: Logic, Methods and Cases, Oxford Higher Education, 1st Edition, 2016.
3. Ranjit Kumar, Research Methodology, Sage Texts, 10th Edition, 2017.
4. Fredericks, Killer, Gerald J, Lieberman, Bodhi brata, Nag and Preetambasu, Introduction to Operations Research, Tata McGraw Hill, Limited, 10th Edition, 2017.
5. Donald R Copper, Business Research Methods, Tata McGraw Hill, 12th Edition, 2018.

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

SBAB5207	ENTREPRENEURSHIP AND VENTURE CREATION	L	T	P	EL	Credit s	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To equip students with the knowledge, mind-set and skills necessary to explore entrepreneurship
- To develop a deep understanding of the process of opportunity identification through design thinking.
- To learn how to analyze market trends and identify customer needs effectively, develop the skills to create a compelling value proposition for a Minimum Viable Product (MVP).

UNIT 1 INTRODUCTION TO ENTREPRENEURSHIP

9 Hrs

Entrepreneurship in Indian Scenario - Its role in economic development, evolution the concept - Emerging Trends in Entrepreneurship -Understanding the unique opportunities - Entrepreneur and Entrepreneurship – Evolution - Concept & Emerging Trends in Entrepreneurship - Myths about Entrepreneurship - Role of Entrepreneurial Teams, Entrepreneur vs Intrapreneur

UNIT 2 EVALUATING ENTREPRENEURIAL OPPORTUNITIES

9 Hrs

Understanding the Problem and opportunity, define problem using Design thinking principles and validate Problem, recognizing the market opportunity, environment scanning, market types, identifying customer and estimating the market size

UNIT 3 PROBLEM-SOLUTION FIT

9 Hrs

Value Proposition, Knowing Customer Job, Pains, and Gains using Value Proposition Canvas, competition analysis, creating a sustainable differentiation, Building a Minimum viable product, Importance of Build - Measure – Learn approach

UNIT 4 UNDERSTANDING BUSINESS MODEL, BUSINESS PLANNING

9 Hrs

Introduction to Business model and types, Lean approach 9 block lean canvas model. Business planning: components of Business plan, preparing a business plan, Key Financial Metrics using financial template, Unit economics

UNIT 5 OVERVIEW ON GO TO MARKET STRATEGIES AND FUNDING

9 Hrs

Introduction to GTM, startup Branding and its elements, Selecting the Right Channel, Digital presence. Sources of funds: Debt & Equity, Map the Start-up Lifecycle to Funding Options, Build an Investor ready pitch deck.

45 Hrs

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand the concepts of entrepreneurship and the characteristics of successful entrepreneurs.

CO2 - Comprehend the process of opportunity identification through design thinking, analyze market trends and customer needs to develop a compelling value proposition for an MVP.

CO3 - Analyze and refine business models to ensure sustainability and profitability.

CO4 - Create business plan, conduct financial analysis and feasibility analysis to assess the financial viability of a venture.

CO5 - Build an idea pitch and deliver it with confidence to potential stakeholders

CO6 - Explore business models, create business plan, conduct financial analysis and feasibility analysis to assess the financial viability of a venture.

TEXT / REFERENCE BOOKS

1. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha (2020). Entrepreneurship ,McGrawHill, 11th Edition.
2. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.
3. Blank, S. G., & Dorf, B. (2012). The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company. K&S Ranch.
4. Roy, R. (2017). Indian Entrepreneurship: Theory and Practice. New Delhi: Oxford University Press.
5. Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons.

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

SBAB6201	SPSS LAB	L	T	P	EL	Credits	Total Marks
		0	0	2	0	1	100

Course Objectives

- To understand data, analyze trends, forecast, and plan to drive accurate insight.
- To help the organization find new opportunities, improve efficiency, and minimize risk.
- To make smarter decisions and to deliver business results.

Unit1 Introduction 9 Hrs.

Creation and alteration of file – variable view and data view. Importing data from Excel spreadsheet

Unit2 Measures of Central Tendency 9 Hrs.

Mean, Median and Mode – Individual, Discrete and Continuous Series

Unit3 Measures of Dispersion 9 Hrs.

Range, Mean Deviation, Standard Deviation, Variance and Coefficient of Variation, Result analysis, investment analysis

Unit4 Test of Hypothesis & Non-Parametric Test 9 Hrs.

Test of Hypothesis Student t-test and Z-test, Chi Square test, ANOVA: One way and Two -way classification.

Unit5 Correlation & Regression Analysis 9 Hrs.

Linear correlation, Measures of correlation. Correlation & Regression: Rank correlation - Regression Analysis - Coefficient of correlation

Max. 45 Hrs.

Course Outcomes

CO1 - Convert raw data into useful information using descriptive statistics

CO2 - Develop theoretical and empirical foundation in statistical analysis

CO3 - Represent data diagrammatically and graphically using SPSS

CO4 - Analyze complex information using SPSS

CO5 - Determine hypothesis, computation of large sample tests

CO6 - Identify and compute small sample tests, Chi-square tests using MS-EXCEL and SPSS.

Text/Reference Books

1. Levin, Rubin, (2013), Statistics for Management, 13th edition, Pearson Education.

2. Anderson D.R, Sweeney D.J, Williams T.A, (2013), Statistics for Business and Economics, 11th edition, Cengage Learning.
3. Gerald Keller, (2014), Statistics for Management and Economics, 10th edition, Cengage Learning.
4. Srivastava T, Rego S, (2012), Statistics for Management, Tata McGraw Hill.
5. Murray R. Spiegel, (2010), Theory and Problems of Statistics – Schaums outline Series 4th edition, McGraw Hill.
6. S.P. Gupta, (2014), Statistical Methods, 13th edition, Sultan Chand Publications.

S41BINT	INTERNSHIP	L	T	P		Credits	Total Marks
		0	0	0			100

The objective of the mini 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.

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 industry.

The time period for the project work is one month.

S41BPROJ	PROJECT	L	T	P		Credits	Total Marks
		0	0	0			100

Students will have to take up a project work for a period of 4 months in the 4th semester and will be evaluated for 100 marks

A report of the project work should be submitted to the Department after completion of 4 months project work. The performance of the students for the project work will be evaluated for a total of 100 marks, of which 50 marks for internal (Evaluation of project in 3 review panel meetings) and 50 marks for Viva-Voce.

Students will be evaluated for total of 50 marks in internals. Students should attend 3 review meetings for scoring 50% internal marks in the process of submission of project.

The Viva-voce will be conducted for total of 50 marks as external and by a panel consisting of 2 panel members i.e. Internal Examiner and External Examiner.

Students have to secure not less than 50% of marks in both internal review and external viva voce examinations to get a pass in the capstone project. Students who fail to attend internal review examinations in the project work or who fail to submit and attend viva voce examinations before due date will have to redo the project during the subsequent semester.

SBAB7001	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the basic portfolio theories and their implications
- To enable develop skills in analyzing various types of securities.
- To equip students to gain hands-on experience in managing portfolios

UNIT1 FINANCIAL MARKET

9 Hrs.

Financial Market- Primary Market- Methods of floating new issues, Book running lead managers- ASBA- Role of primary market - Regulation of primary market, Secondary Market-Stock Exchanges- Meaning - Features - Functions -NSE - BSE - Indices; SEBI- Rights, Powers – Functions – insider trading; Demat, Trading Account - Depository Participant - Listing of Securities - Stock Brokers.

UNIT 2 INVESTMENT

9 Hrs.

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

UNIT 3 SECURITY ANALYSIS

9 Hrs.

Security Analysis- Valuation principles-Fundamental Analysis- Economic Analysis .- Industry Analysis: Company Analysis. Technical Analysis: Introduction- Assumptions, Advantages and Challenges-Dow theory- Charts- Patterns-Market Indicators- Trend – Moving Averages – Oscillators – Efficient Market theory- Elliot Wave Theory

UNIT 4 PORTFOLIO MANAGEMENT

9 Hrs.

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

UNIT 5 PORTFOLIO SELECTION AND REVISION

9 Hrs.

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

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Define the concept of investment.

CO2 - Explain the financial markets.

CO3 - Describe different models in portfolio management.

CO4 - Analyse the performance of a portfolio.

CO5 - Discuss the types of financial derivatives.

CO6 - Design strategies buy or sell securities based on fundamental and technical analysis.

TEXT / REFERENCE BOOKS

1. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2nd Edition, 2015.
2. Prasanna Chandra, Investment & Portfolio Management, Tata McGraw Hill, 5th Edition, 2017.
3. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas Publishing, 2nd Edition, 2012.
4. V.K. Bhalla, Investment Management, S. Chand & Sons, 19th Edition, 2013.
5. Preeti Singh, Investment Management, Himalaya Publisher, 20th Edition, 2022.

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

SBAB7002	STRATEGIC FINANCIAL MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To acquaint the students with concepts of strategic financial management.
- 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

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 Vs 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.

Irrelevance of Dividends; and Relevance of Dividends. Dividend Models - Walter Model, Gordon Model, Modigilani and Miller Approach - Dividend Policies - Determinants - 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 - Takeover - Types, Takeover Code - Divestitures - Ownership Restructuring - Privatization - Dynamics of Restructuring - Buy Back of Shares - Leveraged Buy - outs (LBOs) - Demergers.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Define the concepts of strategic financial management.
CO2 - Explain the trade-off between risk and return.
CO3 - Describe leasing and hire purchase.
CO4 - Analyse different dividend decision models.
CO5 - Discuss on the financial aspects of corporate restructuring.
CO6 - Apply financial analysis skills in strategic decision making.

TEXT / REFERENCE BOOKS

1. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw Hill, 6th Edition, 2017.
2. Khan & Jain, Financial Management Text, Problems & Cases, Tata McGraw Hill, 8th Edition, 2018.
3. Pandey .I.M, Financial Management, Vikas Publications, 11th Edition, 2016.
4. Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, 2nd Edition, 2015.
5. Prasanna Chandra, Strategic Financial Management, McGraw Hill, 2nd Edition, 2020.

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

SBAB7003	FINANCIAL SERVICES	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of financial services.
- To learn about various financial services.
- To familiarize the role of financial services in the financial system.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to Financial Services – concept – objectives – characteristics – classification of financial Services-Scope-Causes– constituents - growth of Financial Services in India – new financial products and services, Innovative Financial Instruments- Financial Service sector in India - problems faced. Regulatory frame work- Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT 2 MERCHANT BANKING AND FACTORING

9 Hrs.

Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India- Progress of merchant banking in India- Scope - Problems of merchant bankers. Securitization- Factoring- types of factoring- Discounting- Difference between factoring and discounting – Advantages and Disadvantages of factoring.

UNIT 3 LEASING AND HIRE PURCHASING

9 Hrs.

Types of Leases – Evaluation of Leasing Option vs. Borrowing - Hire purchasing-- Definition and features - Rights of hirer– Bank credit for hire purchase- Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital.

UNIT 4 CREDIT RATING

9 Hrs.

Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context-

UNIT 5 MUTUAL FUNDS

9 Hrs.

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 – Understand the fundamentals of financial services and players in financial sectors.
- CO2- Explain the functions of financial services.
- CO3- Identify the various sources of finance in the market.
- CO4- Evaluate different financing methods.
- CO5- Interpret the regulatory framework of financial services.
- CO6- Choose the appropriate sources of finance.

TEXT / REFERENCE BOOKS

1. IM Pandey, Financial Management, Vikas Publishing House Ltd, 2014.
2. Khan M.Y., Indian Financial Services, Mc Graw Hill Education, 2019.
3. Dr. S. Gurusamy, Financial Services, Vijay Nicole Imprints, 2012.
4. Financial Market and Services, E. Gordon and K. Natrajan, Himalaya Publishing House, 2023.
5. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi, 2004.

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

SBAB7004	DERIVATIVES MARKET	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand about the concept of Derivatives and its types
- To acquaint the knowledge on Options and Futures
- To know about hedging and the development position of Derivative in Portfolio

UNIT 1 INTRODUCTION

9hrs.

Definition – Types – Uses - Need - Critiques of Derivatives - Participants and functions – Development of exchange traded derivatives – Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading in India – L.C.Gupta Committee - J.R.Varma committee – Types of Derivatives Trading at NSE/BSE. Requirements for a successful derivatives markets

UNIT 2 FORWARD AND FUTURE

9hrs.

Forward contract- Features- Limitations of forward markets, Pay off- Forward Rate Agreement (FRA) – Forward Foreign Exchange Contract- Cost of carry model. Futures Terminology – Key features of futures contracts – Futures vs. Forwards – Pay off for futures – Equity futures in India – Index futures – Stock futures – Futures trading strategies

UNIT 3 OPTIONS

9hrs.

Concept – Options Terminology – Types – Naked and Covered Options– Underlying Assets in Exchange-traded option- Equity options contracts in India – Index options – Stock options – Factors affecting options pricing- Option pricing models – Binomial pricing model – The Black and Scholes Model – Pricing of index options - Options trading strategies

UNIT 4 SWAP

9hrs.

Concept, Nature, Evolution and Features of Swap- Types of Financial Swaps- Interest Rate Swaps- Currency Swap- Debt Equity Swap- Commodity Swaps- Equity Index Swaps- Uses of swap

UNIT 5 HEDGING

9hrs.

Concepts- Model- Basic Long and Short Hedging –Cross Hedging – Basis Risk and Hedging –Basis Risk Vs Price Risk –Hedging Effectiveness –Devising a Hedge Strategy –Hedging Objectives –Management of Hedge

COURSE OUTCOMES

Max. 45hrs.

On completion of the course, student will be able to

- CO1 -Identify the emerging structure of derivatives market in India
- CO2 -Describe the concept of financial futures contracts
- CO3 -Compute call and put option payoff
- CO4 -Distinguish between different types of interest rates and currency swaps
- CO5 -Comprehend the various steps involved in management of a hedge.
- CO6 - Formulate efficient risk management strategy.

TEXT / REFERENCE BOOKS

1. Derivatives & Risk Management, (2014) Rajiv Srivastava, 2nd Edition, Oxford Publication House
2. Options, Futures and other Derivatives, (2018) 10th John Hull, Pearson Education
3. Derivatives and Risk Management (2021) 4th Edition, Parasuraman, Mcgraw Hill.
4. Options and Futures- An Indian Perspective, (2000) D. C. Patwari, Jaico Publishing House
5. Risk Management & Derivative, (2002), Rene M. Stulz, Cengage

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

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 MarksPART B:

50 Marks

20 Marks

SBAB7005	BEHAVIOURAL AND PERSONAL FINANCE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To gain knowledge of behavioral finance theories.
- To explore the existence of psychological biases in financial decision making.
- To acquaint wealth accumulation strategies to different stages of life cycle

UNIT 1 INTRODUCTION TO BEHAVIOURAL FINANCE

9 Hrs.

Introduction – History - Standard finance Vs Behavioural finance- Assumptions – Contributors - Theories of Behavioural finance- Prospect theory- Mental accounting- Efficient market hypothesis- Challenges.

UNIT 2 BIASES OF BEHAVIOURAL FINANCE

9 Hrs.

Theories of Behavioural Finance- Heuristics- Representativeness heuristic- Availability heuristic- Deficient market hypothesis- Biases- Emotional bias- Statistical bias- Cognitive bias- Overcoming bias- Debiasing.

UNIT 3 PERSONAL FINANCIAL PLANNING

9 HRS.

Financial Planning Models-Users of financial planning services-The role of a Financial Planner- Financial Planning Process - Good practices in financial planning - Elements of a comprehensive financial plan-Importance of Risk Profiling – Risk return trade off.

UNIT 4 FINANCIAL PLANNING STRATEGIES

9 Hrs.

Financial Planning Strategies: - Power of Compounding- Buy-and-Hold- Rupee Cost Averaging-Right Financial Planning Strategies-Asset Allocation- Active Vs Passive allocation - Benjamin Graham's 50/50 Balance-Fixed Vs Flexible Asset Allocation- Tactical Asset Allocation- Comparison of Investment products.

UNIT 5 CONSUMER LIFE CYCLE

9 Hrs.

Introduction to The Consumer Life Cycle: - Stages of life cycle- -Factors /Variables influencing financial behavior over the life cycle-The wealth cycle-Accumulation-Preservation-Distribution Stages.

Max. 45 Hrs

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand the basic concepts of Behavioural finance.

CO2 - Classify heuristics and behavioural biases.

CO3 - Examine the aspects of financial planning for Personal investment decisions..

CO4 – Analyze effective financial planning and asset allocation strategies.

CO5 – Design wealth accumulation strategies to different stages of life cycle.

CO6 – Build a personal financial plan

TEXT / REFERENCE BOOKS

1. Personal Finance, Jack Kapoor, Les Dlabay, Robert J. Hughes, McGraw-Hill Companies, Incorporated, 14th edition, 2023
2. Introduction to Financial Planning by Indian Institute of Banking and Finance. 4th edition, January 2017
3. Personal finance management-Malhotra, Anup-Global Vision publishing house, new Delhi-2009.
4. Contemporary personal finance- Boone Louis & Kurtz David.L, Ra New Delhiom house business division, New Delhi.
5. Guide to personal finance-Stillman Richard J, Tata Mc Graw- Hill Publishing Co.Pvt. Ltd- New Delhi.

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

SBAB7006	FINANCIAL LEADERSHIP AND STRATEGIC THINKING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To impart knowledge on the traits of an effective financial leader.
- To familiar with the best financing strategies.
- To provide the best qualities of an effective financial leader.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to basic concepts of financial leadership – Definition- Traits of an effective financial leader – Financial Manager Vs Financial Leader - Role of the financial leader/ manager - The finance decision – Concept of Value – Value Determinants - Risk-return trade-off.

UNIT 2 CHIEF FINANCIAL OFFICER

9 Hrs.

Chief Financial Officer- Definition - CFO's place in the corporation - Role of CFO as a strategist, leader and advisor - Specific CFO responsibilities - Personal attributes of a successful CFO- Skills required for CFO success.

UNIT 3 FINANCIAL STRATEGY

9 Hrs.

Financial strategy - The Purpose and Goals of the Firm - Competitive Strategy - Role of Financial Strategy in Business Success - Strategic Analysis and Strategy Development: Tools - Financial Planning: Budgeting and Beyond – Financial planning process -Types of financial plan - Best financing strategies – Financing from within- Holding optimum level of current assets and current liabilities – Optimal Cash balance- Optimal Receivables – Optimal Inventory – Optimal payables.

UNIT 4 BUILDING AND DEVELOPING FINANCE TEAM

9 Hrs.

Building and developing finance team - Elements of a great finance team – The cost of a great finance team – Developing finance teams – Methods to develop finance teams – CFO succession.

UNIT 5 BUSINESS REPOSITIONING

9 Hrs.

Business repositioning using strategic financial analysis- The Critical most financial number - Analysis of profitability – Product/Territory/SBU/Customer – Segment Profitability –Sector and Organisation specific key success factors – Inspirational and humble leadership.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1** - Understand the best qualities of an effective financial leader.
- CO2** – Examine the role of Chief Financial Officer in a corporation.
- CO3** - Discuss and develop best financing strategies for companies.
- CO4** – Apply the methods to develop finance teams.
- CO5** – Analyze the strategic financial analysis in repositioning of a corporation.
- CO6** – Build competitive strategies for sustainable growth and development of CFO succession.

TEXT / REFERENCE BOOKS

1. Daft, R.L. (2018). Leadership Experience, 7th edition, Cengage Learning.
2. Northhouse, P. G. (2021). Leadership: Theory and practice, 8th Edition . Sage Publications
3. Samuel Dergel (2014). Guide to CFO success: Leadership strategies for corporate financial professionals.
4. Yukl, G., Gardner, W.L., & Uppal, N. (2019). Leadership in organizations, 9th Edition. Pearson.
5. Dubrin, A.J. (2016). Leadership, Research findings, Practice and skills, 8th Edition. Cengage Learning.

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

SBAB7007	INFRASTRUCTURE FINANCE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of Infrastructure finance
- To enable the students to prepare business proposals
- To enable the students to evaluate the Project feasibility

UNIT 1 INTRODUCTION

9 Hrs.

Infrastructure – Classification – Importance – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

UNIT 2 PROJECT FEASIBILITY

9 Hrs.

Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT 3 PROJECT EVALUATION

9 Hrs.

Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

UNIT 4 DEVELOPMENT OF PROJECT PLAN

9 HRS.

Developing a Project Plan - Developing the Project Network – Constructing a Project Network (Problems) – PERT – CPM – Crashing of Project Network (Problems - Case Study) – Resource Leveling and Resource Allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – Control Issues – Project Audits – the Project Audit Process – project closure – team, team member and project manager evaluations.

UNIT 5 MANAGING PROJECT

9 Hrs.

Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Describe the nature of Infrastructure finance.
- CO2 - Describe the project feasibility
- CO3 - Investigate the need of Infrastructure Management
- CO4 - Provide the direction for project evaluation.
- CO5 - Build the project plan.
- CO6 - Analyze the project plan

TEXT / REFERENCE BOOKS

1. Gopala Krishnamurthy, INFRASTRUCTURE FINANCING, SBS Publisher Ltd, Delhi.
2. Panneerselvam & senthilkumar, PROJECT MANAGEMENT, PHI, Delhi, 2009
3. Kamaraju Ramakrishna, ESSENTIALS OF PROJECT MANAGEMENT, PHI, Delhi, 2010
4. Arun Kanda, PROJECT MANAGEMENT, PHI, Delhi, 2011
5. Veera Thakur and Raj Kumar Singh, PROJECT MANAGEMENT, Thakur Publication Pvt.LTD, Lucknow, 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

SBAB7008	DIGITAL FINANCE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand concept of digital finance
- To understand the evolution finance and its various forms
- To learn the real time application in business and day to day life.

UNIT 1 INTRODUCTION TO FIN-TECH

9 Hrs.

Concept of Fin-Tech –Technology and its use in Finance – FinTech Evolution 1.0 - Infrastructures 2.0 - Banks 3.0 and 3.5 - Start-up and emerging markets – Advantages – Limitations – Typology – Opportunity and Challenges - Regulations – FinTech and Funds –Crowdfunding

UNIT 2 DIGITALIZATION OF THE PAYMENT SYSTEM

9 Hrs.

Historical evolution –Attributes of payment system –Banks as guarantors of the payment system –New entrants and new payment models: risks for the banking system –Security and taxation issues –Regulatory response: PSD2 (Second Payment Services Directive) and the SEPA (Single European Payment Area) – Unified Payments Interface (UPI)

UNIT 3 BITCOIN AND BLOCKCHAINS

9 Hrs.

Economic functions of currency –Problems with issuer's credibility –Bitcoin as currency –Blockchain as a registration mechanism –Integration of bitcoin and blockchain and its challenges –Alternative uses of blockchain technology in the economy and difficulties in its implementation –Use of bitcoin in money laundering –Regulatory challenges and debate.

UNIT 4 FINTECH, BIG DATA ANALYTICS

9 Hrs.

Role and importance of data –Uses in traditional credit decisions –new financial business models – Redesigning better Financial Infrastructure –Role of Big data and machine learning in financing decisions – Digital identity –Smart accounts –customized financial products –risk management and fraud prevention – Challenges of data regulation –Risk of breach

UNIT 5 DIGITAL SECURITY

9 Hrs.

Concept of Security- Digital Security- Importance- Data breach- Challenges of ensuring Confidentiality – Integrity –Availability –Systemic risk in the economy - Regulations on cybersecurity in India and other developed economy.

Course Outcomes

Max. 45 Hrs.

On completion of the course, student will be able to

- CO1 -Define the importance of digital finance.
- CO2 -Understand fundamental of digital finance
- CO3 -Explain functional mechanism of bitcoin and blockchain
- CO4 -Comprehend idea on distinguish digital governance and transform finance processes including R2R, O2C, P2C, FP&A, Risk and Corporate Finance
- CO5 -Evaluate importance of digital security
- CO6 - Plan and strategic use of Data, Automation, Cloud & Cybersecurity

TEXT / REFERENCE BOOKS

1. Next Civilization: Digital Democracy and Socio-Ecological Finance - How to Avoid Dystopia and Upgrade Society by Digital Means, (2021), Dirk Helbing, Springer
2. Big Data and Artificial Intelligence in Digital Finance, (2022), John Soldatos, Dimosthenis Kyriazis
3. The Future of Money: How the Digital Revolution Is Transforming Currencies and Finance, (2021), Eswar S. Prasad, The Belknap Press of Harvard University Press
4. Bank 4.0: Banking Everywhere, Never at a Bank, (2018), Brett King, Wiley
5. Tasca, P., Aste, T., Pelizzon, L., & Perony, N. (2016). Banking Beyond Banks and Money : A Guide to Banking Services in the Twenty-First Century. [Cham]: Springer.

SBAB7009	BUSINESS VALUATION	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To learn methods of Business Evaluation.
- To demonstrate the macro-economic factors influencing valuation.
- To enhance students' ability to analyze and report financial data through hands-on approaches.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to the valuation- Purpose of Valuation – Concepts of Valuation - Types of Value - Introduction to the main valuation methodologies and approaches, Income based approach, Market based approach, Asset based approach and their uses, advantages and disadvantages – Principles and techniques of Valuation – Business valuation and efficient markets.

UNIT 2 INDUSTRY ANALYSIS

9 Hrs.

Introduction to industry analysis for the purpose of valuation – Industry specific parameters – Macro economic factors influencing industry – Sector wise ratio analysis - The background of Porters five forces – The industry life cycle – Value drivers – Key trends in the industry.

UNIT 3 VALUATION MODELS

9 Hrs.

Introduction to Valuation models- Understanding the business model - Discounted Cash flow valuation- Relative Valuation-Free Cash flow Valuation- Valuation of firm- Contingent claim valuation – Business valuation methods - Market Valuation; Economic Value-Added Approach; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation.

UNIT 4 VALUATION OF SHARES

9 Hrs.

Introduction to Valuation of Shares – Estimating equity value per share – Models for the valuation of the shares- Asset based valuation models – Net book value basis – Net realisable value basis – Net replacement cost basis – Income based valuation models – Price/Earnings ratio method – Earnings yield method– Concept of Free cash flow to firm and free cash flow to equity and financial statements forecasting.

Unit 5 MERGERS AND ACQUISITIONS

9 Hrs.

Basics of Merger and Acquisition- Concept of value in case of merger and acquisition- Approaches to Valuation – Estimating discount rate after merger – Adjustments made while computing free cash flows- Share holder value analysis – Valuing synergy.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1** - Understand the basic concepts of Business Valuation.
CO2 – Analyze industry specific analysis for the purpose of valuation.
CO3 - Examine important aspects of business valuation models.
CO4 – Evaluate the various methods used for valuing shares.
CO5 – Estimate value of company for mergers and acquisition.
CO6 – Discuss the macro-economic factors determining valuation

TEXT / REFERENCE BOOKS

1. Damodaran Aswath Investment valuation “tools and techniques for determining the value of any asset Wiley India (P) Ltd.2012. 3rd Edition
2. Graham, B. and D.L. Dodd. (2009). Security Analysis: Principles and Technique. New York: McGraw Hill Companies, Inc.
3. Tim koller, Marc goedhart, David wessels (2010). Measuring and managing the value of companies (5th ed.).
4. Palepu, G., & Healy, M. P. (2015). Business Analysis and Valuation Using Financial Statements (5th ed.). New Delhi: Cengage Learning.
5. Z. Christopher Mercer, Travis W. Harms (2020) Business Valuation: An integrated theory (3rd ed.).

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

SBAB7010	FOREX AND CRYPTO MARKETS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course objectives

- To create an understanding on foreign exchange Management in India.
- To understand how the foreign Exchange Market operates.
- To explain techniques that can be used to hedge foreign exchange risk.

Unit 1 INTRODUCTION TO FINANCIAL MARKETS

9 Hrs.

International monetary system, WTO, International financial markets – Equity, bond, Eurocurrency, Currency, Bit coins, Foreign exchange reserve, Balance Of Payments, Balance Of Trade, Agreements relating to Financial Transactions, FDI, FII, Government policies regarding FII and FDI, Global business environment.

Unit 2 FOREX strategy

9 Hrs.

Introduction, Fundamental analysis, Technical analysis, support and resistance trading, Market indicators, breakout strategy, strategy development, FOREX strategies, Trade Management Decision Analysis, Foreign exchange quotations, Factors influencing foreign exchange rates.

Unit 3 International FUNDING

9 Hrs.

International source of finance, Long Term International Capital Markets, Foreign Bond Market, Foreign Banks, Euro Market, World Bank, IMF, Short term Capital Markets, banker's acceptance, discounting, factoring, forfaiting, EXIM bank of India.

Unit 4 Derivatives AND HEDGING

9 Hrs.

Derivatives, principles and regulatory framework in India, Forwards and Future contracts, speculations, Hedging and arbitrage by using future contracts, option contracts, Payoffs of call option and Put option contracts, Put-call Parity, option trading strategy - Swaps and Swap Options, Credit Derivatives - interest rate derivatives.

Unit 5 Risk Management

9 Hrs.

Foreign Exchange Risk Management - Transaction Exposure, Operating Exposure, Measuring and managing economic exposure – Country Risk – Country Risk Evaluation.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand the fundamentals of FOREX Markets.

CO2 - Illustrate the principles of Currency valuation.

CO3 - Identify the various FOREX strategies.

CO4 - Evaluate different financing methods.

CO5 - Interpret the regulatory framework of financial markets.

CO6 - Apply various techniques to hedge foreign exchange risk.

TEXT / REFERENCE BOOKS

1. IM Pandey, Financial Management, Vikas Publishing House Ltd, 2014.
2. Financial Market and Services, E. Gordon and K. Natrajan, Himalaya Publishing House, 2023.
3. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi, 2004.
4. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi, 2020.
5. David Uchiha, Forex and Crypto Currency, Tyler Macdonald, 2021.

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

SBAB7011	CONSUMER BEHAVIOUR	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- Discover how consumer insights inform managerial decision making about both strategic and tactical matters.
- Learn the basic analytic frameworks and concepts that managers use to better understand their customers, as well as broader marketplace behaviours and consumption trends.
- Understand the strengths and limitations of specific, often competing theories for interpreting particular consumer issues.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to consumer Behavior – Concept and Need - Diversity of consumer behavior - Evolution of CB in Marketing Analysis & Strategy -Factors influencing consumer buying behaviour, consumer buying process – Consumer Involvement Theory – Applications of Consumer Behaviour in Marketing.

UNIT 2 CONSUMER BEHAVIOUR MODELS

9 Hrs.

The economic model - Learning model- psychoanalytic model - The sociological model- The Howard Sheth model of buying behavior - The Nicosia model- The Engel -Kollat-Blackwell Model - Qualitative Tools for consumer Analysis – Misunderstanding Consumers- Motivation- Needs And goals- The Dynamic Characteristic of Motivation.

UNIT 3 CONSUMER ETHNOGRAPHY

9 Hrs.

Consumer Ethnography – Perception: Thresholds of perception, subliminal perception, Perceptual process dynamics. Consumer imagery - Learning theories: Conditioning theories, Cognitive learning theories. Attitude: Attribution theory and Cognitive dissonance. Culture: Values and beliefs, Rituals, Customs, Tradition, Symbol and influence in consumption. Consumer Socialization. Subcultures and Cross Cultural issues in marketing

UNIT 4 SOCIAL STRATIFICATION

9 Hrs.

Influence of Social class - Social stratification -factors responsible for social stratification - Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups- Reasons For formation of group -Types of Groups relevant to consumer behavior - Family life cycle Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group.

UNIT 5 GLOBAL CONSUMER BEHAVIOUR

9 Hrs.

The Global Consumer Behavior and Online buying behavior - Consumer buying habits and perceptions of emerging nonstore 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 - Identify the major influences in consumer behaviour

- CO2 - Distinguish between different consumer behaviour influences and their relationships
CO3 - Establish the relevance of consumer behaviour theories and concepts to marketing decisions
CO4 - Implement appropriate combinations of theories and concepts
CO5 - Recognise social and ethical implications of marketing actions on consumer behaviour
CO6 - Use most appropriate techniques to apply market solutions

TEXT / REFERENCE BOOKS

1. Schiffman, L.G and Kumar: Consumer Behaviour, Pearson, 11/e, 2015
2. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, 4e, 2016
3. S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts & Cases), Pearson,2017
4. Suja R Nair, Consumer Behaviour and Marketing Research, HPH, 2e, 2015
5. Michael R.Solomon Consumer Behaviour: Buying, Having, & Being, Pearson, 12e,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

SBAB7012	DIGITAL MARKETING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To develop digital marketing strategies by setting up their own marketing framework of business goals.
- To examine the basics of a search engine marketing strategy
- To develop an email and sending strategy that adheres to email compliance best practices

UNIT 1 INTRODUCTION TO DIGITAL MARKETING

9 Hrs.

Basic of Online Marketing, Importance Of Digital Marketing, Traditional Vs. Digital Marketing, Types of Digital Marketing, Search Engine Basics, Basic terms used in internet marketing, Effective platforms for promotions, Structure of Online Marketing.

UNIT 2 WEBSITE INTRODUCTION & CREATION

9 Hrs.

Understanding the web and its functioning, Understanding need of website, Choosing Great Domains, Creating a professional and elegant website on wordpress, Webmaster Tools - Adding site and verification, Setting Geo-target location, Search queries analysis, Filtering search queries, External Links report.

UNIT 3 SEARCH ENGINE OPTIMIZATION AND SOCIAL MEDIA OPTIMIZATION (SMO)

9 Hrs.

Introduction to SEO, SEO Fundamentals & Concepts, Understanding The SERP, On-Page SEO, Off-Page SEO, Link Building , Tools for SEO, Understanding Google Algorithm, SEO Site Audit, Social Media Optimization - Introduction To Social Media Networks, Types Of Social Media Websites, Social Media Optimization Concepts, Image Optimization

UNIT 4 EMAIL MARKETING AND VIRAL MARKETING

9 Hrs.

Introduction to Email Marketing, Creating newsletter for Emails, Increasing open rate of Emails, Sending Bulk Emails, Using auto responder, Email Marketing Tools, Viral marketing- Understanding About Trends, Searching Trends, Creating Content to go viral.

UNIT 5 ECOMMERCE MARKETING AND CONTENT MARKETING

9 Hrs.

Introduction Ecommerce Marketing, Ecommerce website SEO, Ecommerce sales through facebook, Creating Google Shopping Ads for Ecommerce Website, Effective strategy plan for Ecommerce website. Understanding Content Marketing, Content Ideas, Content Creation for social media, Creating Content for Website.

45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the basic terms of digital marketing.
- CO2 - Develop a digital marketing plan that will address common marketing challenges
- CO3 - Articulate the value of integrated marketing campaigns across SEO, Paid Search, Mobile, Email, Display Media.
- CO4 - Analyze manage digital assets on Social Media Platforms
- CO5 - Understand the viral marketing and current searching trends.
- CO6 - Develop an effective strategic plan for Ecommerce website

TEXT / REFERENCE BOOKS

1. Charlesworth, Alan. *Digital marketing: A practical approach*. Routledge, 2014.
2. Puthussery, Antony. "Digital marketing: an overview." (2020).
3. Fundamentals of Digital Marketing by Punit Singh Bhatia, Pearson
4. Digital Marketing by Seema Gupta, McGraw Hill Education.

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**

SBAB7013	MARKETING ANALYTICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources
- Know how to use marketing analytics to develop predictive marketing dashboard for organization
- Analyse data and develop insights from it to address strategic marketing challenges.

UNIT 1 INTRODUCTION TO MARKETING ANALYTICS

9 Hrs.

Meaning, characteristics, Objectives, advantages and disadvantages of marketing analytics, Primary and Secondary market Data Sources. Market Sizing: Stakeholders, Applications, Top-down and Bottom-up approaches, Porter Five Force Analysis, PESTLE Market Analysis.

UNIT 2 PRODUCT & PRICING ANALYTICS

9 Hrs.

Product Design, Deciding the attributes of a product, Test Marketing, Demand Forecasting, Pricing Policy and Objectives, Optimize Pricing, Incorporating, Complementary Products, Pricing using Subjective Demand Curve, Pricing Multiple Products, Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Price Skimming & Sales, Discounted Pricing.

UNIT 3 PLACE ANALYTICS & SALES FORECASTING

9 Hrs.

Introduction, Designing Retail Outlet, Online Product Assortment, Allocating Retail Space and Sales Resources, Catalog/Email Marketing, Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling trend, seasonality; Conjoint analysis, steps in Conjoint analysis, Uses of Conjoint analysis.

UNIT 4 CUSTOMER ANALYTICS

9 Hrs.

Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business Market Segmentation : The segmentation-targeting-positioning (STP) framework, Market Segmentation, The concept of segmentation, Importance of segmentation, managing the segmentation process, Targeting, The concept of Positioning.

UNIT 5 - PROMOTION ANALYTICS

9 Hrs.

Media Selection, Google AdWords Bid and CPC, Viral Marketing, Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC) Online Advertising

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- C01** - Understand the fundamental of marketing analytics
- C02** - Determine and react to the objectives set for marketing analytics projects
- C03** - Identify the type of analyses that will best help achieve the objectives
- C04** - Understand how to manage and execute marketing analytics projects
- C05** - Determine how to best analyze diverse types of data
- C06** - Learn how to turn statistical findings into marketing information that gets attention.

TEXT / REFERENCE BOOKS

1. Winston, Wayne L. Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons, 2014.
2. Grigsby, Mike. Marketing analytics: A practical guide to real marketing science. Kogan Page Publishers, 2015.
3. Sorger, Stephan. Marketing analytics: strategic models and metrics. San Bernadino, CA: Admiral Press, 2013.

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

SBAB7014	ADVERTISING MANAGEMENT	L	T	P	EL	Cred its	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVE

- To provide an understanding on basic concepts of Advertising and Sales promotion.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns
- To enhance knowledge on the sale promotions tools in business organizations.

UNIT 1 Introduction

9

Hrs.

Advertising – Introduction- Need –importance –features -Evolution- Process of advertising management. Types of advertising. AIDA Model, Role of Advertising in society. Advertising and Brand Building. Integrated Marketing Communications – Meaning- Importance - Tools of Integrated Marketing Communications -Steps in framing Integrated Marketing Communications- Impact of Social Media on Advertising.

UNIT 2 - Ad copy creation and Media planning

9 Hrs.

Ad-Copy-characteristics of good copy, Ad copy development- Layout of an Ad-copy, Advertising Themes, Advertising appeals, USP and Advertisement, Media planning- types of media- steps in media- media mix-media vehicle choice. Media research-role of media research- Audit Bureau of Circulation(ABC)-Television Rating points (TRPS)- National Readership Survey (NRS), Business Readership Survey. (BRS)-Advertising Agency.

UNIT 3: Advertising Effectiveness and Control

9

Hrs.

Advertising Budgets –approaches to ad budgets- types of ad budgets. Advertising agencies - Role – functions-types – steps in setting an ad-agency - Client servicing, Market plan of the client, agency finances, setting up of an agency- Growing the agency. Advertising effectiveness- Pre & Post testing techniques.

UNIT 4: Ethics in Advertising and Regulatory bodies

9 Hrs.

Ethics in Advertising-Regulatory bodies that impact the advertising industry - Controversial Advertising- Economic and Social relevance of advertisements - Advertising research & analysis., - Legal environment, laws that affect advertising in India. Unfair trade practices

UNIT 5: Sales Promotion

9 Hrs.

Sales promotion - Importance –Nature- Sales promotional strategies - Sales promotional tools- Consumer sales promotion- trade sales promotion- sales force oriented sales promotion tools- Ethics in sales promotion -.

Max. 45 Hrs.

COURSE OUTCOMES

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

TEXT / REFERENCE BOOKS

1. Belch, Advertising Excellence, 7th Edition, Tata McGraw Hill Inc, 2009.
2. Chunnawalla Kumar, Sethia, Subramanian, Suchak, Advertising Management, 5ThEdition, Himalaya Publishing House, 2007.
3. Christopher Lovelock, Service Marketing, 5th Edition, Pearson Education, 2009.
4. Rathor.B.S, Advertising & Personal Selling, 1st Edition, Himalaya Publishing House, 2008.
5. Valarie A.Zeithmal & Mary Bitner, Service Marketing, 5th Edition, Tata McGraw Hill, 2008.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

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

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

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

Exam Duration: 3 Hrs.

30 Marks

50 Marks

20 Marks

SBAB7015	B2B MARKETING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understanding business-to-business markets which involves planning, conception, product management, pricing, promotion, distribution, and sales of products from one firm to another firm.
- To understand the marketing strategy and segmentation in business market
- To identify the current trend and changes in Business Marketing

UNIT 1 INTRODUCTION TO B2B MARKETING

9 Hrs.

Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers.

UNIT 2 BUYER BEHAVIOUR AND ORGANIZATIONAL MARKETS

9 Hrs.

Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets- Government as a customer - Commercial enterprises - Commercial and institutional customers

UNIT 3 B2B MARKETING STRATEGY

9 Hrs.

Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

UNIT 4 B2B MARKETING STP AND PRODUCT STRATEGY

9 Hrs.

Market Segmentation, basic framework of segmentation, choosing target segments and positioning- Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM, Product strategy- Product policy, Industrial product strategy, Product support strategy.

UNIT 5 - BUSINESS MARKETING COMMUNICATIONS

9 Hrs.

B2B Advertising, Digital marketing,- Trade shows, exhibitions, business meets - Managing the sales force - Business marketing channels and participants - Channel design and management decisions -B2B logistics management, Market project management - Characteristics of project management, Competitive bidding for projects, PPP Projects.

COURSE OUTCOMES

On completion of the course, student will be able to

- C01 - Describe the applications, challenges and the dynamic environment of B2B marketing,
- C02 - Design strategies and structures to effectively serve the B2B market.
- C03 - Apply a systematic approach to problem solving and decision making in business marketing organizations
- C04 - Develop a business marketing plan for a real local company that mainly targets business customers.
- C05 - Familiarize with the business marketing channels (Direct and Indirect Channels)
- C06 - Understand the role of B2B branding, Brand dimension and branding strategy

TEXT / REFERENCE BOOKS

1. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
2. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, BusinessMarket Management (B2B): Understanding, Creating, and Delivering Value, Pearson2010, 3rd ed.
3. Robert Vitale, WaldemarPfoertsch, Joseph Giglierano, Business to Business,Marketing, Pearson 2011
4. Krishna K Havaladar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

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**

SBAB7016	BRAND MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the effective integrated communication strategies, crucial brand management metrics and brand positioning
- Learn key aspects of brand portfolio management.
- Make the students understand the Global Perspective on Branding Strategies.

UNIT 1 INTRODUCTION TO BRAND

9 Hrs.

Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Creating Brand Experiences - Brand Equity Concept – Brand Equity Models BRAND POSITIONING – Brand Building: Process – Strategies

UNIT 2 BRAND IDENTITY

9 Hrs.

The Brand Identity System: Brand Identity – Brand Identity Traps – Four Brand Identity Perspectives – Identity Structure – Brand Positioning – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference.

UNIT 3 BRAND IMAGE

9 Hrs.

Elements of Brand Image – Importance of Brand Image – Factors affecting Brand Image - Image Dimensions, Brand Associations & Image. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

UNIT 4 BRAND VALUATION

9 Hrs.

Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

UNIT 5 BRANDING IN PRACTICE

9 Hrs.

Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand the concept of Brands and Brand Building

CO2 – Illustrate Brand Identity and Brand Positioning

CO3 – Analyze the importance of Brand Image, Brand Audits and Loyalty

CO4 – Evaluate the various methods of Brand Valuation importance and benefits of green marketing

CO5 – Analyze global perspective on branding strategies

CO6 – Build brand image, brand audit and loyalty of organization

TEXT / REFERENCE BOOKS

1. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2 nd Edition, John Wiley and Sons, 2012.
2. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
3. Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
4. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
5. Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

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

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

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

Exam Duration: 3 Hrs.

30 Marks

50 Marks

20 Marks

SBAB7017	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand strategic framework of CRM.
- To familiarize with different CRM technology solutions.
- To identify the appropriate CRM strategy for enhancing revenue management.

UNIT 1 INTRODUCTION

9 Hrs.

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT 2 CRM IN MARKETING

9 Hrs.

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Acquisition & Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement - Customer Equity and Customer Metrics, calculating Customer Lifetime value and Customer Equity.

UNIT 3 SALESFORCE AUTOMATION

9 Hrs.

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT 4 ANALYTICAL CRM

9 Hrs.

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts – Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT 5 CRM IMPLEMENTATION

9 Hrs.

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities – Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team – Scoping and prioritizing - Development and delivery – Measurement.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand the key concepts, technologies of CRM

CO2 - Measure the customer equity and the importance

CO3 - Analyse the strategic framework for CRM integration in the existing functions of the organizations.

CO4 - Implement CRM techniques.

CO5 - Create a loyalty model for retention of the customers

CO6 - Design customer relationship management strategies for sustainability of the Organizations.

TEXT / REFERENCE BOOKS

1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2018
2. Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2016
3. Dilip Soman & Sara N-Marandi, "Managing Customer Value" 1st edition, 2017, Cambridge.
4. Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education
5. Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 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

SBAB7018	NEGOTIATION AND SALES MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To acquire knowledge on the skills and competencies required to be an effective sales person
- To perform sales effectively and manage their respective territories
- To understand and appreciate what it takes to be a good negotiator

UNIT 1 FOUNDATIONS OF NEGOTIATION AND DISPUTE RESOLUTION

9 Hrs.

Introduction - Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation – Dispute Resolution

UNIT 2 NEGOTIATION PROCESSES

9 Hrs.

Distributive Negotiations - Integrative Negotiations - Conflict and Dispute Resolution - Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator

UNIT 3 INTERPERSONAL/CONTEXTUAL CHARACTERISTICS

9 Hrs.

Understanding Yourself and How that Impacts Negotiation - Communication in Negotiation - The Role and Importance of Persuasion in Negotiation - The Nature of the Relationship in Negotiating and Resolving Disputes - International Negotiations - Team and Multi Negotiations - Party Negotiations.

UNIT 4 NEGOTIATION AND DISPUTE RESOLUTION APPLICATIONS

9 Hrs.

Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement - Negotiating the Purchase or Sale Products - Real Estate Negotiations: Commercial and Residential - Negotiating Your Future.

UNIT 5 SALES MANAGEMENT

9 Hrs.

Introduction to Selling - Motivations to Buying - Retail Selling & Industrial selling - Territory Management & Control - Traits of a Successful Salesperson

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Manage conflict in the negotiation process.
- CO2 - Understand the advantages and limitations of various negotiation strategies.
- CO3 - Develop relationship in resolving disputes.
- CO4 - Apply different negotiation models in organization disputes strategy.
- CO5 - Apply Selling strategies to be a successful salesperson.
- CO6 - Apply proper sales management strategies in the organization.

TEXT / REFERENCE BOOKS

1. Negotiation and Dispute Resolution Beverly DeMarr and Suzanne De Janasz Prentice Hal.
2. Essentials of Negotiation, 5th Edition, Roy J Lewicki, Bruce Barry, and David M Saunders McGraw Hill.
3. Managing conflict and negotiation, BD Singh, Excel books.
4. Sales Management: Concepts and Cases, William L Cron, Thomas Decarlo. Wiley India.

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

SBAB7019	GREEN MARKETING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To make the student understand the concept of Green Marketing and Green Products
- To learn how to implement and appraise green marketing activities.
- To understand global perspective on Green Marketing

UNIT 1 INTRODUCTION TO GREEN MARKETING AND GREEN PRODUCTS

9 Hrs.

Green Product - Green Marketing - Evolution of Green Marketing - Importance of green marketing - Benefits of Green Marketing- Rethinking marketing: Shifting to a greener paradigm - Greening the "marketing mix" – Strategies for stimulating environmentally preferable products and services - Designing and marketing greener products.

UNIT 2 GREEN MARKETING CONCEPTS

9 Hrs.

Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

UNIT 3 GREEN MARKETING INITIATIVES

9 Hrs.

Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITC's Paperkraft – Maruti's Green Supply Chain – ONGC's Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco-friendly handsets- Wipro Infotech's Eco-friendly computer peripherals

UNIT 4 ENVIRONMENTAL CONSCIOUSNESS

9 Hrs.

Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

UNIT 5 A GLOBAL PERSPECTIVE ON GREENING MARKETING PRACTICE

9 Hrs.

Corporate environmentalism and the greening of strategic marketing - Reviewing corporate environmental strategy - Eco-innovation: Rethinking future business products and services - Green Alliances: Environmental groups as strategic bridges to other stakeholders - Greening the brand: Environmental marketing strategies - Green strategies in developed and developing economies.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Broader understating of Green Marketing and its significance
- CO2 – Understand concepts of Green Marketing and Increase the consciousness about Green Products
- CO3 – Understanding of various companies Green Marketing Initiatives
- CO4 – Analyse the importance and benefits of green marketing

CO5 – Analyse green strategies in developed and developing economies

CO6 – Understand the Environmental Groups as strategic bridges to other stakeholders

TEXT / REFERENCE BOOKS

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.
3. Greener Marketing - A Global Perspective on Greening Marketing Practice By Martin Charter, Michael Jay Polonsky
4. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993.
5. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 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

SBAB7020	SERVICE MARKETING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide an understanding of “Service” and the concepts and functions involved in marketing of service.
- To acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.
- To familiarize with the special characteristics of services relevant for marketing

UNIT 1 SERVICE AS MARKETING ENTITY

9 Hrs.

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy Service as marketing entity: characteristics and strategy implications, service dominant Logic Types of services: insurance, banking, air transportation, courier, education etc.

UNIT 2 MARKETING MIX

9 Hrs.

Marketing mix: concept of value and value drivers, extended framework Relationship building: relationship marketing, bonding and life time value Service encounter: moment of truth, service types and service encounter, service encounter classification Service innovation: through encounter and system modification

UNIT 3 SERVICE SYSTEM

9 Hrs.

Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization

UNIT 4 SERVICE MARKETING STRATEGY

9 Hrs.

Service buying behaviour; difference in perspective, risk analysis, decision process Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

UNIT 5 SERVICE QUALITY

9 Hrs.

Service quality: concept, technical and functional quality, service quality models and measurement and implementation Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Appreciation of differences between goods and services marketing

CO2 - Understanding the process by which value is created in service businesses

CO3 - Learning and mapping of consumer response to service buying situations

CO4 - Understanding quality concept, measurement and implementation processes in services
CO5 - Appreciation of differences in marketing issues like demand management and advertising
CO6 - Apply the concepts of services marketing in promoting services

TEXT / REFERENCE BOOKS

1. Gronroos, C. (2017). Service management and marketing: Customer Management in service competition (3rd ed.). New Delhi: Wiley India.
2. Hoffman, K. D., & Bateson, J. E. G. (2016). Marketing of services: Concepts strategies and cases. USA: Cengage Learning.
3. Ravi Shanker, ServicesMarketing: The Indian Perspective, Excel Books, New Delhi,2018
4. Rajendra Nargundkar, Services Marketing: Text & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2018
5. Zeithaml, V., Gremler, D., Bitner, M. J., &Pandit, A. (2018). Services marketing:integrating customer focus across the firm (6th ed.). New Delhi: McGraw Hill.

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

SBAB7021	LABOR LEGISLATIONS AND INDUSTRIAL RELATIONS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To enable students to understand the Need for industrial peace and the concepts.
- To make the students to familiarize the legal frame work governing the Human Resources within which the industries function
- To enable the students to understand the importance and ideology of legal structure prevailing in India.

UNIT 1 INDUSTRIAL RELATIONS (IR)

9 Hrs.

Industrial Relations (IR): Concepts, Importance of Industrial Relations. Nature & Scope of Industrial Relations, Evolution of IR, The Management, The Government, factors affecting Industrial Relations. Characteristics, contributing Disciplines, application of Psychology & Economics to industrial relations, Technology and IR , importance and means to improve, Factors affecting employee stability.

UNIT 2 LABOUR LAWS

9 Hrs.

Factories Act 1948, Maternity Act 1961, Contract Labour Act 1970, The Industrial Disputes Act 1947, wage machinery, objectives of a wage policy, dearness allowances, fringe benefits, wage differentials. Wage administration, bonus, and managerial pay trends.

UNIT 3 SETTLEMENT OF DISPUTES

9 Hrs.

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

UNIT 4 TRADE UNIONS

9 Hrs.

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

UNIT 5 ILO

9 Hrs.

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

*Case study is Mandatory.

Max. 45 Hrs.

Course Outcomes

On completion of the course, student will be able to

CO1 - Elaborate the concept of Industrial Relations.

- CO2 - Summaries the important provisions of factories act disputes act.
CO3 - Understand industrial disputes and settlement procedures.
CO4 - Identity the role of trade union in industrial setup.
CO5 - Evaluate the important provisions of social security legislations
CO6 - Apply the different machinery to settle down the disputes

TEXT / REFERENCE BOOKS

1. **S.N. Misra, Labour & Industrial Laws, 29th Edition , Reprinted 2021**
2. **Taxmaan, Industrial Relation& Labour Laws for Managers, Parul Gupta Edition 2023.**
3. **P.C. Malik, Handbook of Labour and Industrial Law, S.C.C Editorial, 20th Edition 2023.**
4. **S.C. Srivastava, Industrial Relations and Labour Laws, Vikas Publications, Editions 2022.**
5. **P.C. Tripathi, C.B. Gupta, N.D. Kapoor, Industrial Relations & Labour Laws, Sultan Chand, 2020**

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

SBAB7022	TALENT ACQUISITION AND DEPLOYMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To assess the human resource requirement of an enterprise and human potential at work
- To Acquire skills in imparting training needs identified
- To workout strategies in retaining the human resources in a knowledge based work environment.

UNIT 1 Introduction to Talent Management

9 Hrs

Introduction to Talent Management: Concept, Meaning & Objectives, Role of Talent Management in building Sustainable Competitive Advantage to a firm; **Key Process of Talent Management:** Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Consequences of Failure in Managing Talent, **Identifying and Assessing High-Potential Talent:** Current Organizational Practices-Case studies.

UNIT 2 Talent Acquisition

9 Hrs

Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing job Description & Job Specification, Attracting and Recruiting the best Talents, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. **HR Planning for Talent Management:** Process (using MS-Excel and quantitative tools), Evaluation of factors affecting HR Planning, Strategic view of Recruitment & Selection. Case studies.

UNIT 3 Recruitment and Selection Process

9 Hrs

Recruitment and Selection Process: Introduction, Sources of Recruitment, Use of Assessment Centers, Selection Errors & Minimising Selection Errors, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Formulating a recruitment strategy for senior level executives. **Employee Engagement:** Process and outcomes of Employee Engagement, Ways of Achieving Employee Engagement; Talent Development: Need Analysis, Knowledge Management, Competency Development and Developing Leadership Talent. Case studies.

UNIT 4 Employee Retention

9 Hrs

Employee Retention: Comprehensive approach to Employee Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal; **Strategic Compensation plan for Talent Engagement:** Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Career and Succession Planning. Case Studies.

UNIT 5 Emerging Trends in HR

9 Hrs

Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary Talent Management Issues and Challenges. Case studies.

Max. 45 Hrs.

Course Outcomes

On completion of the course, student will be able to

- CO1 – Understand the concept of attraction, acquisition, and retention of talent in organizations.
- CO2 – Understand talent management and its linkage with organizational strategy and other HR practices.
- CO3 – Apply the knowledge on acquiring and retaining the talent in the organization.
- CO4 - Develop potential talent to fulfil the present and future need of the organization.
- CO5 – Evaluate the negotiation problems that managers may face in decision-making processes.
- CO6 – Apply various methods of talent acquisition and deployment in the organization.

TEXT / REFERENCE BOOKS

1. Lance A. Berger, Dorothy R. Berger, **The Talent Management Hand Book**, Published by McGraw 2018
2. Gowri Joshi, Veena Vohra, **Talent Management**, Published by Cengage Learning India 2018.
3. Sultan Kermally, **Developing and Managing Talent**, Published by Viva Books P Ltd,
4. Dessler Gary, Varkkey Biju, **Fundamentals of Human Resource Management**, Pearson Publication, 14th Edition 2017

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

SBAB7023	HR METRICS AND ANALYTICS	L	T	P	EL	Cre dits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide knowledge on the importance of using data-based reasoning to support HR decisions.
- To familiarize decisions about HR initiatives using data-based reasoning and analysis.
- To acquaint the learners on the quantitative analyses of employee data.

UNIT 1 Human Resource (HR) Metrics and Analytics

9 Hrs.

Understanding HR indicators, metrics and data, Data collection– tracking, entry, assess IT requirements to meet HR needs, Relational databases and HR systems, The Role of Analytics in HR–A Brief History of the Evolution of Analytics – Importance of analytics in the HR Field – HR Analytics –HR's Value Proposition.

UNIT 2 An Overview of HR Regulations and Reporting Requirements

9 Hrs.

HR Policies, Procedures, and Guidelines – Key Regulations and Reporting Requirements– Metrics, Benchmarks, and Other Indicators– Connecting Missions or Goals to HR Benchmarks and Metrics.

UNIT 3 Analytics Tools and Techniques for HR Professionals

9 Hrs.

Key Systems of Record for HR Data– Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR, Graphs, tables, data manipulation using Excel, Benchmarking and best practices.

UNIT 4 Using the Analytics Process Model

9 Hrs.

The Analytics Process Models - Phases – Applying the Analytics Process Model.

UNIT 5 Presentation of HR Data

9 Hrs.

HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, recommendations.

Max. 45Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Relate the importance of using data-based reasoning to support HR decisions.
- CO2 - Calculate absenteeism costs, turnover costs, and return-on-investment
- CO3 - Evaluate workforce planning.
- CO4 - Develop effective surveys for organizational settings.
- CO5 - Apply practical conclusions for recommendations
- CO6 - Determining the right HR metrics and analytics

TEXT/REFERENCE BOOKS

1. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya
2. HR Analytics: The What, Why and How. by Tracey Smith 2013
3. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by Jac Fitz-Enz (Author), John R. Mattox II (Author)

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

SBAB7024	GLOBAL HR PRACTICES	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of globalization in HR Perspective
- To familiarize the key aspects and contemporary issues to the students
- To understand the developments in global HR practices and its challenges

UNIT 1 INTRODUCTION TO GLOBAL HR

9 Hrs.

Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Culture and employee management issues/ impact of Country culture on IHRM. International Human Resource Management Approaches – The Path to Global Status – Mode of Operation.

UNIT 2 INTERNATIONAL EXPANSION STRATEGIES

9 Hrs.

Linking HR to International Expansion Strategies, Socio-cultural context, Culture and Employee Management Issues, Responding to Diversity, Challenges of Localization, Global Integration.

UNIT 3 INTERNATIONAL WORKFORCE PLANNING AND STAFFING

9 Hrs.

International labor market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

UNIT 4 DEVELOPING GLOBAL MINDSET

9 Hrs.

Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

UNIT 5 INTERNATIONAL COMPENSATION AND INTERNATIONAL EMPLOYMENT LAWS AND HRIS

9 Hrs.

International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labor standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 Recognize and illustrate the enduring global contexts of International HR practice

CO2 Differentiate the Context of Cross-border Alliances and SMEs

CO3 Develop, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments

CO4 Evaluate, interpret issues of global training, development and compensation

CO5 Demonstrate the implications of HRIS in the Host Country Context

CO6 Interpret the International Industrial Relation issues and performance management

TEXT / REFERENCE BOOKS

1. Punnett Betty Jane (2004), INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, M.E. Sharpe

2. Monir Tayeb(2005), INTERNATIONAL HRM, Oxford University Press

3. Dowling & Welch (2004), INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, Cengage Learning, NewDelhi,

4. Cross-cultural Management (2011)- Concepts & Cases by Shobhana Madhavan, Oxford University Press

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

SBAB7025	PERFORMANCE AND COMPENSATION MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To acquaint with the principles to manage human resources
- To familiarize with the techniques organisation of human resource management for better performance and workplace environment.
- To understand acquaint with the principles to manage human resources

Unit 1 Concept of performance management 9 Hrs.

Concept and objectives of performance management ,Scope and historical Developments in Performance Management- Performance appraisal and performance management, need and measurement Over view of Performance Management-Process for Managing Performance-Importance–Linkage of PM to other HR Processes-Performance Audit.

Unit 2 Process of performance appraisal 9 Hrs.

Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal.

Unit 3 Compensation 9 Hrs.

Compensation – Definition, Classification and Types. Components of remuneration- basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non-financial compensation - Frame Work of Compensation Policy - Influence of Pay on Employee Attitude and Behaviour - the New Trends in Compensation Management at National and International Level.

Unit 4 9 Hrs.

Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations. in Evaluation of Different Types of Pay Structures- Significance of Factors Affecting-Tax Planning–Concept of Tax Planning-Role of Tax Planning in Compensation Benefits-Tax Efficient Compensation Package-Fixation of Tax Liability Salary Restructuring.

Unit 5 9 Hrs.

Understanding the Basics of Social Security Concept of Social Security : Laws relating to Social Security - Introduction to Provident Fund - Employees State Insurance - Gratuity -Superannuation - Bonus - Reward Systems. Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits.- retirement benefits, perquisites, non-monetary benefits. Understanding.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand the dynamics of performance appraisal and performance management to develop criteria

CO2 - Analyses appraisal systems.

CO3 - Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.

CO4 - Understand incentive systems and non-economic rewards. Understand International aspects of Performance Appraisal and Compensation.

CO5 - Design rational and contemporary compensation systems in modern organizations.

CO6 - Analysis regarding current national or international policies and issues

TEXT / REFERENCE BOOKS

1. "Compensation" by George T. Milkovich and Jerry M. Newman Publisher: McGraw-Hill Education Year: 2021
2. "Strategic Compensation: A Human Resource Management Approach" by Joseph J. Martocchio Publisher: Pearson Year: 2018
3. "Total Rewards: Communication, Compensation, and Benefits" by WorldatWork Publisher: Wiley Year: 2021
4. "Performance Management: Concepts, Skills, and Exercises" by A. Ramachandra Aryasri and Dhulipala Sitharama Sastri Publisher: McGraw-Hill Education Year: 2019
5. "Effective Performance Management: Creating a Culture of Excellence" by Aswathappa K. Publisher: Himalaya Publishing House Year: 2017

SBAB7026	ORGANISATIONAL CHANGE AND DEVELOPMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of organizational change and development
- To Impart knowledge on resistance to change and the process of change
- To familiarize the concepts and techniques of OD

UNIT 1 INTRODUCTION TO ORGANIZATIONAL CHANGE

9 Hrs.

Introduction to organizational change, nature of change, Internal & External changes, types of change, process of change, , Lewin's change model, McKinsey 7-S framework, Action research model, organizational vision and strategic planning.

UNIT 2 RESISTANCE TO CHANGE

9 Hrs.

Resistance to Change - Individual Factors - Organizational Factors - overcoming resistance for the change, systematic approach of making change- factors for effective change, skills of leaders in change management, designing the change.

UNIT 3 ORGANIZATION DEVELOPMENT

9 Hrs.

Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

UNIT 4 DIAGNOSING ORGANIZATIONS

9 Hrs.

Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

UNIT 5 - OD INTERVENTIONS

9 Hrs

OD Interventions concept - Human Process Interventions – Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organizations. .

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 – Understand the concept of organizational change.
- CO2 – Analyze the various strategies and techniques of resistance to change.
- CO3 - Examine the factors that influence organizational change and development.
- CO4 – Diagnose the change management and its role in organization development.
- CO5 – Apply Human Process Intervention strategies for organizational development
- CO6 – Construct a proactive plan for an organization's human resources.

TEXT / REFERENCE BOOKS

1. Organizational Change: Perspectives on Theory and Practice" by W. Warner Burke, Dale G. Lake, and Jill Waymire Paine, SAGE Publications, 3rd Edition 2014
2. Organization Development: A Process of Learning and Changing" by Donald L. Anderson , SAGE Publications, 3rd Edition 2014.
3. Managing Organizational Change: A Multiple Perspectives Approach" by Ian Palmer, Richard Dunford, and Gib Akin, McGraw-Hill Education, 3rd Edition, 2020
4. Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework" by Kim S. Cameron and Robert E. Quinn, Jossey-Bass, 3rd Edition, 2011.
5. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, Sage Publications, 4th Edition, 1998

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

SBAB7027	EMOTIONAL INTELLIGENCE AND LEADERSHIP	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of Emotional Intelligence
- To learn different models of Emotional Intelligence
- To explore emotions in empathy and developing it towards leadership

UNIT 1 INTRODUCTION TO EMOTIONAL INTELLIGENCE

9 Hrs.

Emotional Intelligence- Importance- Models - Social Intelligence- IQ and EQ- Self Awareness- Social Skills – Relationship Management- EI and Motivation.

UNIT 2 UNDERSTANDING EMOTIONS

9 Hrs.

The Brain and Emotion – The Relationship of Mood and Emotion - The Role of Emotion in Organizational Health and the Bottom Line - Types of Emotions Control of Emotions Gender Differences in Emotion - Impulse Control Marshmallow Experiment- Negative and Positive Emotions – Emotion and Health.

UNIT 3 MANAGING EMOTIONS

9 Hrs.

Learning EI – Emotional Self Awareness – EI Assessment Tools - Emotional Intelligence and Psychological Adjustment - Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self-Management Empathy

UNIT 4 EI AND LEADERSHIP

9 Hrs.

Emotional Intelligence and Decision Making - EI and Personality- Work Frustrations- EI and Work Performance- EI and Leadership - EI and Job Stress – EI and Information Processing - EI and Communication – Goal Conflict – EI and Conflict Resolution – EI and Work Place Diversity – Group EI – Star Performers

UNIT 5 EMOTIONAL COMPETENCE

9 Hrs.

Developing EI in Organization – Transformation and Change – Training, Transfer, Maintenance and Evaluating Change - Emotional Quality Management

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Develop an accurate self-awareness
- CO2 - Practice self-management
- CO3 - Appraise the positive influence of emotions on motivation
- CO4 -Develop cohesive, emotionally intelligent teams
- CO5 -Create an atmosphere that fosters emotional intelligence
- CO6 - Apply the psychology of leadership

REFERENCE BOOKS

1. Ciarruchi, J., Forgas, J. and Mayer, John. (2009) Emotional Intelligence in Everyday Life: A Scientific Inquiry. Psychology Press: Philadelphia, PA.

2. Daliph Singh (2010) Emotional Intelligence At Work: A Professional Guide. Response Books: New Delhi
3. Daniel Goleman, (2016) Emotonal Intelligence: Why It can Matter More Than IQ. Bantam Books: NewYork.
4. Doty, G. (2010). Fostering Emotional Intelligence in K-8 Students. Corwin Press: Thousand Oaks, CA.

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

SBAB7028	SOCIAL PSYCHOLOGY	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To enable students to appreciate the influence of social and cultural factors.
- To understand the social problems in terms of various social psychological theories.
- To understand the unique features of the students' socio-cultural contexts.

UNIT 1 INTRODUCTION

9 Hrs.

Origin and development of Social Psychology, Definition, Nature, Goal and Scope of Social Psychology, Social Psychology and Related Disciplines, Application of social psychology in work, health, and legal system

UNIT 2 SOCIAL PERCEPTION

9 Hrs.

Self-concept, Perceived Self-control, Self-serving Bias, Self-presentation, Self-esteem, Self and Gender. Non-Verbal Communication, Attribution, Impression, Formation, Impression Management

UNIT 3 SOCIAL COGNITION

9 Hrs.

Schemas, Heuristics and Automatic Processing, Potential Sources of Error in Social Cognition, Affect and Cognition, Social Cognition and Problem Behaviours.

UNIT 4 ATTITUDES

9 Hrs.

Attitude Formation, Attitude Behaviour Link, Attitude Change, The Art of Persuasion, Resistance to Persuasion, Cognitive Dissonance

UNIT 5 INTERPERSONAL RELATIONSHIP

9 Hrs.

Interpersonal Attraction: Proximity, Affective Basis of Attraction, Immediate Determinants of Likes and Dislikes. Interdependent relationship: Relationship problems, Reaction to the Problems, Effect of Relationship Failure.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Develop insight and analyze the contribution of social psychologists.
- CO2 - Evaluate effective strategies in socialization, group processes and helping behavior.
- CO3 - Ability to register the progression of theories in major areas in Social Psychology.
- CO4 - Interpret attitude formation and various methods to be used to change the attitude.
- CO5 - Understand aspects related to social psychology.
- CO6 - Apply social psychological principles to real-world issues.

TEXT / REFERENCE BOOKS

1. David Myers and Jean Twenge, Social Psychology, Mc Graw Hill, 14th Edition, 2022.
2. Shubra Mangal, S.K. Mangal, Essentials of Social Psychology, Routledge, 1st Edition, 2022.
3. Saul Kassin, Steven Fein, Social Psychology, Cengage Publication, 11th Edition, 2021.
4. Arun Kumar Singh, Social Psychology, PHI Learning Pvt. Ltd. 2nd Edition, 2019.
5. Elliot Aronson, Timothy D. Wilson, Social Psychology, Pearson College, 10th Edition, 2019.

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

SBAB7029	GREEN HRM	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives:

To introduce the areas of sustainable and green HRM and environmental sustainability.

To understand the nuances of sustainable development.

To develop the utility of green human resource management functions.

UNIT 1 INTRODUCTION TO GREEN HRM

Definition - Principles - Importance - Benefits - Environmental Sustainability - HRM Understanding environmental sustainability - Relevance to HRM Integration of environmental sustainability in HR policies and practices.

UNIT 2 GREEN RECRUITMENT AND SELECTION

Identifying and attracting environmentally conscious talent Assessing candidates&; environmental awareness and commitment - Green Training and Development - Designing and delivering environmentally focused training programs - knowledge development among employees.

UNIT 3 GREEN PERFORMANCE MANAGEMENT

Incorporating environmental goals and targets into performance management systems - Rewarding and recognizing environmentally responsible behavior and achievements - Green Employee Engagement and Communication Strategies for engaging employees in environmental initiatives - Effective communication of green policies and practices to employees.

UNIT 4 GREEN COMPENSATION AND BENEFITS

Developing eco-friendly compensation and benefits schemes - Incentivizing sustainable behavior and performance - Green Workforce Planning and Succession Planning - Aligning workforce planning with environmental objectives - Identifying and nurturing future leaders in sustainability - Green Employee Well-being and Work-Life Balance.

UNIT 5 GREEN ENVIRONMENT PERFORMANCE METRICS

Encouraging work-life balance through flexible and sustainable work arrangements - Monitoring, Reporting, and Compliance Measuring and monitoring environmental performance metrics - Ensuring compliance with environmental regulations and standards - Challenges and Opportunities in Green HRM - Addressing resistance to change and overcoming barriers.

Course Outcomes:

On completion of the course, student will be able to

CO1 – Understand environmental sustainability principles in HR policies and practices.

CO2 – Attract and select environmentally conscious talent through green recruitment Strategies.

CO3 – Integrate environmental goals into performance management and reward.

CO4 – Develop eco-friendly compensation and benefits schemes to incentivize sustainability.

CO5 – Utilize green performance metrics to monitor environmental performance and ensure compliance.

CO6 – Demonstrate a comprehensive understanding of Green HRM principles and practices.

TEXT/REFERENCE BOOKS:

1. Ehnert I, Harry W and Zink K J, Sustainability and human resource management: Developing sustainable business organizations, 1st Edition, Springer Science and Business Media (2014).
2. Mariappanadar S, Sustainable Human Resource Management: Strategies, Practices and Challenges, 1st Edition, Macmillan International Higher Education (2019).
3. Ehnert I, Sustainable human resource management. A Conceptual and Exploratory Analysis from a Paradox Perspective, 1st Edition, Physica-Verlag Berlin Heidelberg (2009).
4. Vanka S, Rao M B, Singh S and Pulaparthy M R, Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, 1st Edition, Springer (2020).

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

SBAB7030	STRATEGIC HRM	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of human resource management.
- To encourage the participants to face the various HR issues through suitable strategy.
- To create the platform to enhance the competitive advantages.

UNIT 1 INTRODUCTION

9 Hrs.

Strategy: Nature, Formulation and Implementation; Evolution of SHRM -Strategic HRM - Definition, Nature, Components, Objectives, Importance; HR as Assets - VRIO Framework - Evolution of SHRM- Traditional HRM Vs SHRM - Hard Vs. Soft HRM - Link Between HR Strategy and Business Strategy- Strategic Fit - Resource Based view - Best practice Vs. Best fit approach- Theoretical perspective of SHRM - Barriers of SHRM.

UNIT 2 MODELS OF SHRM

9 Hrs.

Foundations of SHRM - Theories of SHRM – Multi-levels model of SHRM - Designing Human Resource Systems for Sustained Competitive Advantage- SHRM Implications - SHRM and the Global Scenario - Development of SHRM in different countries - Dimensions of SHRM - SIHRM: Definition- ISHRM Strategic Issues - Approaches, International Staffing and Training of Expatriates, Cross Cultural Management. Emerging Issues in SHRM,HRM Environment.

UNIT 3 HR STRATEGY: DEVELOPMENT AND DELIVERY

9 Hrs.

HR Strategies: Meaning, Purpose, Nature, Types; The Role of HR in business Model innovation :Strategy- High performance, Human Capital Management, Corporate Social Responsibility, Organizational Development, Knowledge, Resourcing, Talent Management, Learning and Development, Reward Strategy, Employee Relations ;Strategy formulation propositions - Implementing HR strategies - Making the Impact: Developing management training and development for competitive advantage-The strategic training of employees model..

UNIT 4 ACTIVATION OF STRATEGIC HRM

9 Hrs.

HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, key concept and process issues, Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, Corporate Ethics, Values and SHRM. The Evolving Strategic Role of HR

UNIT 5 EMPLOYEE SEPARATION

9 Hrs.

Employee separation – Reductions in workforce- Lay off, Downsizing, -Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, Global HRM – Strategic HR Issues in global assignments. Management Trends- Demographic trends – Trends in the utilization of human resources.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Describe the nature of strategic HRM. CO2
- Describe the HR Strategies.
- CO3 - Investigate the SHRM models.
- CO4 - Provide suitable solutions for issues in strategy implementation.

- CO5 - Build HR strategies related to business strategies.
CO6 - Analyze strategic HR Issues .

TEXT / REFERENCE BOOKS

1. Tanuja Agarawala, STRATEGIC HUMAN RESOURCE MANAGEMENT, Oxford University Press, Delhi 2007
2. Catherine Truss, David Mankin , STRATEGIC HUMAN RESOURCE MANAGEMENT, Oxford University Press, 2014.
3. Mathur, S.P., STRATEGIC HUMAN RESOURCE MANAGEMENT, New age International Publishers, 2015
4. Cam Caldwell and Verl Anderson, STRATEGIC HUMAN RESOURCE MANAGEMENT, Nova Science Publishers, 2014.
5. Anuradha Sharma & Aradhana Khandekar, STRATEGIC HUMAN RESOURCE MANAGEMENT - An Indian Perspective, Sage Publications, 2007.

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

SBAB7031	PRODUCT PLANNING AND CONTROL	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the role Production Planning and control activities in Manufacturing and Services.
- To emphasis to perform various Forecasting techniques and problems
- To perform various Inventory Management techniques and apply in real manufacturing scenario

UNIT 1 Concepts of PPC

9 Hrs.

Manufacturing systems- components and types- need for PPC, functions of PPC, relationship of PPC with other departments. Factors influencing PPC in the organization, manufacturing methods projects & jobbing products, batch, mass / flow production, continuous / process production. Management policies- planning for meeting demands, work distribution, centralization.

UNIT 2 Activities of PPC

9 Hrs.

Prerequisites of PPC- data pertaining to design, equipment, raw materials, tooling, performance standards- labour & operating systems. Order preparation- works order preparation for various manufacturing methods- subsidiary orders- shop or production orders-inspection orders and stores issue orders.

UNIT 3 Inventory Control

9 Hrs.

Basic concepts of inventory- purpose of holding stock and influence of demand on inventory. Ordering procedures- Two Bin system- ordering cycle- economical order quantity and economic lot size- ABC analysis and reorder procedures. Recent trends- computer integrated PP systems, JIT system and MRP and ERP.

UNIT 4 Product Planning and Process

9 Hrs.

Planning product planning- product information and its relevance. Problems in lack of product planning. Process planning-Prerequisite information requirement- steps in process planning- process planning in different situations- documents in process planning, machine / process selection - Computer Aided Process Planning. Forecasting- Various Qualitative and Quantitative models, their advantages and disadvantages.

UNIT 5 Production Scheduling and Sequencing

9 Hrs.

Inputs for scheduling- loading and scheduling devices-factors influencing scheduling-scheduling techniques-use of Gantt Charts and basic scheduling problems. Product sequencing- dispatching- progress report & expectation of manufacturing lead time technique for aligning completion time & due dates. Project management-concepts of project planning-monitoring and control.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the role Production Planning and control activities in Manufacturing and services.
- CO2 - Examine various Forecasting techniques and problem
- CO3 - choosing various Inventory Management techniques
- CO4 - Demonstrate various Scheduling procedures/Balancing concepts

CO5 - Evaluate Dispatching procedures
CO6 - Apply techniques in different areas

TEXT / REFERENCE BOOKS

1. E S Baffa and R K Sarin, Modern Production & Operation Managements, 8th edition, Wiley Publications, 2009.
2. K C Jain and L N Agarwal, Production Planning and Control, 6th edition, Khanna Publishers, 2008.
3. P Ramamurthy, Production and Operations Management, New Age International Publications, 2007
4. K L Narayana, P Kannaiah and K Venkata Reddy, Machine Drawing, 3rd edition, New Age Publications, 2006.
5. R Paneerselvam, Production & Operations Management, 2nd edition, PHI Publications, 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

SBAB7032	LOGISTICS MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives:

- An understanding of the primary differences between logistics and supply chain management.
- To understand the role of logistics in a market-oriented society and examine the major functions of logistics.
- Knowledge about the professional opportunities in logistics management.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to Logistics management and supply chain management – Definition – Evolution –Significance - The concepts of logistics - Physical distribution - Logistics Management and its elements - Logistics relationships. Modern Concepts in Logistics - Role of logistics in strategy - Inbound and outbound supply chain management – Container: types - Different types of cargo - Packaging and Material Handling.

UNIT 2 MULTIMODAL TRANSPORT

9 Hrs.

Introduction to Multimodal Transport - Carriage By Air, Sea, Road, Rail - Types of Vessels - . Operators (Vessel and other) - Freight Forwarders and NVOCC - Outsourcing of Logistics Services - Overview of MMTG Act (1993) - Shipping Intermediaries and Formalities - Multilateral transport agreements - CMR Convention - Importance of international conventions - International conventions and globalization.

UNIT 3 COMMERCIAL GEOGRAPHY

9 Hrs.

Definition, Nature and Scope of Commercial Geography - Role of Industries in Economic Development - Factors of Industrial Location - Weber's theory of Industrial Location - Major Industrial Regions of India - Need and importance of transportation in Commercial Development - Geographical factors affecting International Trade - Major logistics routes in India - Major trade routes in world - International logistics and economic development - . Role of intermediaries in international trade.

UNIT 4 WAREHOUSING AND SUPPLY CHAIN MANAGEMENT

9 Hrs.

Introduction to supply Chain Management (SCM) – Sourcing – Transportation - Indian supply chain architecture - Introduction to warehousing - Warehouse functions - Warehouse types - Warehouse providing value added services - Warehouse internal operations - Warehousing equipment - . Inventory - Safety and security in warehouses - Future trends in warehousing.

UNIT 5 TRENDS IN LOGISTICS

9 Hrs.

Recent developments in logistics - Transport and mobility technologies - Green logistics - Cold chain logistics - Block chain and big data analytics in logistics - 3 D printing and wearable devices in logistics - Transport Services, Costing and Performance - Administration and Control: Use of IT.

COURSE OUTCOMES

On successful completion of this course the student should be able to:

- CO 1: Understand the principles of logistics management, concepts, and basic activities
- CO 2: Apply the logistics role in the economy and the organization
- CO 3: Analyse the logistics activities with other business activities
- CO 4: Evaluate the logistics trends and outcomes
- CO 5: Enhance knowledge about warehouse management
- CO 6: Understand the global logistic concept

TEXT/ REFERENCE BOOKS:

1. Bower sox. (2015). Supply Chain Logistics Management: Mc Graw Hill.
2. Bowersox, (2017). Logistical Management: Mc-Graw Hill.
3. Reguram G, Rangaraj N. (2020). Logistics and Supply Chain Management Cases and Concepts: Macmillan India Ltd., New Delhi.
4. Sahay B. S (2019). Supply Chain Management for Global Competitiveness: Macmillan India Ltd., New Delhi.

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

SBAB7033	SUPPLY CHAIN ANALYTICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives:

- To gain detailed knowledge on nature and concepts of Supply Chain Management
- To study the main areas of Supply Chain Models
- To understand the sustainable supply chain strategies of quality planning and control

UNIT 1 INTRODUCTION

9 Hrs.

Overview of Supply Chain Management - Location and Distribution Decisions in Supply Chain - Cycle Inventory Models - Overview on quality planning and control - Application of OR - Modelling with Binary Variables - Continuous Demand Instantaneous Replenishment Model - application of SQC - Tools for resource optimization.

UNIT 2 DATA-DRIVEN ANALYTICS

9 Hrs.

Data Processing - Random Variables - Functions of Random Variables - Inequalities of Random Variables - Limit Theorems - Supply Chain Simulation Modelling: Discrete Event Simulation, Case Studies - Regression Models and Analysis: Multiple Linear Regression Models, Coefficient Estimates, Model Validation.

UNIT 3 SUPPLY CHAIN DEMAND PLANNING AND MANAGEMENT

9 Hrs.

Demand Forecasting Techniques with Applications: Importance of Demand Forecasting - Forecasting Methods - Forecasting Accuracy Evaluation - Optimal Forecast and Intelligent Forecasting System: Techniques and Case Studies - Aggregate Demand Planning, Formulation and Cases.

UNIT 4 SUPPLY CHAIN MODELS

9 Hrs.

Supply Chain Inventory Models: Stochastic Inventory Models with and without Fixed Ordering Cost - Inventory System Dynamic Formulation - Supply Network Optimization: Supply Network Formulation - Shortest Path Algorithm - Transportation Simplex Algorithm - Integrated Supply Chain Decision Modelling: Integrated Supply Chain Models – Formulations, and Applications.

UNIT 5 KPI's FOR ANALYTICS

9 Hrs.

Introduction to KPI - Lot Sizing for analytics - Production Planning Decisions–Graphical Approach - Production Consumption Model - TPM for planning and control - Deviation analytics - Supply Chain Metrics - Financial Metrics in SCM.

Max. 45 Hrs.

COURSE OUTCOMES

On successful completion of this course the student should be able to:

CO 1: Understand the process and information required for preparing the different types of supply chain metrics.

CO 2: Understand the insights on supply chain Models.

CO 3: Enhance the Resource planning models.

CO 4: Understand the supply chain strategic of quality planning and control.

CO 5: Analyse the supply chain tools and system optimization.

CO 6: Forecast demand and to predict and monitor supply and replenishment policies.

TEXT / REFERENCE BOOKS

1. Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra and Peter Meindl, Prentice Hall; 6th Edition (2018). ISBN: 0133800202
2. Chopra, S. and P. Meindl, Supply Chain Management: Strategy, Planning, and Operation, 6th Edition, Pearson Education, 2017.
3. A Ravi Ravindran, Donald P. Warshaw, "Supply Chain Engineering, Models and Application", CRC Press, Taylor and Francis Group, New York, 2017.
4. Simchi-Levi, David, Chen, Xin, Bramel, Julien (2020), "The Logic of Logistics Theory, Algorithms, and Applications for Logistics Management", Third Edition, Springer, ISBN- 978-1- 4614-9149-1

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

SBAB7034	SERVICE OPERATIONS MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives:

- To design and develop a services operations management strategy
- To demonstrate creativity and problem solving in the design and delivery of the service process.
- To critically appraise systems of measurement, control and continuous improvement.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction; Understanding service operations - Nature & Role of Services in Economy - Service Operations and their Management Fundamentals - Service Strategy - Positioning of Services in the Organisation Value Chain - The Virtual Value Chain.

UNIT 2 SERVICE OPERATION & QUALITY

9 Hrs.

Service Facility Design - Layout & Location - Off-shoring & Outsourcing - Technology in Services - Front-office Back-office Interface - Human Factor in Services; External Associates in Service Processes - Service Quality: Definition, Dimensions of Service Quality, Gaps in Service Quality – Measurement – SERVQUAL - Quality in the Service Package, Poka-Yoke (Failsafe) - Quality Function Deployment - Approaches to Service Recovery - Complaint Handling Policy.

UNIT 3 IMPROVING SERVICE DELIVERY PROPOSITIONS

9 Hrs.

Service Growth and Globalization - Forecasting Demand for Services; Capacity and Demand Management - Customer Expectations and the Planned Provision in Service Delivery - Legal Aspects of Expectation-Delivery Gaps - Service Waiting Line and Customer Relationship Management -Inventory Management for Improved service Delivery.

UNIT 4 SERVICE PROCESS MANAGEMENT

9 Hrs.

Service Encounter Design and Control - Managing Service Processes - Experience Management in Service Operations - Service Quality and Reliability Assurance - Service Process Improvement & the Associated Methodologies - Experience Innovation Paradigm - New Service Development.

UNIT 5 TECHNOLOGIES IN SERVICE OPERATIONS

9 Hrs.

Introduction to AI - Other new age technologies - AI as a service (AlaaS) - Futuristic Scenario of incorporating new technologies - cloud computing – simulation - robotics in service operations.

Max. 45 Hrs.

COURSE OUTCOMES

On successful completion of this course the student should be able to:

CO 1: Critically analyse the types of service operations and operational parameters that are imperative for organizational success.

CO 2: Evaluate and compare strategies leading to improvement of service operations quality.

CO 3: Analyse the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.

CO 4: Implement management techniques to monitor, control and improve service processes of an organisation.

CO 5: Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.

CO 6: To understand the impact of Operational Capability on decision making.

TEXT / REFERENCE BOOKS

1. Chang, C. M., 2014, Service Systems Management and Engineering: Creating Strategic Differentiation and Operational Excellence, John Wiley, New York.
2. Katzan, J., 2016, Service Science: Concepts, Technology and Management, iUniverse, Inc., New York.
3. Fitzsimmons, J. A. and M. J. Fitzsimmons, 2015, Service Management: Operations, Strategy and Information Technology, Irwin/McGraw Hill.
4. Davis, M. M. and J. Heineke, 2019, Managing Services: Using Technology to Create Value, McGraw Hill Irwin, Boston.

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

SBAB7035	TOTAL QUALITY MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVE:

- To learn the various principles and practices of Quality Management
- To analyse the statistical process control and techniques of TQM
- To understand the recent TQM system adopted in industries

Unit 1: Introduction to Quality

9 Hrs.

Introduction to Quality -Need for quality - Evolution of quality - Definition of quality. Concept of Quality – different perspectives. Concept of total Quality – Design, inputs, process and output - Attitude and involvement of top management. Customer Focus – customer perception - customer retention. Dimensions of product and service quality. Cost of quality.

Unit 2:-Principles Of Total Quality Management:

9 Hrs.

Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

Unit 3: Statistical Process Control

9 Hrs.

Construction of control charts for variables and attributes - Process capability measurement - Six sigma-concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

Unit 4: Tools and Techniques of TQM

9 Hrs.

Quality Tools - The seven traditional tools of quality, New management tools.Six-sigma, Bench marking, Poka-yoke, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio.

Unit 5 -TQM Systems:

9 Hrs.

Introduction Quality management systems – IS/ISO 9004:2000 – Quality System –Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.

Course Outcomes:

- CO1 – Discuss about quality management systems
- CO2 – Understanding the evolution of quality management
- CO3 – Articulate the quality philosophies with real time practices
- CO4 – Analyse the statistical process control to enhance quality.
- CO5 – Prioritize the best quality tools for the quality performance
- CO6 – Develop a suitable total quality system for industries

TEXT / REFERENCE BOOKS

1. Dale H.Besterfield, CarolBesterfield-Michna, Glen H. Besterfield, Mary Besterfield -

- Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2015
 3. PoornimaM.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2016.
 4. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition 4th Edition, Wiley India Pvt Limited, 2019.
 5. Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2015.

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

SBAB7036	PROJECT MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To learn the fundamental principles and practices of managing projects.
- To understand the Appraisal methods
- To analyse the project evaluation and control the deviations

UNIT 1 INTRODUCTION

9 Hrs.

Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.

UNIT 2 PROJECT APPRAISAL

9 Hrs.

The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.

UNIT 3 PROJECT SCHEDULING AND ALLOCATION

9 Hrs.

PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt's Critical Chain.

UNIT 4 ORGANISATION STRUCTURE AND MANAGEMENT

9 Hrs.

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.

UNIT 5 PROJECT CONTROL AND EVALUATION

9 Hrs.

Project Control - Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 – Identify the roles and responsibilities of a project manager
- CO2 - Understand the project planning process and managing risks
- CO3 – preparation of project schedule and allocation of resources
- CO4 – Analyse the organization conflict and team methods for resolving conflict
- CO5 – Evaluate the performances of the project
- CO6 – Design a project proposal and reporting

TEXT / REFERENCE BOOKS

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2016.

2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2015.
3. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.
4. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2020.
5. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2018.
6. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2019.

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

SBAB7037	OPERATIONS RESEARCH	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To learn about linear programming and extensions of LP models and the optimization algorithms.
- To learn the replacement model, sequencing problems and processing of 'n' jobs through 'm' machines.
- To help students to analyse inventory models and decision theory

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)

9 Hrs

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.

UNIT 2 LINEAR PROGRAMMING EXTENSIONS

9 Hrs

Transportation Models (Minimizing and Maximizing Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT 3 INTEGER LINEAR PROGRAMMING AND GAME THEORY

9 Hrs

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT 4 INVENTORY MODELS, SIMULATION AND DECISION THEORY

9 Hrs

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Application of simulation techniques for decision making.

UNIT 5 QUEUING THEORY AND REPLACEMENT MODELS

9 Hrs

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

45 Hrs

COURSE OUTCOMES

On completion of course, student will be able to

CO1 - Develop mathematical models to simulate real life problems.

CO2 - Solve specialized linear programming problems for business.

CO3 - Apply Network Analysis to solve the problems of scheduling and sequencing.

CO4 - Choose optimum strategy using Game theory.

CO5 - Analyze Inventory and Waiting line models to optimize the system.

CO6 - Solve Business problems using appropriate optimization techniques

TEXT / REFERENCE BOOKS

1. S.D.Sharma - Operations Research , Kedarnath, Ramnath 2015
2. Sankaralyer P, Operations Research, Tata Mcgraw Hill, 2018.
3. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 3 rd edition, 2015.
4. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2016.
5. Kalavathy S, Operations Research, 3rd Edition, Vikas Publishing House, 2019.
6. Richard Broson , Govindasamy&Naachimuthu , Operations Research, Schaum's outline series, II Edition, 2020.

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

SBAB7038	TECHNOLOGY AND OPERATIONS STRATEGY	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand fundamental of operation management
- To understand the process of technology and operational strategy to business organizations
- To learn the real time implementation of strategies in production process

UNIT-1: PRODUCTION AND OPERATION MANAGEMENT (POM)

9Hrs.

Introduction Operations Management: Meaning, Definition, Scope and Functions. Difference Between Production and Operations Management. Management Guru's and their Contribution. The Roles and Functions of Operations Manager. Industry 4.0; Productions and Operations Management in Indian Context.

UNIT-2: PROCESS MANAGEMENT MAPPING

9Hrs.

Process Mapping, Process Flow Charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship, 5M, 8P, and 4S Systems, Theory Z Approach.

UNIT-3 LEAN MANUFACTURING

9Hrs.

Concept of Lean Manufacturing; Meaning of Lean Manufacturing; History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the Service Sector, Role of Leadership, Lean Operations and Just In Time (JIT).

UNIT- 4: PRODUCTION SYSTEM

9Hrs.

Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Toyota Production Systems.

UNIT-5: TOTAL QUALITY MANAGEMENT (TQM)

9Hrs.

Evolution of Quality; Concept, Meaning and Features of TQM, Eight Building Blocks of TQM; TQM Tools. Benchmarking: Concepts, Meaning, Benefits, Elements, Reasons for Benchmarking, Process of Benchmarking, FMEA; Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and Need. Quality Systems ISO: ISO Role; Functions of ISO, Quality System Family Series

Max. 45Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- C01 - Understand the fundamental of technology and operational strategy
- C02 - Apply the concept of operations management in business decisions.
- C03 - Decide on the ideal product strategies
- C04 - Plan production schedules and plan resources (material and machine) required for production
- C05 - Apply the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions
- C06 - Measure performance related to productivity (men and machines).

TEXT / REFERENCE BOOKS

1. Production and Operations Management, (2019), 6th Edition, S N Chary, MC Graw Hill
2. Strategic Operations Management, (2018) 4th Edition, Brown et. al, Routledge
3. Operations Strategy, (2018), 5th Edition, Nigel Slack et. al, Pearson Education
4. Operations, Strategy, and Technology: Pursuing the Competitive Edge, (2011), Hayes et. al., Wiley
5. Production and Operations Management theory and Practices, (2022), Ganguly et. al, Indian Books and Periodicals
6. Operations Management The Art & Science of Making Things Happen, (2012), James Cooke , Panoma Press

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

SBAB7039	BUSINESS PROCESS IMPROVEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide the understanding of Business Processes and hype cycle
- To provide an overview business process strategy, implementation and architecture.
- To understand project and people change management.

UNIT 1 INTRODUCTION TO BUSINESS PROCESS IMPROVEMENT

9 Hrs.

Demystifying business process management - BPM Hype Cycle - Mystifying about BPM - Iceberg syndrome - Change management and performance measurement - Importance to improve business process before automation - automated solutions failure - Drivers and Triggers for BPM.

UNIT 2 STRATEGY AND PROCESSES FOR BPM

9 Hrs.

Management of business process by using external experts - Organisation Strategy and Process Architecture - Selling BPM technology to the organisation - Critical success factors in BPM project - Strategy in BPM .

UNIT 3 BUSINESS PROCESS IMPLEMENTATION

9 Hrs.

Business Process implementation frameworks - Organisational approach to Business process improvement implementation - Frame work phases – Project essentials - A process centric organisation - Four scenarios in implementing Business Process Management.

UNIT 4 Business Process Architecture

9 Hrs.

Process architecture - results - realize value - architecture output - architecture phase outputs - launch pad phase - innovative phase - people phase - develop phase - implement phase - realize value phase - sustainable phase.

UNIT 5 Project and people change management

9 Hrs.

Project Management - project management risks - resistance to change - leadership role - components of change program - required behaviour - leadership in the context of business process improvement programme / projects.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Recognize the Business Processes improvement in various businesses and understand the customer needs and expectations.
- CO2 – Explain the suitable strategy and processes for business process improvement.
- CO3 – Explain the different phases for business process implementation Process.
- CO4 – Prepare business process architecture.
- CO5 – Recognize Project management and people change management.
- CO6 – Explain Leadership roles and behavior

TEXT / REFERENCE BOOKS

1. Business process management - A practical guidelines to successful implementation by John Jeston and Johan Nelis - Routledge Publishing Company,2008
2. Business Process Management - Concepts, Languages and Architecture by Mathias Weske - Springer Publishing Company, 2010
3. The Theory and Practices of Change Management by John Hayes - Bloomsbury Publishing,2022

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

SBAB7040	WAREHOUSE MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide basic knowledge about Warehouse and Inventory Management
- To provide an insight on technology used in warehousing.
- Identifying business strategies and its competitive advantage

UNIT 1: Supply Chain and Warehousing 9 Hrs.
Introduction, Objectives, Supply Chain Impact on Stores and Warehousing, Retail Logistics, Retail transportation, Issues in retail logistics.

UNIT 2: Role of Warehousing in Retail 9 Hrs.
Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using RFID, Types of warehouses, Benefits of warehousing, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse, Warehousing — the way forward, Warehousing and Supply Chain.

UNIT 3: Strategic Aspects of Warehousing 9 Hrs.
Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, Worldclass Warehousing

UNIT 4: Warehouse and its Operations 9 Hrs.
Introduction, Objectives, Warehouse Structure, Warehouse Operations, Receiving inventory, Picking inventory, Locating inventory, Organising inventory, Despatching inventory, Equipment Used for a Warehouse.

UNIT 5: Warehouse Information 9 Hrs.
Introduction, Objectives, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the fundamental of Ware house management
- CO2 -Enhance knowledge on marketing explore the current Warehouse logistics system.
- CO3 - Decide on the ideal logistics strategies
- CO4 - Develop strategies to achieve company's objectives.
- CO5 - Develop and analyze ICT applications.
- CO6 - Develop strategic aspects of selecting a suitable warehouse.

TEXT / REFERENCE BOOKS

1. Warehouse management– Student Study Guide – by Gwynne Richard
2. Essentials of inventory management by Max muller—publishers-HarperCollins
3. Warehouse distribution & operations handbook by DAVID E MULCAHY
4. Inventory strategy by Edward H Frazelle

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

SBAB7041	SYSTEM ANALYSIS AND DESIGN	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To provide insights of systems concept, system analysis, and systems design.
- To understand the role of system analyst and design within various systems development stages.
- To develop an awareness of the different approaches that might be taken to systems design.

UNIT 1 BASIC CONCEPT OF SYSTEMS

9 Hrs.

The System: Definition and Concepts; Elements of a System: Input, Output Processor, Control, Feedback, Environment, Boundaries and Interface; Characteristics of a System; Types of systems - Physical and Abstract System, Open and Closed Systems, Man-made Systems; Information and its categories

UNIT 2 SYSTEM DEVELOPMENT LIFE CYCLE AND SYSTEM ANALYST

9 Hrs.

Introduction to SDLC, Various phases: study, analysis, design, development, testing, implementation, maintenance; System Analyst: Role and need of system analyst, System Analyst as an agent of change.

UNIT 3 SYSTEM PLANNING AND INFORMATION GATHERING

9 Hrs.

Initial Investigations, Identification of user needs, Project Identification and Selection; Needs of Information Gathering, Determination of requirements, Information gathering tools: interviews, group communication, questionnaires, presentations and site visits.

UNIT 4 FEASIBILITY STUDY

9 Hrs.

Definition, Importance of feasibility study, Types of feasibility study, System input and output: Input design; Input data, Input media and devices; Output design; Form Design: Classification of forms, Requirements of Form design.

UNIT 5 SYSTEM IMPLEMENTATION AND MAINTENANCE

9 Hrs.

Need of System Testing, Types of System Testing, Quality Assurance; System Conversion, Conversion methods, procedures and controls, System evaluation and performance, Maintenance activities and issues.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the concept of systems
- CO2 - Illustrate SDLC and the role of system analyst.
- CO3 - Plan system design and understand the methods of gathering information
- CO4 - Analyze the feasibility of the system
- CO5 - Compile the implementation and maintenance of system
- CO6- Design a system satisfying the defined requirements

TEXT / REFERENCE BOOKS

1. Silver and Silver, System Analysis and Design, Addison Wesley, 2015.
2. Alan Dennis, Barbara Wixom, Roberta M Roth, System Analysis and Design, Wiley 8th edition, 2021.
3. Avison, D. and Fitzgerald, G. Information systems development: methodologies, techniques and

tools, McGraw-Hill, 2006.

4. System Analysis and Design, Elias M Awad, 2001.

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

SBAB7042	SOFTWARE PROJECT MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the fundamental principles of software project management.
- To acquire knowledge on responsibilities of project manager.
- To acquaint with the different methods and techniques used for project management.

UNIT 1 INTRODUCTION

9 Hrs.

Importance of Software Project Management – Activities – Methodologies – Categorization of Software Projects – Setting objectives Defining of Software Development Process - Process - Software Production Process - Identify the Software Model - Software Process Models : Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model - Software Life Cycle.

UNIT 2 SOFTWARE DEVELOPMENT AND SCHEDULING

9 Hrs.

Software Development Team - Vital Aspects of Software Project Management - Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling –Risk identification – Assessment – Risk Planning –Risk Management – PERT technique – Resource Allocation – Creation of critical paths .

UNIT 3 PROJECT MONITORING AND CONTROL

9 Hrs.

Project tracking - Recovery plans - Schedule Work & Escalation Meetings. Framework for Management and control – Collection of data – Visualizing progress – Cost monitoring – Prioritizing Monitoring – Change control – Software Configuration Management – Managing contracts – Contract Management.

UNIT 4 SOFTWARE QUALITY ASSURANCE

9 Hrs.

Software Quality - Quality Measures - FURPS - Software Quality Assurance - Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA - Software Reliability - Introduction to SQA - The Software Quality Assurance Plan - Formal approaches to SQA - Clean room Methodology.

UNIT 5 STAFFING IN SOFTWARE PROJECTS

9 Hrs.

Managing people – Organizational behavior – Best methods of staff selection –Stress – Health and Safety – Ethical and Professional concerns – Working in teams – Decision making – Organizational structures – Dispersed and Virtual teams – Communications genres – Communication effectiveness.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Analyse project management concepts and techniques to an IT project.
- CO2 - Identify issues that could lead to IT project success or failure.
- CO3 - Elucidate project management in terms of the software development process.
- CO4 - Describe the responsibilities of IT project managers.
- CO5 - Apply project management concepts through working in a group as team leader
- CO6 - Establish staffing in projects

TEXT / REFERENCE BOOKS

1. Huges. B, Cottorell M, Rajib M, Software Project Management McGraw Hill, 5th Edition, 2017.
2. Rod Stephens, Beginning Software Engineering, Wiley & Sons, 2015
3. Neil Whitten, Managing Software development projects for success, John Wiley & Sons. 2016
4. Roger S Pressman, Software Engineering, McGraw Hill, 8th Edition, 2019

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

SBAB7043	RELATIONAL DATABASE MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the fundamentals of Relational Database Management Systems.
- To implement SQL data models
- To explore the concepts of data warehousing and BigData

UNIT I INTRODUCTION TO DATABASE

9 Hrs

Introduction to Database - Data -View of Data, - Database System Structure -Database Language - DDL, DML, DCL, TCL, Relational Database Management Systems

UNIT II DATA MODELS & SQL

9 Hrs

Data Models -Entity-Relationship Model, Network Data Model, Hierarchy Data Model, Relational Data Model, Semantic Data Model- Types of Database Systems - Centralized, Parallel, Client/Server, Distributed Database System, MySQL database – Query tables

UNIT III NORMALIZATION

9 Hrs

Functional Dependencies - Non-loss Decomposition -Normalization -First, Second, Third Normal Forms - Boyce/Codd Normal Form - Multi-valued Dependencies and Fourth Normal Form - Fifth Normal Form.

UNIT IV TRANSACTION MANAGEMENT AND SECURITY

9 Hrs

Transaction Processing - Concurrency control Management and Techniques - Database Recovery Techniques - Database Security - Distributed databases and Client- Server Architecture.

UNIT V DATAWAREHOUSING & BIG DATA

9 Hrs

Data Warehouse architecture and applications, Overview of Big data – NoSQL - RDBMS verses NoSQL - Tools used in Big Data, Storage architecture Using NoSQL in the cloud – Amazon Simple DB

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO 1 - Effective designing and managing of database models
- CO 2 - Create Database design for business application
- CO 3 - Interpret the Relational Model applying Normalization Techniques
- CO 4 - Interpret the Transaction Management in query processing
- CO 5 - Analyze the security issues in database management
- CO 6 - Application of big data in business.

TEXT / REFERENCE BOOKS

1. MySQL Paul DuBios Addison Wesley (Fourth Edition), 2019
2. Database System Concepts Silber Schatz A. and Korth H McGraw Hill Education (India) Pvt Limited, Sixth Edition

3. Murach's MySQL Joel Murach Shroff / Murach(2016
4. NO SQL Distilled PRAMOD J. SADALAGE MARTIN FOWLER Addison Wesley (First Edition), 2020
5. S. K. Singh, Database Systems: Concepts, Design and Applications, Pearson, 2nd Edition Reprint, 2019.

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

SBAB7044	ENTERPRISE RESOURCE PLANNING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the theoretical aspects of Enterprise Resource Planning.
- To evaluate the user access controls and security in ERP systems.
- To provide practical implication on ERP Suite implementation.

UNIT I INTRODUCTION

9 Hrs

Overview of enterprise systems — Evolution - Risks and benefits - Fundamental technology - warehouse management.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

9 Hrs

Overview of ERP software solutions, BPR, Project management, Functional modules-Organisational data, master data and document flow.

UNIT III ERP IMPLEMENTATION

9 Hrs

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training — Data Migration. People Organization in implementation- Consultants, Vendors and Employees.

UNIT IV POST IMPLEMENTATION

9 Hrs

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP

9 Hrs

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO 1 - Knowledge of risk and benefits associated with Enterprise Resource Planning.
- CO 2 - Analyse the ERP solutions for functional modules
- CO 3 - Exposure towards the implementation of ERP environment
- CO 4 - Interpret the business process analysis
- CO 5 - Evaluating the post implementation impact and maintenance of ERP
- CO 6 - Applying the emerging trends on ERP

TEXT / REFERENCE BOOKS

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2019.
2. Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2016.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2018
4. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2018.
5. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2019

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

SBAB7045	INNOVATION MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives

- To Identify social media transformation in the business world.
- To develop and recognize students own creativity and carry out innovative work in an effective way.
- To apply problem solving steps and tools for carrying out creative and innovative work.

UNIT – I

9 Hrs

Concept of Innovation – Need for innovation – Ways to innovate – Innovation opportunities Corporate Innovation Process-Integrated Strategic Planning for Innovation.

UNIT – II

9 Hrs

What is Creativity – Individual and Group Creativity – Convergent Thinking – Divergent Thinking and Generation of Creative Ideas - Thinking Hats Methods.

UNIT-III

9 Hrs

Intuition- Logical thinking-Heuristics and models-Tools that prepare the mind for creative thought – Levels of model of innovation – Model of innovation - Industrial design.

UNIT-IV

9 Hrs

Idea generating techniques-Brainstorming – Lateral thinking - Synectics-Nominal groups- Quality Circles- Suggestion systems-Attribute listing- Redefinition technique-Random- stimulus-Thinking Hats-Idea sensitive area-Ishikawa diagram-Principles behind techniques.

UNIT-V

9 Hrs

Developing and applying creativity-Designing Creative Society and Organization-Creativity Training- Applications: Process redesign-Reengineering-Creative bench marking.

Max. 45 Hrs

Course outcomes:

- Understand the concept of Innovation & Creativity which will build a foundation in creative thinking among the students.
- Gain knowledge on Innovation & Creativity process, principles and hurdles in creativity
- Acquire knowledge regarding scope, characteristics, evolution, and significance of Innovation Management.
- Acquire knowledge regarding Tools For Innovation through Individual and Group Creative Techniques.
- Develop skills for analyzing innovations.
- Areas of Innovation and will learn about Product and Process Innovation.

References:

1. Innovation Management by C S G Krishnamacharyulu & Lalitha R, 2016, 2nd edition, Himalaya Publishing House
2. Paul Trott, "Innovation Management & New Product Development", 2017, 6th edition, published by Pitman
3. Goffin, K., & Mitchell, R. (2017). Innovation management. London, UK: Red Globe Press.
4. Westland, J. C. (2017). Global innovation management. Bloomsbury Publishing.

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

SBAB7046	E-COMMERCE AND DIGITAL MARKETS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the practices and technology to start an online business
- To explore the role and importance of digital marketing
- To develop social media marketing tools.

UNIT 1 E-COMMERCE AND BUSINESS APPLICATIONS

9 Hrs.

E-Commerce - e-Business, Differences - Economic forces – e-Business models, Web 2.0 and Social Networking, Mobile Commerce, S-Commerce - Consumer oriented e-Business – e-Tailing and models - Marketing on web – Advertising, e-mail marketing, Affiliated programs - e-CRM.

UNIT 2 e-BUSINESS PAYMENTS AND SECURITY

9 Hrs.

E-payments - Protocols, e-cash, e-cheque and Micro payment systems - Internet Security – Cryptography – Security Protocols – Network Security.

UNIT 3 DIGITAL MARKETS

9 Hrs.

Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation- Content Marketing - Search Engine optimisation (SEO) - Keyword Strategy- SEO Strategy - SEO success factors - On-Page and Off-Page Techniques. Search Engine Marketing - Pay-Per-Click (PPC) advertising - Display Advertisement.

UNIT 4 SOCIAL MEDIA MARKETING

9 Hrs.

Social Media Channels - Leveraging Social media for brand conversations and buzz. Successful/benchmark Social media campaigns. Engagement Marketing - Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.

UNIT 5 DIGITAL TRANSFORMATIONS

9 Hrs.

Digital Transformation and Channel Attribution; Analytics - Ad-words, Email, Mobile, Social Media - Web Analytics - Changing your strategy based on analysis - Recent trends in Digital marketing.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Build an e-business and manage technology Infrastructure

CO2 - Analyze the customer oriented business applications

CO3 - Understand the security issues in e-business payment protocols

CO4 - Create contents and SEO techniques.

CO5 - Design an effective digital marketing campaign.

CO6 - Apply Social Media Marketing for business.

TEXT/REFERENCE BOOKS:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2016.

2. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2019
3. Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher: Pearson Education; First edition (2017)
4. Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press (2015)
5. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 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

SBAB7047	MANAGING DIGITAL INNOVATION	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives

- To Identify social media transformation in the business world.
- To nurture digital capabilities among the learners
- To understand the challenges in using digital platform for business

UNIT – I INTRODUCTION

9 Hrs

Introduction to Digital Transformations, Classification of Digital Transformations, Introduction to social media, building digital Capabilities, Introduction to Business Model, Classification of social media, Creating a compelling customer experience.

UNIT – II DIGITAL BUSINESS MODEL

9 Hrs

Steps of Digital Business Model, Product development, Challenges and benefits of social media to various stake holders, Designing the customer Experience from the outside in.

UNIT-III INNOVATION AND VALUE

9 Hrs

Data, Innovation and Value, Stages in product development, social media transformation, creating reach and customer engagement, Data, types of data and importance of data, understand requirements, Putting customer data at the experience.

UNIT-IV DIGITALISATION

9 Hrs

Digitalization of Data, Processes of Business Model, Identification of goals, Documentation of goals, physical and digital experiences in new ways, facing a tall order for Traditional organizations - Exploiting the power of core operations.

UNIT-V KNOWLEDGE TRANSFORMATION

9 Hrs

Elements of Knowledge- Self-service, Recognition of objective, social media tactics, The power of digitally Transformed operations, Operational paradoxes Of the pre-digital age - Digital transformation breaks Operational paradoxes of the past.

Max. 45 Hrs.

Course outcomes:

1. Understand digital transformations and information in the globalization world.
2. Evaluate and manage the digital transformations in their organizations.
3. Devise the strategy to utilize the transformations in social media.
4. Experience the transformation in the social media.
5. Provide solutions to the challenges in using digital platform for business.
6. Leverage the digital transformations in the space of cloud computing.

References:

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age,

Bloomsbury Publication, 2017.

2.Venkatraman, V; The Digital Matrix: New rules for business Transformation through technology; Lifetree Media Ltd, 2017 .

3.Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint).

4.Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 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

SBAB7048	DATA VISUALIZATION FOR MANAGERS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives

- To introduce students to the fundamental problems, concepts, and approaches in the design and analysis of data visualization systems.
- To familiarize students with the stages of the visualization pipeline, including data modeling, mapping data attributes to graphical attributes, perceptual issues, existing visualization paradigms, techniques, and tools.
- To evaluate the effectiveness of visualizations for specific data, task, and user types.

Unit: I INTRODUCTION

9 Hrs

Concepts of Data Visualization - Introduction to Data Visualization - The Visualization Imperative - Visual Perception - Grammar of Graphics - Different types of business charts.

Unit: II BUSINESS INTELLIGENCE

9 Hrs

MS Power Business Intelligence Tool - Installing Power BI , Menus and Toolbar - Creating and Formatting Tables - Formatting Dashboard and preparing Reports - Designing Insights and Creating custom Reports - Creating Maps and Designing Images.

Unit: III DATA VISUALISATION

9 Hrs

Data Visualization Tool “Excel” – pie charts, bar charts, line chart, stock chart, waterfall chart, tree map, graphs, histograms.

Unit: IV DECISION MAKING

9 Hrs

Decision Making using “graphical data”- Descriptive Statistics in MS Excel - Data Mining Pattern - Scatter Plots.

Unit: V NETWORK ANALYSIS

9 Hrs

Advanced Data Visualization tool “MS VISIO”- Network Analysis - hyperlinks for data visualization – UML diagrams.

Course outcomes

- know the history of data visualization and its connection with computer graphics
- understand the visualization pipeline with its relationship to other data analysis pipelines
- know the definition(s) of the visualization and interpretations of the notion
- know categories of visualization and application areas
- understand the foundations and characteristics of data, which forms the beginning of the visualization pipeline
- understand the types of transformation the data has undergone to improve the effectiveness of the visualization

References:

1. J. Hilden J. Koponen, Data Visualization Handbook, 1st Edition, 2019, Aalto University

2. Andy Kirk, Data Visualizations: A Handbook for Data Driven Design, , 1st Edition, 2019, Sage Publication
3. Kieran Healy, Data Visualization – A Practical Introduction, Ed.1, 2019, Princeton University Press.
4. Claus O. Wilke, Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures, First edition, 2019, O'Reilly

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

SBAB7049	DATA MINING FOR BUSINESS DECISIONS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To introduce the concept of data mining as an important tool for enterprise data management.
- To enable students to effectively identify sources of data and process it for data mining.
- To provide knowledge on how to gather and analyze large sets of data to gain useful business understanding.

UNIT 1 INTRODUCTION TO DATA MINING

9 Hrs.

Basic Data Mining Tasks – Data Mining Versus Knowledge Discovery in Data Bases – Data Mining Issues – Data Mining Matrices – Social Implications of Data Mining – Data Mining from Data Base Perspective.

UNIT 2 DATA MINING TECHNIQUES

9 Hrs.

Data Mining Techniques – a Statistical Perspective on data mining – Similarity Measures – Decision Trees – Neural Networks – Genetic Algorithms.

UNIT 3 DATA MINING CLASSIFICATION

9 Hrs.

Classification: Introduction – Statistical – Based Algorithms – Distance Based Algorithms – Decision Tree – Based Algorithms – Neural Network Based Algorithms – Rule Based Algorithms – Combining Techniques.

UNIT 4 DATA ASSOCIATION

9 Hrs.

Association Rules: Introduction - Large Item Sets – Basic Algorithms – Parallel & Distributed Algorithms – Comparing Approaches – Incremental Rules – Advanced Association Rules Techniques – Measuring the Quality of Rules.

UNIT 5 WEB MINING AND TEXT MINING

9 Hrs.

Text data analysis- Information retrieval- text retrieval methods- dimensionality reduction for text -Web Mining - web content, web structure, web usage

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Identify data mining tools and techniques in building intelligent machines.

CO2 - Analyze various data mining algorithms in applying in real time applications.

CO3 - Illustrate the mining techniques like association and classification on transactional databases.

CO4 - Perform exploratory analysis of the data to be used for mining

CO5 - Construct text data analysis for text and web mining

CO6 - Appreciate the techniques of knowledge discovery for business applications.

TEXT / REFERENCE BOOKS

1.Jiawei Han & Micheline Kamber, Data Mining Concepts & Techniques, 2001 Academic Press. 2

2.K.P.Soman, Shyam Diwakar, V.Ajay, "Insight into Data Mining – Theory and Practice", Prentice Hall of India, 2009.

3. Margaret H.Dunbam, Data Mining Introductory and Advanced Topics, Pearson Education – 2003

4. Han, J., Kamber, M., & Pei, J. (2011). Data mining: Concepts and techniques (3rd ed.). Waltham: Morgan Kaufmann

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

SBAB7050	INTERNET OF THINGS	L	T	P	EL	Credits	Total Marks
		4	0	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

SBAB7051	BUSINESS INTELLIGENCE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To learn, how to develop models to predict categorical and continuous outcomes.
- To know the use of the binary classifier and numeric predictor nodes to automate model selection.
- To learn model evaluation and deployment methods.

UNIT 1 INTRODUCTION TO DATA MINING

9 Hrs.

Introduction, what is Data Mining? Concepts of Data mining, Technologies Used, Data Mining Process, KDD Process Model, CRISP – DM, Mining on various kinds of data, Applications of Data Mining, Challenges of Data Mining.

UNIT 2 DATA UNDERSTANDING AND PREPARATION

9 Hrs.

Introduction, Reading data from various sources, Data visualization, Distributions and summary statistics, Relationships among variables, Extent of Missing Data. Segmentation, Outlier detection, Automated Data Preparation, Combining data files, Aggregate Data, Duplicate Removal, Sampling DATA, Data Caching, Partitioning data, Missing Values.

UNIT 3 MODEL DEVELOPMENT AND TECHNIQUES

9 Hrs.

Data Partitioning, Model selection, Model Development Techniques, Neural networks, Decision trees, Logistic regression, Discriminant analysis, Support vector machine, Bayesian Networks, Linear Regression, Cox Regression, Association rules.

UNIT 4 MODEL EVALUATION AND DEPLOYMENT

9 Hrs.

Introduction, Model Validation, Rule Induction Using CHAID, Automating Models for Categorical and Continuous targets, Comparing and Combining Models.

UNIT 5 EVALUATION CHARTS

9 Hrs.

Evaluation Charts for Model Comparison, Meta Level Modeling, Deploying Model, Assessing Model Performance, Updating a Model.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1
- CO2
- CO3
- CO4
- CO5
- CO6

TEXT / REFERENCE BOOKS

- 1
- 2

3
4
5

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

SBAB7052	DESCRIPTIVE ANALYTICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- Utilize the importance of defining business requirements
- Apply data management concepts including accessing, gathering, storing, presenting and analyzing data and create required report
- Exemplify the ability to work on various analytics tools available in the market for various business functions

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to business analytics: basic concepts, importance and uses; categorization of analytical methods and models

UNIT 2 DESCRIPTIVE STATISTICS

9 Hrs.

Types of data presentation. Modifying data in Excel, Creating Distributions of Data, Measure of Central Tendency, Measure of Location, Measure of Dispersion, Analyzing distribution, Measure of association between two variables

UNIT 3 DATA VISUALIZATION

9 Hrs.

Apply the appropriate data visualization and interpretation. Enabling Assessment on Data Visualization

UNIT 4 DECISION ANALYSIS

9 Hrs.

Enabling Assessment on Decision Analysis. State the use of Decision Analysis and the importance of information about uncertain events and the possible consequences or pay-offs. Apply the different decision analysis procedures in selecting decision alternatives or optimal decision strategy

UNIT 5 INTRODUCTION TO LINEAR PROGRAMMING

9 Hrs.

Introduction to Linear Programming- Create optimal decision using Linear Programming in Maximizing and Minimizing some quantities; Applying different technologies in solving Linear Programming problems
Max. 45 Hrs.

Course Outcomes

- CO1 - Helps to understand why descriptive analytics is the most important starting point in developing analytics
- CO2 - How to build a “level set” and common language in your organization around descriptive analytics.
- CO3 - How to develop a framework for building descriptive analytics KPIs and communicating results effectively to both internal and external customers.
- CO4 - Understanding and application of data aggregation, extraction, analysis, visualization and data story telling as each relates to descriptive analytics.
- CO5 - Helps to quickly build descriptive analytics models so that you can extract actionable insights.
- CO6 - Helps to influence leaders and decision makers by sharing an impactful story around descriptive data.

Text / Reference Books

1. Camm JD 2019. Business analytics: descriptive, predictive, prescriptive. 3rd edition , Boston MA, USA

2. Baesens B, Vlasselaer VV, Verbeke W 2015. Fraud analytics using descriptive, predictive, and social network techniques: a guide to data science for fraud detection. Hoboken Wiley
3. Kimbough S, Lau HC. 2016. Business analytics for decision making. Boca Raton: Chapman & Hall/CRC

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

SBAB7053	DATA SCIENCE FOR BUSINES	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives:

- To set appropriate issues/challenges in applying data science to business.
- Understand the typical types of machine learning algorithms and be able to design problem-solving methods using algorithms.
- Learn to use spreadsheets for data analysis and visualisation.

UNIT 1 INTRODUCTION

9 Hrs.

Introduction to data science – Data science in business - Dealing with data - Skills needed to work with data, Data cleaning and preparation, Empirical evidence and data collection. Basic data analysis – fundamentals of spreadsheets, performing data analysis using Excel. Data visualisation using spreadsheets – Complex data, Ethics in data science - Problem statement and business case analysis - Tools for Business Analytics – Conceptual and Practical.

UNIT 2 SUPERVISED SEGMENTATION & PERFORMANCE ANALYTICS

9 Hrs.

Introduction to Supervised Segmentation - Predictive Modelling - Conceptual Tools for Creating a Predictive Analytics Solution to a Business Challenge - Customer segmentation, group customers into clusters - Problem formulation - Fitting the data - Building products with data science - Model performance analytics - Overfitting the data - Holdout testing - cross-validation and learning curves - domain knowledge validation - Prediction via evidence combination - Modelling consumer behaviour for targeted marketing: Case Study.

UNIT 3 ALGORITHMS & DATA ANALYTICS

9 Hrs.

Algorithms: clustering – k-means, agglomerative, dimensionality reduction - Customer churn modelling: to predict which customers are going to leave the service within a given time - logistic regression, decision trees, random forest - Dealing with big and fast data - Handling data in real world impacting the business.

UNIT 4 BUSINESS ANALYTICS

9 Hrs.

Business Analytics - quantitative modelling and data analysis techniques – Business Intelligence: Data Sourcing - Data Engineering & Analysis - Situation Awareness - Decision Making - Decision Support – Computing power and analytic models.

UNIT 5 DATA SCIENCE OPERATIONS IN BUSINESS

9 Hrs.

Managing data science operations in Business – Data mining – Company's strategic and operating contexts - data science strategy: project and product management - Data-driven culture: Business Context.

Max. 45 Hrs.

COURSE OUTCOMES

On successful completion of this course the student should be able to:

CO 1: Understand about the basic notation and terminology used in data science.

CO2: Understand the typical types of machine learning algorithms that solve business problems.

CO3: Know the basic principles behind analysis algorithm.

CO4: Visualize, summarize and analyse datasets.

CO5: Formulate and solve analytical problems for given business problem.

CO6: Identify the data mining and machine learning methods that find business solutions.

TEXT / REFERENCE BOOKS

1. Provost, Foster, Fawcett, Tom. (2015) Data Science for Business: What you need to know about data mining and data-analytic thinking. – " O'Reilly Media, Inc."
2. Van Der Aalst, W. (2016). Process mining: data science in action (Vol. 2). Heidelberg: Springer.
3. Camm, J. D., Cochran, J. J., Fry, M. J. and Ohlman, J. W., (2020). Business Analytics (4th ed.).
4. Barlow, M. (2018). Real-time big data analytics: Emerging architecture. " O'Reilly Media, Inc."

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

SBAB7054	SOCIAL MEDIA AND WEB ANALYTICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To showcase the opportunities that exist today to leverage the power of the Web and social media;
- To develop students expertise in assessing web marketing initiatives, evaluating web optimisation efforts, and measuring user experience;
- To equip students with skills to collect, analyse and derive actionable insights from web clickstream, social media chatter, usability testing and experiments.

UNIT 1 Web and social media

9 Hrs

Introduction - Web and social media - Web sites, web apps, mobile apps and social media - Usability, user experience, customer experience, customer sentiments, web marketing, conversion rates, ROI, brand reputation, competitive advantages - Web analytics and a Web analytics 2.0 framework - clickstream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights.

UNIT 2 DATA

9 Hrs

Data - Structured data, unstructured data, metadata, Big Data and Linked Data. - Lab testing and experiment design: selecting participants, within-subjects or between subjects study, counterbalancing, independent and dependent variable; A/B testing, multivariate testing, controlled experiments. - Data analysis basics: types of data, metrics and data, descriptive statistics, comparing means, correlations, nonparametric tests, presenting data graphically.

UNIT 3 Usability metrics

9 Hrs

Usability metrics: performance metrics, issues-based metrics, self-reported metrics - Planning and performing a usability study: study goals, user goals, metrics and evaluation methods, participants, data collection, data analysis. - Typical types of usability studies and their corresponding metrics: comparing alternative designs, comparing with competition, completing a task or transaction, evaluating the impact of subtle changes.

UNIT 4 Web metrics and web analytics

9 Hrs

Web metrics and web analytics: PULSE metrics - active users on business and technical issues; - HEART metrics - success on user behaviour issues; - On-site web analytics: off-site web analytics, the goal-signal-metric process. - Social media analytics: social media KPIs- Performing social media analytics: business goal, data gathering, analysis, measure and feedback.

UNIT 5 Data analysis language and tools

9 Hrs

Data analysis language and tools - Ready-made tools for Web and social media analytics - Key Google Analytics metrics, dashboard, social reports - Statistical programming language (R) - its graphical development environment for data exploration and analysis, and its social media analysis packages.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Understand usability, user experience, and customer experience.

CO2 - Analyse and interpret the data generated from usability testing, questionnaire surveys, or collected from Web and social media tracking tools.

CO3 - Understand the relationship between the experiences and ROI

CO4 – Evaluate the various data sources and collect data relating to the metrics and key performance indicators.

CO5 - Demonstrate group working skills and academic writing skills

CO6 - Experiment design and web analytics skills may also apply to other projects

TEXT / REFERENCE BOOKS

1. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, John Wiley & Sons; Pap/Cdr edition 2009.
2. Tom Tullis, Bill Albert, Measuring the User Experience: Collecting, Analyzing, and Presenting Usability Metrics, Morgan Kaufmann; 1 edition 2008.
3. Jim Sterne, Social Media Metrics: How to Measure and Optimize Your Marketing Investment, John Wiley & Sons 2010.
4. Brian Clifton, Advanced Web Metrics with Google Analytics, John Wiley & Sons; 3rd Edition edition 2012.

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

SBAB7055	AI AND ML FOR BUSINESS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To gain knowledge in natural language processing, expert systems, deep learning, vision, speech.
- To know supervised/ unsupervised learning and robotics, among the other areas that comprise the broad field of AI.
- To explore how AI/ML impacts finance, banking, marketing, healthcare, accounting and real estate, among other business fields and functions.

UNIT 1 Data Science and AI & ML

9 Hrs

Introduction to Data Science and AI & ML - Data Science, AI & ML - Use Cases in Business and Scope - Scientific Method - Modeling Concepts - CRISP-DM Method. R Essentials Programming - Commands and Syntax - Packages and Libraries - Introduction to Data Types - Data Structures in R - Vectors, Matrices, Arrays, Lists, Factors, Data Frames - Importing and Exporting Data. - Control structures and Functions. AI: Application areas: AI Basics - NN basics

UNIT 2 Data Acquisition

9 Hrs

Data Acquisition: Gather information from different sources. - Internal systems and External systems. - Web APIs, Open Data Sources, Data APIs, Web Scrapping - Relational Database access to process/access data. Data Quality and Transformation: Data imputation - Data Transformation - Binning, Classing and Standardization. - Outlier/Noise & Anomalies.

UNIT 3 Data Pre-processing and Preparation

9 Hrs

Data Pre-processing and Preparation: Data Munging, Wrangling - Plyr packages - Cast/Melt. Handling Text Data: Bag-of-words - Regular Expressions - Sentence Splitting and Tokenization - Punctuations and Stop words, Incorrect spellings - Properties of words and Word cloud - Lemmatization and Term-Document TxD computation - Sentiment Analysis.

UNIT 4 Foundations for ML

9 Hrs

Foundations for ML: ML Techniques overview - Validation Techniques - Feature Reduction/Dimensionality reduction - Principal components analysis. Clustering: Different clustering methods - Iterative distance-based clustering; categorical values in K-Means - Constructing a hierarchical cluster - K-Medoids, k-Mode and density-based clustering - Measures of quality of clustering.

UNIT 5 Principles of Big Data

9 Hrs

Principles of Big Data: Introduction to Big Data - Challenges of processing Big Data. Big Data Frameworks -- Hadoop, Spark and NoSQL: Processing, Storage and Programming Framework - Hadoop eco-system Components and their functions - Essential Algorithms - Spark: RDDs, Streaming and Spark ML - NoSQL concepts.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Acquire advanced Data Analysis skills.

- CO2** - Stay Industry relevant and grow in your career.
CO3 - Create AI/ML solutions for various business problems.
CO4 - Build and deploy production grade AI/ML applications.
CO5 - Application of AI/ML methods, techniques and tools.
CO6 - Demonstrate knowledge of cross sectoral management and standard consulting practices.

TEXT / REFERENCE BOOKS

1. Stuart Russell, Peter Norvig, "Artificial Intelligence: A Modern Approach", Pearson, 4th Edition, 2020.
2. Zhongzhi Shi "Advanced Artificial Intelligence", World Scientific; 2019.
3. Kevin Knight, Elaine Rich, Shivashankar B. Nair, "Artificial Intelligence", McGraw Hill Education; 3rd edition, 2017
4. Richard E. Neapolitan, Xia Jiang, "Artificial Intelligence with an Introduction to Machine Learning", Chapman and Hall/CRC; 2nd edition, 2018
5. Dheepak Khemani, "A first course in Artificial Intelligence", McGraw Hill Education Pvt Ltd., NewDelhi, 2013.
6. Nils J. Nilsson, "Artificial Intelligence: A New Synthesis", Morgan Kaufmann Publishers Inc; Second Edition, 2003.

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

SBAB7056	BIG DATA ANALYTICS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To help students gain analytics competencies and use hands-on tools in data sciences.
- To prepare them for business and techno-functional roles in data science and analytics projects.
- To develop skills needed to handle data analytics lifecycle and business problems through visualization skills.

UNIT 1 Big Data and Hadoop

9 Hrs

Introduction to BIG DATA and Hadoop Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Infosphere Big Insights and Big Sheets.

UNIT 2 HDFS (Hadoop Distributed File System)

9 Hrs

HDFS(Hadoop Distributed File System) The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File Based Data structures.

UNIT 3 Map Reduce

9 Hrs

Map Reduce: Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

UNIT 4 Hadoop Eco System - Pig

9 Hrs

Hadoop Eco System - Pig : Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. Hive : Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions. Hbase : HBasics, Concepts, Clients, Example, Hbase Versus RDBMS. Big SQL : Introduction

UNIT 5 Data Analytics with R

9 Hrs

Data Analytics with R: Machine Learning: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with BigR.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1** - Identify Big Data and its Business Implications and List the components of Hadoop and Hadoop Eco-System
- CO2** - Access and Process Data on Distributed File System
- CO3** - Manage Job Execution in Hadoop Environment
- CO4** - Develop Big Data Solutions using Hadoop Eco System
- CO5** -Analyze Infosphere BigInsights Big Data Recommendations.
- CO6** - Apply Machine Learning Techniques using R.

TEXT / REFERENCE BOOKS

1. Jay Liebowitz, "Big Data and Business Analytics" Auerbach Publications, CRC press (2013)
2. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2012.
3. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", John Wiley & sons, 2012.
4. Pete Warden, "Big Data Glossary", O'Reilly, 2011.
5. Michael Minelli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.
6. Arvind Sathi, "BigDataAnalytics: Disruptive Technologies for Changing the Game", MC Press, 2012.
7. Paul Zikopoulos, Dirk DeRoos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corigan, "Harness the Power of Big Data The IBM Big Data Platform", Tata McGraw Hill Publications, 2012.

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

SBAB7057	HEALTHCARE GOVERNANCE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives

- To understand the effect of healthcare needs and delivery systems in the society.
- To make the participants familiar with the laws relating to health care services.
- To analyze legal framework and importance of health society in India and global.

UNIT 1 CODE OF ETHICS

9 Hrs

Governance and regulation in health care sector: Code of medical Ethics Regulations (MCI) in India and ICMR Guidelines (2017). Regulation of pricing, marketing and advertising of health care drugs and services. Biomedical ethics, Bio Pharmaceutical ethics and Accountability, Equity and quality of health care services.

UNIT 2 HEALTH POLICIES

9 Hrs

Importance of education for creating healthy societies. Impact of globalization, urbanization, aging, changing gender roles and life style changes on the health of society. Alternate and indigenous approaches to health care. AYUSH scheme.

UNIT 3 HEALTH ISSUES AND SAFETY SYSTEM

9 Hrs

Health issues in marginalized sections of society: street children, disaster and war-ravaged populations and women. The Biomedical Waste (Management and Handling) Rules -Radiation Safety System

UNIT 4 HOSPITAL FORMATION

9 Hrs

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act Medical Ethics.

UNIT 5 LAWS RELATED TO HOSPITAL ADMINISTRATION

9 Hrs

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1- Understand changing global trends with respect to disease and planning for the health care of the future in a progressively global, aging and urbanized context.

CO2- Understand the existing legal framework in India that governs health care delivery

CO3- Analyze the laws that are currently in force in matters related to health care delivery

CO4- Special needs of marginalized sections of society like women, street children, those from war and disaster ravaged environments and others.

CO5- Governance, regulation and ethical protocols during practice for doctors and health practitioners and learning how to solve ethical dilemmas.

CO6- Understand the Bio-waste management and safety

TEXT/ REFERENCE BOOKS

1. All bare acts relevant to medical services and health care systems
2. Medical Laws. Universal's Legal Manual. Delhi: 2014.
3. Freudenberg, N., Klitzman, S. & Saegert, S. (Eds). (2009) Urban Health and Society: Interdisciplinary Approaches to Research and Practice: Jossey Bass
4. George, D. Pozgar (2016). Legal and Ethical Issues for Health Professionals. Jones and Bartlett Learning, Burlington
5. Pyali Chatterjee (2017). Biomedical waste management. *GRIN Verlag*

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

SBAB7058	MANAGEMENT OF HOSPITAL SUPPORT SERVICES	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course Objectives:

- To familiarize the participants with support services in the hospitals.
- To understand the framework of support services in hospital and to achieve clinical and service excellence.
- To analyze the requirements of equipment and facilities in various location.

UNIT 1 INTRODUCTION TO HOSPITAL SERVICES

9 Hrs

Nutrition and Dietary services – Pharmacy services – Medical Records services. Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation.

UNIT 2 MAJOR SUPPORT SERVICES

9 Hrs

Laundry services – Housekeeping services – CSSD Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation. Ambulance services – Mortuary services – Hospital security services.

UNIT 3 FRONT OFFICE SERVICES

9 Hrs

Definition -Section or Types - Role and Functions-. Planning consideration like location, principles, shape, design, types, layout, Special Requirements - Equipment required- Staffing- Policies and procedures- Monitoring and Evaluation. Outpatient and Inpatient Services Objectives -Functions - Location, Design and Layout - Policy and Procedures -Organization-Staffing - Equipment and Facilities -Key Result Areas and Performance / Quality Indicators - Daily Planning and Scheduling of Work -Managing Time: Waiting Time and Total Time- Specialty, Sub-specialty and Super Specialty Clinics.

UNIT 4 PATIENT CARE

9 Hrs

Performance / Quality Indicators for inpatient Admission, Transfer, Billing and Discharge Procedures - Managing Deaths Diagnosis, Physiotherapy and Occupational Therapy - Emerging Concepts: Day Care, Reservation, Appointment by Phone- Medico-social Works / Patient Counseling -Other Facilities: Pharmacy, Gifts Shop, Prayer / Meditation Room. Intensive Care Units: Objectives -Functions- Location, Design and Layout - Policy and Procedures- Organization - Staffing - Equipment and Facilities-Key Result Areas and Performance / Quality Indicators - Types of ICUs.

UNIT 5 HEALTH CARE DELIVERY SYSTEM

9 Hrs

Operation Theatre: Objectives- Functions -Location- Design and Layout -Policy and Procedures- Organization -Staffing - Equipment and Facilities -Key Result Areas- Daily Planning and Scheduling, Determinants of number of Operating Rooms- Zoning and Aseptic / Sterile Techniques -Clinical Protocols - Sub-stores- CSSD, Immediate Postoperative Recovery Rooms- Safety Issues.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1- Major support services in the hospitals.

CO2- Their contribution in achieving service excellence in hospital along with clinical excellence.

CO3- Impact of support services on patient care.
CO4- Impact of support services on the business of a hospital.
CO5- Rationale of the support services- policies and procedures
CO6- Roles and responsibilities of the managers and coordination of other functionaries in support services.

TEXT/ REFERENCE BOOKS

1. Madhuri Sharma , Essentials for Hospital Support Services and Physical Infrastructure, Jaypee Publications, 2010.
2. D. K. Sharma and R.C. Goyal, Hospital Administration and Human resource Management' 7th edition PHI learning, 2017
3. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2009
4. NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)
5. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi. 2005

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

SBAB7059	STRATEGIC ANALYSIS IN HEALTHCARE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

Course objectives

- The course is designed to cover the fundamentals of strategic analysis in health care.
- To provide a holistic perspective of a health care enterprise and scope of functioning in the health care sector.
- To find out the organizational resource and capabilities and core competence in health care system.

UNIT 1 STRATEGIC MANAGEMENT PROCESS

9 Hrs

Strategy as the science and art of creating value: Goals and means, deliberate versus emergent strategies, Influence of stakeholders, Strategic choices, Levels of strategy, Vision and mission, Strategic fit, leverage and stretch, The Balanced Scorecard, Specific applications in the health care context.

UNIT 2 SITUATIONAL ANALYSIS IN HEALTH SECTOR

9 Hrs

Analysis of the External Environment in Health Care: Demand competitor analysis, Macro models and industry models, Industry attractiveness, Defining industries, Segmentation Analysis, Strategic Groups.

UNIT 3 STRATEGY FORMULATION AND IMPLEMENTATION

9 Hrs

Organizational resources and capabilities: Types and nature of resources and capabilities in health care enterprises, transforming resources into capabilities, Identifying and appraising resource and capabilities, Gap analysis.

UNIT 4 FORECASTING METHODS IN HEALTH CARE

9 Hrs

Competitive Advantage: The notion of core competence, Sustainability of competitive advantage, the role of innovation, Competencies as barriers to change.

UNIT 5 MONITORING TECHNIQUES AND TOOLS

9 Hrs

Value Chain analysis. Generic Strategies in Health Care: Cost based versus differentiation-based strategies, Cost leadership and focus, Sources of cost advantage, Broad differentiation versus focus, Types of differentiation, Blue ocean strategies, Product and market diversification strategies, Portfolio models, Industry versus product life cycle, Static versus Dynamic Competitive Advantage.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1- Understand the concept of strategy formulation in the health care organizational context
- CO2- Be able to analyses the broad macro and industry specific external environment
- CO3- Gain the ability to analyses the internal resource and capability environment of the organization
- CO4- Understand how organizations can try to achieve sustainable competitive advantage in the health care domain
- CO5- Comprehend the distinction between different kinds of generic strategies.
- CO6- Implication of value chain and generic strategies in health care.

TEXT/ REFERENCE BOOKS

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). *Economics of strategy* (6th ed.), John Wiley
2. Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
3. Porter, M. E. (2004). *Competitive strategy*, New York: Simon & Schuster 54
4. Porter, M. E. (1998). *Competitive advantage of nations*. London: Macmillan Press.
5. Prahalad CK (2013). *The fortune at the bottom of the pyramid*. Pearson India

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

SBAB7060	PUBLIC HEALTH MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To enable the students, develop an in-depth understanding of the public health system
- To provide foundation for planning for, and management of public health services.
- To learn the implementation and control of effective health management.

UNIT 1 PUBLIC HEALTH SYSTEM

9 Hrs.

Definition and scope; Organizations and sectors that are involved in the public health system; Roles and functions, Essential Public health services; Public health system in India; Healthcare infrastructure in India – public and private; Public health Policy, History of public health in India, Bhore committee, national health committees since Independence.

UNIT 2 ISSUES, THEORIES AND CONCEPTS IN POLICY FORMULATION

9 Hrs.

Welfare economics and investments in human capital; Health Economics–Demand of Health and Health services; Demand elasticity and health; Economic evaluation of health care; Economics of markets and market intervention; Role and responsibility of Government in the Health Sector; Evidence Based Policy.

UNIT 3 FINANCING, RESOURCE ALLOCATION AND HEALTH SECTOR REFORM

9 Hrs.

Mobilizing finance & model of financing; Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option; Role of International Agencies; Health systems around the world: Reliance on the state, voluntary insurance-based system, social insurance system, parallel systems; Health sector reform – trends, country experiences, Analytical Approaches

UNIT 4 PLAN IMPLEMENTATION AND CONTROL

9 Hrs.

National Health Programmes; Tools for improving planning process; Regulation of Health services and research; Measurement of Health / medical needs and services utilization; Resource Allocation: cost benefit analysis – Eco based budgeting; System analysis and operation research in Health Care Programmes; Control mechanisms.

UNIT 5 RECENT TRENDS IN PUBLIC HEALTH SYSTEMS

9 Hrs.

Emerging trends in health care; Recent Trends in Public Health; Future trends affecting public health: challenges and opportunities; Changes in health care delivery systems, Information technologies, Changing needs of public health work force, Growth in health-related partnerships, Population risk factors; Consumerism and healthcare; Social Determinants of Health.

Max. 45 Hrs.

Course outcomes

- CO1 - Understanding of planning processes for public health services
- CO2 - Understanding of the national health policy
- CO3 - Understanding of national health programs and schemes
- CO4 - Understanding of public-private partnerships in health sector
- CO5 - Exposure to various public health innovations in India
- CO6 - Understanding the use of epidemiology by public health administrators

TEXT / REFERENCE BOOKS

1. Park K, Park's Textbook of Preventive and Social Medicine, Publisher, Banarsidas Bhanot. 26th Edition, 2021
2. Kishore, J. (2016). *National health programs of India*. 12th edition.
3. Bratati Banerjee. (2017). DK Taneja's *Health Policies & Programmes in India*. 15th edition.
4. Mutchopadhyaya, A. K. (2005). *Crisis and disaster management Turbulence and aftermath*. New Delhi: Newage International Publications.
5. Peter, J. Fos., David, J. Fine., & Brian, W. Amy. (2005). *Managerial Epidemiology for Health Care Organization* (2nd ed.). Jossey-Bass.

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

SBAB7061	HOSPITAL INFORMATION SYSTEM	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To cover the applications of information technology in healthcare.
- To provide a holistic perspective of a health care enterprise
- To familiarize with the latest developments in technology with relevance to Hospitals.

UNIT 1 IMPORTANCE OF INFORMATION

9 Hrs.

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

UNIT 2 ELECTRONIC HEALTH RECORD

9 Hrs.

Introduction to Electronic health record: Functions of the health record – Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records –
The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future

UNIT 3 INFORMATION SECURITY AND INFORMATION CYCLE

9 Hrs.

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails?

UNIT 4 E-COMMUNICATION IN HEALTHCARE

9 Hrs.

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies.

UNIT 5 TECHNOLOGY IN HEALTHCARE

9 Hrs.

Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary- The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understanding of applications of computer and IT in Hospitals and Healthcare programs
- CO2 - Understanding of various phases of Hospital Information system.
- CO3 - Get an overview of the software for hospitals and practice basic skills of using computers in health care.
- CO4 - Assessment of skills required to integrate computers, secondary storage devices, and

communications networks to support healthcare systems.

CO5 - Decide on the information gathered through technologies

CO6 - Understand the opportunities and challenges in implementing robust and effective information management systems in a healthcare setting.

TEXT / REFERENCE BOOKS

1. Kathleen M., INFORMATICS FOR HEALTHCARE PROFESSIONAL
2. Karen A.Wager,Francis W.Lee,John P.Glaser,'Health care Information System-A practical approach for Health Care Management,4th edition,Wiley,2017
3. Mary Jo Browie and Michelle A. Green, 'Essentials of Health Information Management: Principles and Practices, Paperback,2015.
4. Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva) Marlene Maheu, Pamela Whitten & Ace Allen, E-Health,
5. Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203
6. Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan) WHO

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

SBAB7062	HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the necessity of architecture and planning in Hospitals
- To offer relevant and recent knowledge and skill base for professionals to familiarize with hospital architecture, planning and maintenance.
- To make the Learners equipped with the appropriate competencies for developing a high-quality infrastructure in pursuit of delivering modernized healthcare.

UNIT 1 HOSPITAL AS A SYSTEM

9 Hrs.

Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

UNIT 2 PLANNING

9 Hrs.

Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

UNIT 3 TECHNICAL ANALYSIS

9 Hrs.

Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements –hospital drawings & documents- preparing project report.

UNIT 4 HOSPITAL STANDARDS AND DESIGN

9 Hrs.

Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

UNIT 5 FACILITIES PLANNING

9 Hrs.

Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understanding all aspects of planning and commissioning of different types of hospital including specialty hospitals and project management
- CO2 - Understanding hospital building, architectural patterns and landscaping
- CO3 - Understanding feasibility and viability study of hospitals
- CO4 - Plan and develop an effective hospital supportive system for all types of hospital services.
- CO5 - Evaluation of proper functioning and services provided by the hospitals.
- CO6 - Designing and maintenance of hospital systems

TEXT / REFERENCE BOOKS

1. G.D.Kunders, Designing For Total Quality In Health Care
2. Gupta S.K;Sunilkant Chandra Shekhar; R Satpathy, Modern Trends In Planning And Designing Of Hospitals
3. Syed Amin Tabish, Hospital and Nursing Homes Planning, Organisations & Management
4. G.D.Kunders, Hospitals, Facilities Planning And Management
5. Principles of Hospital Administration - Tabish
6. Principles of Hospital Administration - M C Gibony

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

SBAB7063	ESSENTIALS OF TOURISM MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To study nature, background of the tourism industry
- To understand forms of tourism and its marketing mechanism
- To apprehend HRD for tourism & its practice in travel industry

UNIT 1 OVERVIEW OF TOURISM

9Hrs.

Definition, Historical Development, Organization, Components, and Elements. Approaches to the Study of Tourism, including its Nature, Features, and Importance. Travelers, visitors, excursionists, tourists, and transit visitors are defined and distinguished. Motivators and hindrances to travel.

UNIT 2 TYPES AND FORMS OF TOURISM

9 Hrs.

Inter-regional and Intra-regional Tourism, Inbound and Outbound Tourism, Domestic, International Tourism. Forms of Tourism: Religious, Historical, Social, Adventure, Health, Business, Conferences, Conventions, Incentives, Sports and Adventure, Senior Tourism, Special Interest tourism like Culture or Nature Oriented, Ethnic, Concept of Sustainable Tourism.

UNIT 3 TOURISM MARKETING

9 Hrs.

Need for Marketing in Tourism: Defining Tourism Marketing, The Tourist Product, Special Features of Tourism Marketing, Marketing Process, Marketing Research, Market Segmentation, Market Targeting, Tourism Promotion, Advertising, Public Relations.

UNIT 4 HUMAN RESOURCE DEVELOPMENT FOR TOURISM

9 Hrs.

Introduction of HRD Meaning, Concept and Significance, HRD Systems, Models and Practices in Travel Industry, Tourism Manpower Strategies, Training and Development, HRD Problems and Issues in Travel Industry.

UNIT 5 TOURISM IN INDIA

9Hrs.

Physiographic units of India - The Himalayas, The Peninsular Region, The Indus-Ganga-Brahmaputra Plain and The Coastal Plains and the islands. A case study (any one) of Sri Nagar, Shimla, Nainital, Darjeeling, Gangtok, Amritsar, Jaipur, Delhi, Lucknow, Kolkata, Bhopal, Khajuraho, Hyderabad, Bangalore, Ooty, Mumbai, Goa, Cochin, Chennai, Andaman & Nicobar

Max 45 Hrs.

COURSE OUTCOME

On completion of the course, student will be able to

CO1 - Understand the fundamental concept of Tourism.

CO2 – Discuss the different types and Forms of Tourism.

CO3 - Evaluate the significance and emerging trends in tourism.

CO4 - Understand the basics concepts of Tourism

CO5 - Determine the marketing process and to realize the potentials of Tourism Industry in India.

CO6 - Apply knowledge on Physiographic units of India

TEXT / REFERENCE BOOKS

1. Bhatia A.K (2003) International Tourism, Sterling Publishers Pvt Ltd, New Delhi
2. Bhatia AK (2002), Tourism Development: Principles and Practices, Revised edition ,Sterling Publishers Private Limited, New Delhi.
3. Chris Cooper, Fletcher John, Fyall, Alan, Gilbert David, Wall Stephen (2008), Tourism Principles and Practices,4th edition, Pearson Education Limited.
4. Dennis L & Foseter-Glencoe (2003), an Introduction to Travel & Tourism, McGraw-Hill International.

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**

SBAB7064	INTERNATIONAL TOURISM MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To study Geography and tourism resource in international tourism.
- To study regional tourist movement and outbound tourism.
- To study the major tourism destinations and its characteristics.

UNIT 1

9 hrs.

Importance of Geography in Tourism; Latitude, Longitude, International Date Line. Time Zone & calculation of Time. Time Differences, GMT variations.

UNIT 2

9 hrs.

Major landforms as tourist resources. Elements of weather and climate. Climatic regions of the world in brief. Impact of weather and climate on tourist destinations.

UNIT 3

9 hrs.

Factors affecting global and regional tourist movements, demand and origin factors, destinations and resource factors. Contemporary trends in international tourists movements. Major outbound tourism countries.

UNIT 4

9 hrs.

Location of major tourist destination in India. Characteristics of Indian outbound tourism. Characteristics of India's major international markets.

UNIT 5

9 hrs.

Case studies of selected countries like Malaysia, Singapore, China, Thailand, Switzerland, France, UK, Spain and Japan.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able

CO1 - Understand the spatial geography of the world in order to better acquainted with global perspectives of the tourism

CO2 - Provide an insight into various holiday destinations

CO3 - Evaluate the Role and Responsibilities of Travel Professional.

CO4 - Understand the Major tourist destination in India

CO5 – Analyse different countries tourism mechanism

CO6 – Explore the major landforms as tourist resources.

TEXT / REFERENCE BOOKS

1. Simon Calder and et al (2014), 48 Hours In... North American Cities.
2. Philip G. Davidoff (2002), Geography for Tourism.
3. T Manoj Dixit, Amith Kumar Singh and Pravin Singh Rana, Tourism Geography:
4. Carleton Cole (2009), Destination: Asia: Coming to Thailand & Asian adventures.
5. Husain Masjid (2004), World Geography, Rawat Publications, Delhi and Jaipur.

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

SBAB7065	TOUR PACKAGING AND OPERATIONS MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COUSE OBJECTIVES

- To help the leaners develop an understanding of the nature of different tourism products
- To Learn the skills of tour operators' Products
- To acquire the knowledge of the tour operations Industry.

UNIT 1 INTRODUCTION TO TOUR PACKAGING

9Hrs

Tourism Packaging-Types of tourism product (TOPS, ROPs, BTES) - Characteristics of tourism Packaging - Services as tourism Packaging - Experiences as tourism Packaging- Classification of tourism Packaging (Natural, Manmade, Symbiotic)

UNIT 2 COMPONENTS OF TOURISM PACKAGING

9Hrs.

Inter-relationship between travel and transport-catering and accommodation-attractions - leisure and recreation and business facilities - Components included in different tourism Packaging (eg, package, independent, all-inclusive holidays) - Ancillary services guiding currency, marketing services

UNIT 3 ROLES OF TOUR OPERATORS AND TRAVEL AGENTS

9 Hrs.

International tour operators (wholesalers) tour operator's product (transport plus accommodation) - types of tour operator (eg incoming tour operators) - nature of tour operations (how to put together a tour) operating characteristics of tour operators (economics, scale of operations, seasonality, integration, importance of price, consumer protection), Retail travel agents - role, different services offered understanding of travel agency accreditation (eg ticket licensing) and conditions, operating characteristics

UNIT 4 SUPPORT FACILITIES FOR TRAVEL AND TOURISM

9Hrs.

Type and range of accommodation available (serviced/self-catering, hotels, guest houses, hostels, camping, luxury, budget, etc.); economies of operation and scale of investment - measures of efficient operation, eg occupancy rates, classification and grading, facilities provided for business/leisure tourists - Local public transport provision and relationship with improved accessibility express links to airport (coach, rail, shuttle services) integrated rapid transit system or other forms of transportation

UNIT 5 TOURISM SERVICES

9Hrs.

Travel Documentation: Passport & VISA- Meaning - Types - Procedures - Validity Necessary Information to fill the Passport and VISA Form for Issuance - Health Certificate -Currency - Travel Insurance - Credit & Debit Card.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able

CO1 - Understand the fundamentals of tour packing and operation Management

CO2 - Evaluate the process of various tourism products

CO3 - Analyse trends and contemporary issues in the travel industry

CO4 - Analyze the Factors influencing the tour operating industry

CO5 - Understand the concept of tour motivations and the vacation decision

CO6 - ApplyTravel Facility Management

TEXT / REFERENCE BOOKS

1. Swain, SK & Mishra, JM (2012) Tourism Principles & Practices, Oxford University Press, New Delhi.
2. Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
3. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Del
4. Holloway, J.C. (2002). The Business of Tourism, Prentice Hall, London 5 Goeldner, R & Ritchie B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London

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

SBAB7066	DESTINATION MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To prepare the learners to plan the different destination to suit their need.
- To enhance a destination competitiveness provide cluster networks and value chains
- To assess visitor profiles by data collection and analysis

UNIT 1 INTRODUCTION

9 Hrs.

Destination Management (DM) - Factors influencing DM - Destination stakeholders - Segmentation of destinations -Destinations and products-Destination Selection Process - Destination Management Systems – The Values of Tourism.

UNIT 2 DESTINATION INTERGRATED SERVICES AND COMMUNICATION

9 Hrs.

Destination Management Functions - Destination planning guidelines - Destination potential assessment - DM strategies - DM organizations - DM Innovations - Destination Marketing Mix - Destination branding perspectives and challenges.

UNIT 3 SUSTAINABLE TOURISM

9 Hrs.

Sustainable Tourism Development: Meaning- Principles- Sustainable Tourism Planning- Approaches to Sustainable Tourism- Alternative tourism-collaboration and partnership- Responsible tourism-Waste Management - Eco-friendly Practices

UNIT 4 RECREATION MANAGEMENT

9 Hrs.

Recreation: an overview-Recreation Theories - Recreation and leisure services-Recreational Resources - the Demand and Supply for Recreation and Tourism -Recreational demand - Recreational and Tourist Motivation - Barriers to Recreation-Environmental perspectives

UNIT 5 EMERGING TRENDS IN DESTINATION MANAGEMENT

9 Hrs.

Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning- Environmental Management Systems – Destination Mapping (practical assignment).

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Analyse tourist destination demand.
- CO2 - Identify destination offerings determinants.
- CO3 - Relate the management system with tourism destination.
- CO4 - Determining tourist destination attractiveness and competitiveness.
- CO5 - Understand the importance of planning in the development of destination tourism.
- CO6 - Create a tourism destination development strategy.

TEXT / REFERENCE BOOKS

1. Morrison, A. (2019). Marketing and managing tourism destinations. Second edition. New York: Routledge.
2. Nigel Morgan, Annette Pritchard & Roger Pride, Destination branding: Creating the Unique Proposition, Butterworth and Heinemann, 2004.

3. C.Gunn, Tourism Planning: Basic, Concepts and Cases, Cognizant Publication, 2002.
4. George Torkildsen, Leisure and Recreation Management, Fourth Edition, E&FN Spon, London, 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

SBAB7067	HOSPITALITY MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To acquaint social, economic and environmental context of hospitality industry
- To understand the structure of different sectors in hospitality industry
- To explore the various functions of hospitality management

UNIT 1 INTRODUCTION

9 Hrs

Evolution of Hospitality Industry - Stages of growth, trends - Theories of Hospitality - Classification of Hotels - Difference and Relationship between Hotel and Travel Industry.

UNIT 2 HOTEL AND ITS FUNCTIONS

9 Hrs

Food production - hierarchy and functions, Food and beverage service - hierarchy, functions and outlets, Front Office & Lobby - Hierarchy, functions and various activities, Housekeeping - hierarchy, importance, various activities and cleaning procedure.

UNIT 3 PERSONNEL AND FINANCIAL MANAGEMENT

9 Hrs

Personnel Management - Development and policies, Recruitment, Selection and Induction, Importance of training, Financial management - definition and scope, Application of management accounting, Investment and operational decisions.

UNIT 4 THE HOTEL BUSINESS

9 Hrs

The economics of the hotel business Dimensions of the hotel investment decision, Brand competition, Changes in franchise relationship - Risk involved in hotel management.

UNIT 5 THE PRINCIPLES OF HOSPITALITY MANAGEMENT

9 Hrs

Planning in organization, Characteristics of control system, Element of leading and directing, The environment - Ethics and work culture.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 - Identify and apply business concepts and skills relevant to the operational areas of hospitality management.

CO2 -Describe and apply the fundamental principles of leadership and model the behavior of effective leaders.

CO3 - Demonstrate effective communication skills.

CO4 - Analyze information and make decisions using critical thinking and problem solving skills.

CO5 - Evaluate diversity and ethical considerations relevant to the hospitality industry.

CO6 -Describe the role Hospitality in the Travel and Tourism context, and its economic impact on local, national and international levels.

TEXT / REFERENCE BOOKS

1. Tourism and Hospitality industry - Fridgen

2. Hotels for Tourism Development - Dr. Jagmohan Negi
3. Managing Hospitality - Robert H. Woods
4. Introduction to Management in the Hospitality Industry - Tom Power

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

SBAB7068	IT IN HOSPITALITY INDUSTRY	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To identify the importance of the Information System in Tourism sector
- To analyse the impact and trends of IT among travel intermediaries
- To examine the importance of Information System for productivity and customer satisfaction.

UNIT 1 INTRODUCTION

9 Hrs.

Management Information System (MIS) - Concept - Understanding Information systems - Infrastructural Resources required for MIS - Hardware - Software - Data - Network resources - Types of networks - Impact of internet revolution on Hospitality Business

UNIT 2 INFORMATION SYSTEMS FOR ROOMS DIVISION MANAGEMENT

9 Hrs.

Property Management System - Various Modules related to Reservations - Housekeeping - **Types of Reports generated** - Computerized reservation system. Introduction to GDS & Hotel Distribution on GDS - MIS for key Decisions -Guests data base - Keeping track of guests profile, needs, expectations, etc

UNIT 3 INFORMATION SYSTEM FOR ACCOUNTING

9 Hrs.

Night Audit - Reports generation and analysis - Night Auditors Report - Credit Limit Report - High Balance Report - Tariff posted for the Day Report - Rate Variance/Rate Check Report - Today's Arrivals Report - Settlement Summary

UNIT 4 CATERING COMPUTING SYSTEMS

9 Hrs.

Recipe Costing - Stock Control System - E- Procurement Systems - Electronic POS System - Management Systems - Conference and Banqueting Systems - Specialist Catering Computer Systems, Mini Bar, Beverage Control Systems - Club Management

UNIT 5 BACK OFFICE SYSTEMS

9 Hrs.

Pay Roll Systems - Personnel Management Systems - Maintenance Management Systems - Performance Management Systems - At Your Service (AYS System)

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Understand the importance of IT in Tourism.
- CO2 - Analyze the impact of IT among hospitality intermediaries
- CO3 - Interpret the key resources for productivity and customer satisfaction.
- CO4 - Design MIS applications in hospitality sector
- CO5 - Examine the use of Back office systems.
- CO6 - Apply the computing system for business.

TEXT / REFERENCE BOOKS

1. Dileep, M.R. (2011). Information Systems in Tourism. Excel Books. New Delhi.

2. Pierre J Benckendorff, Pauline J Sheldon, Daniel R(2013), Tourism Information Technology, CABI
3. Management Information Systems- MahadeoJaiswal& Monika Mittal – Oxford Publication
4. Ian R Clayton ,(2016) Marketing Hotels & Tourism Online, kindle Edition
5. Information Management Systems and Tourism – MTM 4 – Reference Book of IGNOU
6. Zhou, Z. (2004). E-commerce and information technology in hospitality and tourism. Thomas Learning Inc.

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

SBAB7069	INNOVATION AND STARTUP MANAGEMENT	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the role of innovation and technical change in enterprise and global level economic performance.
- To understand the technological, human, economic, organizational, social and other dimensions of innovation.
- To understand new venture creation opportunities, its resources, and requirements for Enterprise Start-up.

UNIT 1 INNOVATION

9 Hrs.

Meaning, difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction

UNIT 2 ENTREPRENEURSHIP

9 Hrs.

Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Concept of Intrapreneurship, types of entrepreneurs, functions of entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship

UNIT 3 ENTREPRENEURIAL FINANCE

9 Hrs.

Estimating financial funds requirement; Sources of finance – banks, & financial institutions, financing of small-scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India, Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship

UNIT 4 STARTUP CAPITAL REQUIREMENTS AND LEGAL ENVIRONMENT

9 Hrs.

Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures Taxes or duties payable for new ventures.

UNIT 5 START-UP SURVIVAL AND GROWTH

9 Hrs.

Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO 1-Understand a comprehensive business plan for a new business enterprise to test the viability of a startup venture.

CO2 -Implement an effective human resource management plans to support new ventures and ongoing business operations.

CO3 - Analyze relationships with entrepreneurs and industry mentors to advance the growth of start-up businesses.

CO4 - Demonstrate a business implementation plan that demonstrates compliance with legal and regulatory bodies.

CO5 -Conduct and interpret research to identify and select high-growth start-up opportunities

CO6 - Develop practical insights and problem solving capabilities for effectively applying appropriate technology in innovation.

TEXT / REFERENCE BOOKS

1. Terrence and Ulijn, Johannes. 2004. Innovation, entrepreneurship and culture: the interaction between technology, progress and economic growth. Cheltenham: Edward Elgar.
2. Hidalgo A.; Albors J. (2008). "Innovation management techniques and tools: a review from theory and practice". R&D Management
3. David H.Holt, Entrepreneurship: New Venture Creation, Pearson Education, 2016.
4. Khanka S.S., Entrepreneurial Development, S.Chand & Company Ltd., New Delhi, 2012.
5. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2018.

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

SBAB7070	SOCIAL ENTREPRENEURSHIP	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of social entrepreneurship.
- To learn the characteristics and qualities of successful social entrepreneurs.
- To impart knowledge on Social entrepreneurial leadership styles and skills.

UNIT 1 INTRODUCTION TO SOCIAL ENTREPRENEURSHIP

9 Hrs.

Historical and theoretical foundations of Social Entrepreneurship- Scope - Traditional Entrepreneurship - Difference - Social Entrepreneurial Mindset and Qualities-Traits and characteristics of successful social entrepreneurs-Personal development and self-awareness of social entrepreneurship.

UNIT 2 IDENTIFYING AND ANALYZING SOCIAL ISSUES

9 Hrs.

Social needs assessment and problem identification-Understanding the root causes of social problems-Social impact analysis and social innovation-Developing Sustainable Business Models for Social Enterprises-Social enterprise models and frameworks-Hybrid business models and social value proposition-Revenue generation and financial sustainability.

UNIT 3 SOCIAL IMPACT MEASUREMENT

9 Hrs.

Impact assessment frameworks and tools- Social return on investment (SROI) analysis-Measuring and reporting social outcomes-Legal structures for social enterprises (nonprofits, B-Corps, etc.)-Ethical considerations and social responsibility-Compliance, governance, and transparency

UNIT 4 RESOURCE MOBILIZATIONS AND PARTNERSHIP DEVELOPMENT

9 Hrs.

Fundraising strategies for social enterprises-Building networks and partnerships with stakeholders-Social impact investing and impact funds- Social entrepreneurial leadership styles and skills-Team building and management in social enterprises-Social innovation and change management

UNIT 5 COMMUNICATION AND ADOVACY IN SOCIAL ENTREPRENEURSHIP

9 Hrs.

Stakeholder engagement and relationship management- Effective communication strategies for social change-Advocacy and social entrepreneurship ecosystem- Analysis of successful social entrepreneurship ventures

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 – Understand the fundamentals of social Entrepreneurship
- CO2 – Identify on social issues and needs that can be addressed through entrepreneurship.
- CO3 - Examine the legal, ethical, and regulatory considerations in social entrepreneurship.
- CO4 – Evaluate mobilization of resources for social entrepreneurship.
- CO5 - Design an effective Communication strategies with stakeholders.
- CO6 - Demonstrate effective leadership and management skills in the context of social entrepreneurship.

TEXT / REFERENCE BOOKS

1. Social Entrepreneurship by Ram Krishna Reddy Kummitha ,Sage publication,2016
2. Constant Beugré, Social Entrepreneurship: Managing the Creation of Social Value, Routledge,4th

Edition 2016

3. The Social Entrepreneur's Handbook: How to Start, Build, and Run a Business That Improves the World" by Rupert Scofield , 2nd Edition, 2020

4. The Social Entrepreneur's Playbook: Expanded Edition: Pressure Test, Plan, Launch and Scale Your Social Enterprise" by Ian C. MacMillan and James D. Thompson, Expanded Edition, 2021

5. BjörnBjerke, Mathias Karlsson, Social Entrepreneurship: To Act as If and Make a Difference, Edward Elgar Publishing, 3rd edition 2013.

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

SBAB7071	SUSTAINABLE DESIGN THINKING	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- Develop awareness about entrepreneurship and successful entrepreneurs.
- Develop an entrepreneurial mind-set by learning key skills
- Understand the aspects of an entrepreneur and assess their strengths and weaknesses from an entrepreneurial perspective.

UNIT 1 INTRODUCTION

9 Hrs.

Start-up Opportunity recognition- The New Industrial Revolution –The Big Idea- Generate Ideas with Brainstorming- Business Start-up –Venture Choices – The Rise of The start-up Economy -The Six Forces of Change – The Start-up Equation- The Entrepreneurial Ecosystem -Entrepreneurship in India - Government Initiatives.

UNIT 2 DESIGN THINKING

9 Hrs.

Basics of Design Thinking, Importance of Design Thinking, Design Thinking Mindset, Design thinking process, Cases of application of Design thinking approach, Executing a Design Thinking Project, Ideation process, developing and testing prototypes and writing a story of a minimum viable solution, Idea evaluation, Entrepreneurial Outlook- Value proposition design- Customer insight- Ideas development- Capstone project presentation.

UNIT 3 FEASIBILITY ANALYSIS

9 Hrs.

Feasibility Analysis for Product & Services - Industry & competition analysis-Environment analysis- Financial feasibility analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures – Funding with Equity – Financing with Debt- Funding start-ups with bootstrapping- Crowd funding- Strategic alliances.

UNIT 4 PRODUCT DEVELOPMENT

9 Hrs.

Product development –Visioning for venture - Market Fit analysis - Digital and Viral Marketing – Team management - Communication- Barriers and gateways to communication - Concept of E-cells, Advantages to join E-cell- Legal and regulatory aspects for starting up specific to your venture.

UNIT 5 SCALING OF VENTURE

9 Hrs.

Start-up Survival and Growth- Stages of growth in a new venture- Growing with the market – Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures – preparing for change – Leadership succession- Support for growth and sustainability of the venture - Exit options :Evaluating opportunities for acquisition; Growth financing, Scalability & efficiency improvements, IPR.

Max. 45 Hrs.

COURSE OUTCOMES

On completion of the course, student will be able to

CO1 – Understand the fundamentals of Entrepreneurship.

CO2- Learn about opportunity discovery and evaluation of viable business ideas for new venture creation.

CO3- Start customer development, validate their ideas, and learn what prototyping is.

CO4- Acquire the skills and knowledge related to the various phases in venture creation process such as creating a business model and building a prototype.

CO5- Develop the Minimum Viable Product (MVP).

CO6- Create and validate a business model and business plan for their idea.

TEXT / REFERENCE BOOKS

1. Ramachandran , Entrepreneurship Development, Mc Graw Hill,2004
2. Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, McGrawHill,2018
3. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press.
4. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann
5. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar,2021.

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

SBAB7072	CORPORATE ENTREPRENEURSHIP	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To make understand the challenges and risks faced by corporate innovators and entrepreneurs
- To develop a working business model for a given product or service,
- To apply the knowledge on business opportunities for companies working with new technologies,

Unit 1 Introduction

9Hrs.

The Nature of Entrepreneurship and the Obstacles in the Corporate Environment-Understanding Corporate entrepreneurship-planning process-CE models-Corporate strategy and entrepreneurship (vision, Planning, performing analysis, business model). Fostering Creativity - Generating new ideas - Design thinking.

Unit 2 Structuring and customer development

9Hrs

Corporate Entrepreneurship via Acquisition, Investment and Partnership— idea validation- Competencies required to become an entrepreneur-Customer Value-Value Proposition-Customer development process-drawbacks to the customer development approach-Case studies in customer development in corporate entrepreneurship.

Unit 3 Product Development in Business

9Hrs

Search for a business idea- Selection of idea - Product idea- selection of product- The adoption process- Product innovation- Production, planning and development strategy- Development of new product and services (Idea generation, designing, crowd sourcing)- novation- network and collaboration.

Unit 4 Innovation of climate and growth

9Hrs

Building blocks of Corporate Entrepreneurship- structuring the company for corporate entrepreneurship and new business corporations- Creative Approaches to Innovation to business— analyse risk and opportunities – Financing the idea Change and Innovation- Corporate Entrepreneurship in Developing Economies- Corporate Entrepreneurship in the Social Sector

Unit-5 Embracing New Business Models

9Hrs

Launching New Products & Business Models-Recognizing, Assessing and Funding Emerging Business Opportunities- Opening up the Corporate Innovation Model- New Business Model Development: Building and Buying-Business Model Canvas.

COURSE OUTCOMES

45 Hrs.

On completion of the course, student will be able to

CO1 -Recognise the concepts that enable to analyse and design new business models

CO2 -Associate the value drivers of business models to the firm's value proposition

CO3 -Employ the abilities needed to address the nature of entrepreneurial activity

CO4 -Predict the knowledge on Corporate entrepreneurship development and its Pro's and con's.

CO5 -Assess the lean start-up approach and commercialize innovation to sustain a competitive advantage

CO6 -develop the digital presence with distribution channels to engage and serve their customers.

TEXT/REFERENCE BOOKS

1.Entrepreneurship Development- Sangeeta Sharma, Kindle edition.,2021.

2.Michael H. Morris, Donald F. Kuratko and Jeffrey G. Covin, Corporate Entrepreneurship & Innovation.

(Cengage Learning, 3rd Edition, 2010)

3. Bessant J. and Tidd, J. (2007). Innovation and Entrepreneurship. West Sussex, England, John Wiley & Sons, Ltd.

4. Burns, P. (2020). Corporate entrepreneurship and innovation. Bloomsbury Publishing.

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

SBAB7073	FAMILY BUSINESS	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of Family business.
- To identify the significance of Entrepreneurship and family business.
- To frame the practices for maximizing the concept family business in today's scenario.

UNIT 1 INTRODUCTION

9 Hrs.

Meaning, Concepts, Scope, Types, Importance, Eco-system and Environment, Entrepreneurial approaches, mapping and measuring key business health metrics – Objectives and Key Results (OKRs), Passion and Values driving, building and growing Family businesses, Challenges and suggested management approaches.

UNIT 2 MANAGERIAL ACCOUNTING AND FINANCE

9 Hrs.

Understanding and Managing Finance & Commercial Functions - Costs, Expenses, Understanding Gross Margin, Net Margin, Driving Profitability, Ability to Read, understand and analyze P&L and Balance Sheet, Ratio Analysis.

UNIT 3 PRODUCT MANAGEMENT FOR ENTREPRENEURS

9 Hrs.

Product life cycle, New Product development: Meaning, uses, process of Product development - New Age Sales & Distribution Management - Tools and Techniques B2B and B2C - Vision Mission and Values, Strategy formulation, implementation and Governance.

UNIT 4 PEOPLE MANAGEMENT AND LEADERSHIP

9 HRS.

Organization Building - Managing Self and Managing Teams, Leadership development. - Driving Change Management in Family Businesses, Roles, processes, and structures to ensure that the organization success. Succession Planning in Family Businesses. Driving Excellence in Operations and Execution.

UNIT 5 BUSINESS MODEL

9 Hrs.

Creating Business Models, Value Proposition, Use of Canvases Writing a Business Plans for external fund raising, Regulatory Compliances for Managing and Starting a Business, Digitization of Business - Leveraging IT tools for organizational growth.

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Describe the nature of Family Business.
- CO2 - Describe the Accounting Strategies.
- CO3 - Investigate the need of New Product.
- CO4 - Provide the direction for succession planning.
- CO5 - Build the leadership[qualities.
- CO6 - Analyze the Business model. .

TEXT / REFERENCE BOOKS

1. Zellweger T., MANAGING THE FAMILY BUSINESS: THEORY AND PRACTICE, Cheltenham, UK: Edward Elgar, 2017.

2. Dr. Mayanka Sharma, FAMILY BUSINESS MANAGEMENT, Shaswat Publication, 2016.
3. Peter Leach and Tatwamasi Dixit, INDIAN FAMILY BUSINESS MANTRAS, Deloitte UK, 2016.
4. Rodrigo Basco, FAMILY BUSINESS MANAGEMENT, Routledge, Taylor and Francis Group, 2016
5. Carole Howorth and Allan Discua Cruz, FAMILY BUSINESS, Edward Elgar Publishing, 2014.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

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

30 Marks

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

50 Marks

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

20 Marks

SBAB7074	VENTURE CAPITAL AND PRIVATE EQUITY	L	T	P	EL	Credits	Total Marks
		4	0	0	0	4	100

COURSE OBJECTIVE:

- To teach awareness among the students about the various innovative approaches required to meet today's unprecedented investment challenges.
- To provide a conceptual background for PE and VC industry analysis.
- To apply knowledge on policies PE managers, employ to enhance value in portfolio companies

UNIT 1: Introduction to Private Equity

9Hrs.

Concept of PE and its characteristics – Definition –Difference between PE, VC and Hedge Funds – Nature of PE Firm – Players in the PE market – benefits of PE finance – Venture Capital – Over view to Venture Capital – definition – features - types- roles

UNIT 2: Legal Structure

9Hrs.

PE Fund - Legal structure and terms - Private equity investments and financing - Private equity funds and private equity firms - Investment features and considerations

UNIT 3: Valuation Approaches

9Hrs.

Regulation of Venture Capital and Private Equity – Business Cycle of PE – Structure of VCPE firms – Limited liability partnerships - Routes of VCPE investments in India - Valuation approaches – risk and return – analysis of funds – conventional method – revenue multiplier method

UNIT 4: Strategies of Private Equity

9Hrs.

Strategies of PE – leverage Buyout – growth capital – mezzanine capital – distressed debt – other Strategies – Size and performance and economic environment of PE global context – PEPI and Fund Indices – PE in India an overview – Due Diligence – Procedure and challenges – Due diligence in emerging PE Market – investing in developing market – past performance and strategy

UNIT 5: Exit Strategies

9Hrs.

Modes of Exits in Indian Context and Challenges involved – IPO-Promoter Buyback – Sale to other PE Funds – Sale to other strategic Investor – Stake Swap – M&A's – open market – Secondary Market

COURSE OUTCOMES

45Hrs

CO1 -Recognize investment in private equity and compare it with that in public equity markets

CO2 -Identify the principles and methods of project selection and entry

CO3 -Implement the valuation methods used in PE industry

CO4 -Compare contingent returns for different types of securities

CO5 -Measure the factors affecting exit decisions and determinants of successful exits.

CO6 -Criticize the institutional structure of VC funds and focusing on methods used for value start-ups

TEXT/REFERENCE BOOKS

1. Chary, T. Satyanarayana, Venture Capital, Delhi Macmillan India 2020
2. Metrick, A., & Yasuda, A. (2021). Venture capital and the finance of innovation. John Wiley & Sons.
3. Pandey, I. Venture Capital: Indian experience, New Delhi Prentice-Hall of India Pvt.Ltd. 2004
4. Lerner, J., & Leamon, A. (2023). Venture capital, private equity, and the financing of entrepreneurship. John Wiley & Sons.

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

