SEMESTER -3

Course Code	Course Name	Category	L	T	P	Credit
20MBA201	**INTERNATIONAL BUSINESS**	Core	4	0	0	4

Preamble: The course on International Business provides a holistic view of business environment for organizations doing business in the international markets and their interrelationships with multi-lateral agencies that have a bearing on performing their business operations. This course is designed to prepare the students for global as well as domestic markets. It would help students to become familiar with the core aspects of international business and apply emerging concepts to real business situations. Students will understand how strategies are developed based on international business environments and firm characteristics.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall various concepts of the International Business Environment for an Enterprise.
CO 2	Explain the Importance of socio-cultural environments in international business.
CO 3	Identify various International market entry strategies.
CO 4	Analyze various trends in global trade and growth of foreign trade in India
CO 5	Evaluate the foreign investment and technological development in international business.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	1
CO 2	2	2	1	3	1
CO 3	3	2	1	2	2
CO 4	3	2	1	2	2
CO 5	2	3	2	2	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA201- INTERNATIONAL BUSINESS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. State the concept of international business.

2. List out the Indian laws affecting international business.

3. What are mergers and acquisitions?

4. Recall the composition of merchandise trade.

5. Mention the factors influencing international investments.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks.

6. Illustrate the indicators of growth of international business.

7. Critically evaluate the strategies used by various international firms for developing their business.

8. Suggest the most suitable market entry strategy in Indian market applicable to a business of your choice. Give valid reasons for your choice and suggestion.

9. Compare and contrast the trends regarding the growth of global merchandise and service trades.

10. "The recent pandemic attack of Covid 19 adversely affected the technological environment of international business." How far this statement is true according to you? Recommend a remedial plan for overcoming this crisis.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. You are assigned to develop an international business proposal by a business giant in the field of electronics and communications. The organizations is having several years of business experience in this filed especially in Asia and the Middle East, but lacks exposure in European countries and other regions. Being a global business consultant how will you handle your client in this regard?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**International Business -** Nature, Importance and Scope of International Business - Types of International Business; Reasons for companies going International; Major decisions in International Business; Factors influencing International Business decisions; Indicators of growth of International Business - Trade/GDP ratio; FDI/GDP ratio, FDI/Capital formation ratio, Growth of International production, Growth of global supply chains and Global sourcing.
Module 2	**International Business Environment -** Importance of socio-cultural environments in international business; Regulatory bodies and Legal environment of International Business - Kinds of legal systems, Categories of laws, Indian laws affecting International Business; Double taxation avoidance treaties; Trade barriers – Tariff and non-tariff barriers. Regional Economic Integration Schemes - Objectives, Types, EU, Euro; NAFTA, SAARC/SAFTA, ASEAN and AIFTA, India–Sri Lanka FTA, Comprehensive economic partnership, Cooperation agreements involving India. Types of international firms and their strategies – International corporation, Multinational corporation, Global corporation, Transnational corporation; International orientations – Ethnocentric, Polycentric, Regio centric and Geocentric orientations.
Module 3	**Market Selection Process and Market Entry Strategies -** International market selection process; Market entry strategies- Exporting, Licensing, Franchising, Strategic alliance, Contract manufacturing, Management contracting, Assembly operations, Joint ownership ventures, Wholly owned subsidiaries, Mergers and acquisitions; Market entry strategies of Indian companies.
Module 4	**Global Trade -** Trends in growth of merchandise trade; Composition of merchandise trade; Regional pattern and Distribution of merchandise trade. Trends in growth of services trade; Composition of services trade; Regional pattern and distribution of services trade. Trade of developing countries; South – South trade. Analysis of foreign trade of India; Trade policy and promotion.
Module 5	**Foreign Capital and Technology -** Theories of foreign investment; Factors affecting International investment; Advantages and disadvantages of foreign investment; Trends in foreign investment, FDI and production linkages; Portfolio investments; Foreign investment by Indian companies. Technological environment of international business; Transfer of technology.

Text Book
1. Ajeet N. Mathur (2016). *Strategies for Future: Understanding International Business*, Indian Institute of Management (IIM), Ahmadabad.
2. Francis Cherunilam (2010). *International Business: Text and Cases*, PHI Learning Pvt. Ltd., New Delhi.
3. Rakesh Mohan Joshi (2009). *International Business*, Oxford University Press India;

4. J. Stewart Black and Anant K. Sundaram (1994). *International Business Environment,* Pearson Education.

References and Suggested Readings

1. Ray A. August (2012). *International Business Law Text, Cases and Readings*, (4th Edition) Prentice Hall.
2. Helen Deresky (2017). *International Management: Managing Across Borders and Cultures*, International Edition, Pearson Education.
3. F. Adhikary, Manab (2000). *Global Business Management,* Macmillan, New Delhi
4. Aswathappa K. (2020). *International Business*, McGraw Hill Education India Pvt. Ltd.
5. Carole Murray, Schmothoff (2012). *The Law and Practice of International Trade,* Sweet & Maxwell Publishers
6. Fred Luthans, Jonathan Doh (2017). *International Management: Culture, Strategy and Behavior*, McGraw Hill Education India Private Limited, New Delhi.
7. Hill C, Arun K (2017). *International Business: Competing in the Global Marketplace.* (10th ed) McGraw Hill Education India Private Limited
8. UNCTAD, World Investment Report (Annual)
9. WTO, World Trade Report (Annual).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**International Business**	
1.1	Nature, Importance, Scope/Type	3 Hours
1.2	Reasons for Companies going International; major decisions in an International Business; Factors influencing International Business decisions	4 Hours
1.3	Indicators of growth of International Business; global sourcing	3 Hours
2	**International Business Environment**	
2.1	Socio-cultural Environment; Regulatory bodies and Legal Environment;	2 Hours
2.2	Kinds of legal systems	2 Hours
2.3	Regional economic Integration	2 Hours
2.3	Types of International Firms and their strategies	4 Hours
3	**Market selection Process and Market entry Strategies**	
3.1	International Market selection Process	2 Hours
3.2	Market entry strategies	4 Hours
3.3	Market Entry strategies of Indian Firms	2 Hours
4	**Global trade**	
4.1	Merchandise Trade	3 Hours
4.2	Services Trade	2 Hours
4.3	Trade of Developing countries	2 Hours
4.4	Foreign trade of India- Analysis; Policy	3 Hours
5	**Foreign Capital and Technology**	
5.1	Theories of Foreign Investment	4 Hours
5.2	FDI and Production Linkages	1 Hour
5.3	Portfolio Investment	2 Hours
5.3	Foreign Investments by Indian Companies	1 Hour

5.4	Technological environment and technology transfer	2 Hours
	Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA203	BUSINESS ANALYTICS	Core	4	0	0	4

Preamble: This course Business Analytics offers a perspective to the business needs and trends in analytics space. The objective of the course is to assist the student in gaining a basic understanding of Business Analytics and its application in various functional areas.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall various business analytical models and concepts.
CO 2	Explain business analytical tools and techniques in Finance and Operations Management.
CO 3	Apply business analytical tools and techniques in Human Resource Management.
CO 4	Analyze business analytical tools and techniques in Marketing and Web Analytics.
CO 5	Evaluate business situations using predictive models and analytics.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	1	2	1
CO 2	3	3	2	1	1
CO 3	3	3	2	2	2
CO 4	3	3	1	2	2
CO 5	2	3	2	2	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA203 – BUSINESS ANALYTICS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.
.

1. State the concept of business intelligence.

2. Define credit risk analysis.

3. Mention the relationship between performance and skill gap analysis.

4. Recall the importance of customer profiling.

5. What are multiple time period models?

(5x2 marks = 10 marks)

PART B
*Answer any **three** questions. Each question carries 10 marks.*

6. Discuss the various tools incorporated for data visualization.

7. Elucidate the role played by make/buy decisions in business analytics.

8. "Evaluation of reliability and validity of selection models are in vain." How far this opinion is true?

9. Illustrate the part played by web analytics in modern marketing.

10. Depict the applications of business analytics in the different fields of business.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. You were working as the Business Analysist in the telecom industry, Mumbai. Due to the recent pandemic situations, as a part of work arrangement by the same business group you are forced to join in the same position of their CPG company located at Pune. What are the precautions that you should consider with respect to your job profile and how will you manage this crisis as a professional in the field of business analytics?

(1x20 marks = 20 marks)

Syllabus	
	Syllabus
Module 1	**Business Analytics:** Business Analytics, evolution and scope, Business Analytics process, Business Intelligence. Decision models. Spreadsheets modelling, Datasets, data cleaning, outliers and outliers diagnostics. Data Visualization -Tools and techniques, Applications. Big Data Analytics, Machine learning algorithms, Data Mining process, Quality of predictions, Optimizing complex decisions, Challenges in data driven decision making.
Module 2	**Financial Analytics and Operations Analytics:** Understanding Risk, credit risk analysis, fraud detection and prevention analytics, analytics in banking and financial services - analytics in retail banking and wealth management Demand Planning – Forecasting, Model building, Supply chain analytics-Supply planning - Procurement and Strategic Sourcing, Inventory Modeling - Aggregate planning and resource allocation decisions, Make/Buy decision.
Module 3	**Human Resource Analytics:** Basics of HR analytics, HR Metric and HR Analytics, Intuition versus analytical thinking; People analytics, Recruitment Analytics- Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover, On Boarding Analytics, Staffing Analytics, Performance & Skill Gap Analytics, Compensation & Benefit Analytics, Training & Learning Analytics, Promotion and Succession Planning Analytics, Compliance Analytics, Attrition & Retention Analytics, HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21 Model.HR dashboards, Power BI.
Module 4	**Marketing Analytics:** Basics of marketing analytics, marketing decisions models, characteristics, types and benefits of marketing decisions models, Market Intelligence, Text analysis and search analysis, Customer profiling, Statistical programming, Choice Models and Logistic Regression, data mining and visualization, Response Models Concept, Factor segmentation, clustering algorithms, perceptual maps, Use of Excel to solve business problems, Google Analytics. **Web Analytics**: Click stream analytics, anonymous vs. registered users analysis, Social Media Analytics - User generated content – Page tagging, Server log files, Data abstractions. Sentiment Analysis, Analytics in digital decoding consumer intent, decoding customer sentiments from comments, Text mining from opinion platforms.
Module 5	**Predictive Analytics and Application of Analytics in Business:** Logic driven predictive models – single-period purchase decisions, multiple time period models, overbooking decisions. Data Driven predictive models - retail pricing markdowns, modeling relationships and trends Models involving uncertainty - what-if analysis, scenario manager, goal-seek. Applications in other business areas - Analytics in telecom and location-based intelligence marketing, analytics in consumer-packaged goods (CPG), analytics in utilities, analytics in healthcare, analytics in online retail.

Text Book

1. Evans, J.R. (2013). *Business Analytics: Methods, Models, and Decisions*, 3rd ed. Pearson India.

2. Malhotra, N.K. and Dash, S. (2011). *Marketing Research,* 6th ed. Pearson India

3. Baesens, B., Vlasselaer, V.V. and Verbeke, W. (2015). *Fraud Analytics Using Descriptive, Predictive and Social Network Techniques,* (1st ed). Wiley India,

4. Prasad R.N. & Acharya S. (2011). *Fundaments of Business Analytics*, (1st ed.) Wiley.

5. Davenport, T.H. and Harris, J.G. (2007). Competing on Analytics: The New Science of Winning, 1st ed. Harvard Business Review Press

6. Damodharan, A. (2007). Strategic Risk Taking, 1st ed., FT Press

7. Davenport, T.H., Harris, J.G., and Morison, R. (2010). Analytics at Work: Smarter Decisions, Better Results, 1st ed., Accenture

References and Suggested Readings

1. Raman, A and Fisher, M. (2010). How Analytics Are Transforming the Supply Chain and Improving Performance, 1st ed. HBS Press

2. Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, 1 st ed., American Management Association

3. Peterson, E. (2004). Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business, 1st ed. Celilo Group Media & Café Press

4. Lilien, G.L. and Rangaswamy, L. (2004), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2nd ed. Revised, Trafford Publishing.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Business Analytics:**	
1.1	Business Analytics	3 Hours
1.2	Decision models and Spreadsheet modeling	3 Hours
1.3	Data Visualization	3 Hours
2	**Financial Analytics and Operations Analytics**	
2.1	Financial analytics	3 Hours
2.2	Fraud analytics	3 Hours
2.3	Demand planning and supply chain analytics	3 Hours
3	**Human Resource Analytics:**	
3.1	Human resource analytics, Recruitment analytics	3 Hours
3.2	On boarding analytics, Skill Gap analytics	3 Hours
3.3	Attrition and retention analytics	3 Hours
4	**Marketing Analytics**	
4.1	Marketing analytics basics	3 Hours
4.2	Tools and models, Factor segmentation	4 Hours
4.3	4B and web analytics	3 Hours
5	**Predictive Analytics and Application of Analytics in Business:**	
5.1	Predictive modelling	3 Hours
5.2	Problems	4 Hours
5.3	Case study with industry data	4 Hours
	Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA351	**INTERNSHIP**	Core	0	0	6	3

Preamble

Internship will be considered as a core course in the third semester. Every student is expected to do the Summer Internship Training (SIT) outside the college/ institution for a duration of 6 to 8 weeks. The Summer Internship Training is to be conducted in a Public/Private/Cooperative sector organisation during the summer period after the second semester. The internship helps the student to get an understanding of business functions like Marketing, Finance, Operations and Information Systems with special emphasis on management functions like planning, organising, controlling, coordinating and budgeting of business activities.

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Apply knowledge and skill sets acquired from the internship in organisational functions
CO 2	Develop real-world problem-solving skills by analysing work environment
CO 3	Build professional capabilities including right work attitude, self-confidence, interpersonal skills and team work

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	1
CO 2	3	2	1	1	1
CO 3	2	1	3	1	2

Assessment Pattern

The external evaluation will be conducted by the examiners appointed by the University and the internal evaluation by a panel constituted by the college/institute. The criteria for evaluation will be as detailed below:

Internal Evaluation 40 marks (by an internal committee)

Criteria	Marks
Progress of work	10
Log Book/Work Diary	10
Internship Presentations	20
Total	**40**

External Evaluation 60 marks (by the University)

Criteria	Marks
Final Report	30
Internship Viva Voce	30
Total	**60**

SEMESTER -3

ELECTIVES

Course Code	Course Name	Category	L	T	P	Credit
20MBA231	**FINANCIAL MARKETS AND SERVICES**	**Elective**	3	0	0	3

Preamble:

This course helps at providing detailed understanding of the nature and scope of financial system and innovations in financial services sector. The objective of this course is to provide an understanding of the structure, operations and trends in the Capital market and Money market. This will also help the student to understand the various financial products and their innovations in the financial markets.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall all the concept of Indian Financial System
CO 2	Illustrate the role of financial services in economic development
CO 3	Identifying the structure of merchant banking firms
CO 4	Analysing various approaches & process of credit rating
CO 5	Determine various financial service instrument

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	3	3	3
CO 2	2	3	2	2	2
CO 3	1	2	3	3	3
CO 4	2	1	2	3	2
CO 5	2	2	3	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Syllabus

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA231- FINANCIAL MARKETS AND SERVICES

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the different capital market instruments?

2. Define two kinds of financial services?

3. Differentiate between credit cards and debit cards?

4. What is the specific role of CRISIL?

5. What is a venture capital?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. What are the features of Money market?

7. Discuss the Challenges faced by the Financial Services Sector.

8. Define Merchant Banking? Explain the scope of merchant banking in India.

9. Explain the functions of credit rating agencies in India.

10. Discuss the factors influencing rapid growth of leasing in India.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a) What do you mean by new issue market? Explain its functions and methods of floating new issues.   (10 marks)

    b) Discuss the present state of the mutual funds in India and outline the causes of their slow growth.   (10 marks)

Module 1	**Indian financial system** – an overview. Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments - capital market reforms –primary markets – methods of raising funds from primary market- public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – emerging trends.
Module 2	**Financial services**- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services. Financial innovation- causes of financial innovation- Innovative Financial Instruments- Challenges Facing the Financial Services Sector.
Module 3	**Merchant banking** – historical perceptive – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – portfolio management services – factoring services and practices – card business – credit cards and debit cards.
Module 4	**Credit rating:** approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating. Stock exchange business and practices – insurance – role of insurance in financial frame work – general insurance – life insurance – marine insurance and others.
Module 5	**Leasing:** concepts and classification of leasing – present legislative frame work of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation. Bill discounting and Factoring-Forfeiting- Securitization- Mutual Funds-Venture capital funds

Text Book
1. Pandian P., (2009). *Financial Services & Markets*, Vikas publishing. 2. Gordon. E and Natarajan K., (2016). *Financial Markets and Services,* Himalaya Publishing House.

References and Suggested Readings
1. Batra G.S. (2002). *Financial Services & Markets*, Deep & Deep Publications Pvt. Ltd. 2. Khan M.Y. (2007). *Financial Services*, Tata McGraw Hill, New Delhi. 3. Chandra P. (2011). *Financial Management: Theory and Practice*, Tata McGraw Hill, New Delhi. 4. Kothari C. R. (1991). *Investment Banking and Customer Service*, Arihand Publishers. 5. Fama E. F., *Foundations of Finance*, Basic Books Inc., New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Indian financial system**	
1.1	Money market	3 Hours
1.2	Capital market	2 Hours
1.3	Primary market	2 Hours
2	**Financial Services**	
2.1	Nature and characteristics	3 Hours
2.2	Factors, Types, Financial Innovations	2 Hours
2.3	Financial Innovations & Challenges	2 Hours
3	**Merchant Banking**	
3.1	History, Nature and Structure	2 Hours
3.2	SEBI regulation	2 Hours
3.3	Portfolio management	2 Hours
3.4	Factoring, Cards	2 Hours
4	**Credit Rating**	
4.1	Approaches and process	3 Hours
4.2	Stock exchanges & Business	2 Hours
4.3	Insurance	2 Hours
5	**Leasing**	
5.1	Leasing	2 Hours
5.2	Hire purchase	1 Hour
5.3	Factoring, forfeiting, Securitization	2 Hours
5.4	Mutual funds & Venture capital	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA233	PROJECT FINANCE	Elective	3	0	0	3

Preamble:

The primary objective of this course is to help the students develop competencies to manage the financial side of a project execution effectively and efficiently. The course helps identify the necessary elements critical to project financing which includes risk identification and mitigation, methods of project appraisal, required financial projections and varied sources of funding.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall the various concept of a project finance.
CO 2	Illustrate project risk analysis.
CO 3	Identify the financial estimates and projections.
CO 4	Analyze the most appropriate financing structure to achieve financial closure.
CO 5	Assess the various sources of funding for different types of projects.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	3	3	3
CO 2	2	3	2	2	2
CO 3	1	2	3	3	3
CO 4	2	1	2	3	2
CO 5	2	2	3	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA233- PROJECT FINANCE

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1.   Define project finance?

2.   Outline Sensitivity analysis?

3.   What is CFADS?

4.   Distinguish between IRR and NPV?

5.   State various Developmental Financial Institutions?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6.   List out the parties involved in Project finance?

7.   Illustrate Decision tree analysis and Scenario analysis?

8.   Explain the importance of PLCR and LLCR?

9.   Examine key project finance ratios?

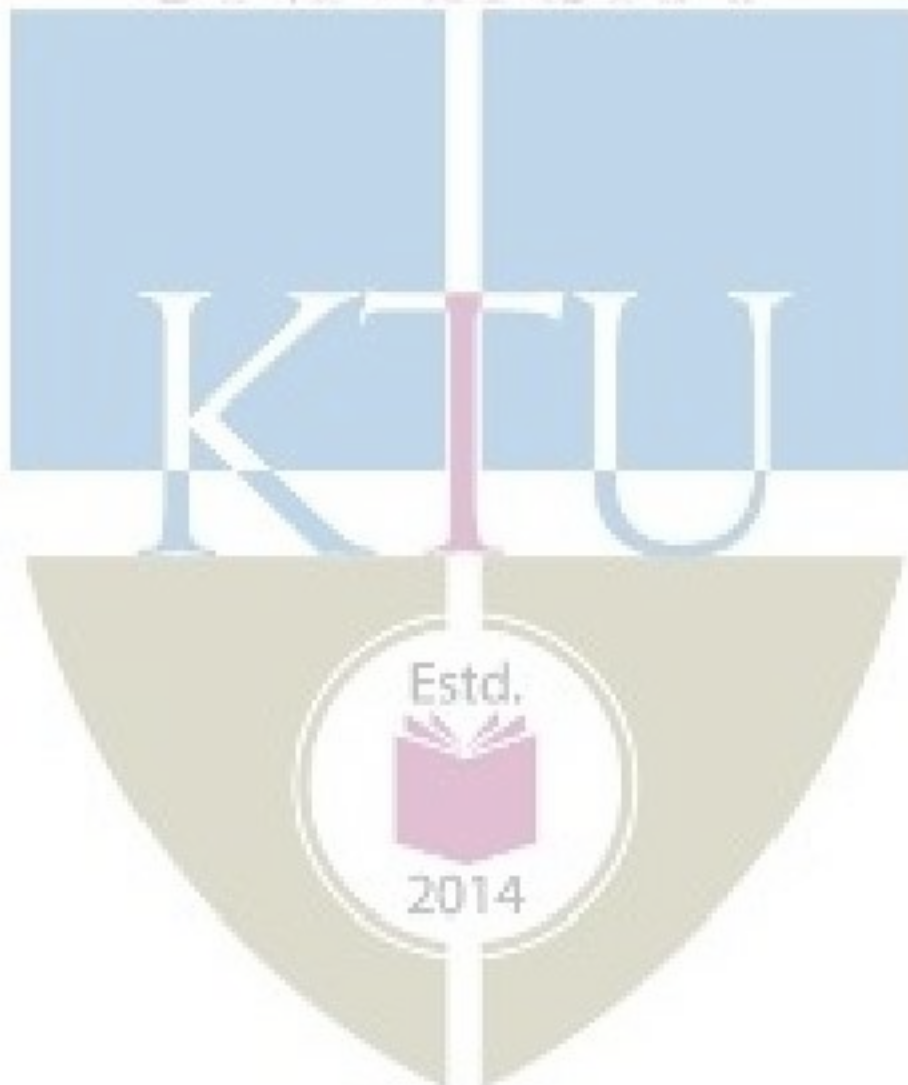10.   Differentiate between ADR and GDR?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11.   a. Explain the various sources of financing? Give examples?   (10 marks)

      b. Discuss the present state of the International funding agencies?   (10 marks)

Syllabus	
Module 1	**Introduction to Project Finance:** Concept of project, types of projects, objectives, selection of project, project lifecycle; detailed project report (DPR); project finance; role of advisors in project finance, infrastructure projects, PPP models, parties involved in project finance – project company / borrower, sponsors /shareholders, banks, multilateral and export credit agencies, insurers, construction companies, operator and government.
	Assessing risks in project finance - Understanding risk allocation, mitigating and managing project Risk – entity risk, country and political risks, legal risk, industry risks, project risks, environment risks, construction risks, offtake - sales

	and supply risks, funding risks, refinancing risk, foreign exchange risk and interest rate risks.
Module 2	**Project risk analysis:** Sensitivity analysis, Scenario analysis, Simulation analysis, Decision tree analysis. **Project Appraisal:** Market & Demand Analysis, Technical Analysis, Competitive status of a project, Economic appraisal, Social cost benefit analysis, Environmental impact analysis.
Module 3	**Financial estimates and projections:** Estimation of cost of project & means of financing, estimates of sales and production, projected balance sheets, projected cash flow statement - net operating cash flow, free cash flow and discounted cash flow. Seniority and cash flow waterfall – cash flow available for debt service (CFADS) – debt service coverage ratios (DSCR), project life cover ratios (PLCR), loan life cover ratio (LLCR), cash flow before funding, cash flow available for debt service reserve account (DSRA), cash flow available to equity to calculate distributions, net cash flow.
Module 4	**Structuring Project Finance:** Repayment profiles and coverage ratio, key project finance ratios – sponsor's perspective, investors gearing benefits, key project finance ratios – lenders perspective, Capital Budgeting Decisions – IRR, NPV, higher order decisions – mutually exclusive projects, unequal life, inflation, working capital decisions, financial closure, credit risk ratings.
Module 5	**Source of Financing:** Internal accruals, equity capital (IPO, right issue, private placement, preference capital, debentures), term loan, securitization. Working capital financing. Funding agencies – commercial banks, development financial institutions, private equity, venture capital, crowd funding. International Funding – multilateral agencies (ADB & AFIC), external commercial borrowing (ECB), FCCBs, Foreign currency options, Depository Receipts – GDRs, ADRs.

Text Book

1. Chandra Prasanna. (2019). *Projects: Planning, Analysis, Selection, Financing, Implementation and Review.* Tata McGraw Hill, New Delhi.

2. Srivastava Vikas and Rajaraman V. (2017). *Project and Infrastructure Finance: Corporate Banking Perspective.* Oxford University Press, New Delhi.

References and Suggested Readings

1. Bodmer Edward, (2014). *Corporate and Project Finance Modelling: Theory and Practice.* John Wiley and Sons, New Delhi.
2. Esty Benjamin, (2003). *Modern Project Finance: A Casebook,* John Wiley & Sons, New Delhi.
3. Gatti Steffano, (2014). *Project Finance in Theory and Practice.* Academic Press, London.
4. Gupta Ambrish, (2017). *Project Appraisal and Financing.* PHI Learning, New Delhi.
5. Lester Albert, (2017). *Project Management, Planning and Control.* Butterworth-Heinnemann Elseiver Limited, Oxford.
6. Machiraju H.R., (2001). *Introduction to Project Finance – An Analytical Perspective.* Vikas Publishing House, New Delhi.
7. Pandey I. M., (2017) *Financial Management.* Vikas Publishing House, Noida.
8. Vanhorne James C. and Wachowicz Jr, John, (2018). *Fundamentals of Financial*

Management. Pearson Education, New Delhi.

9. Yescombe E.R., (2013). *Principles of Project Finance*. Academic Press, California.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Project Finance:**	
1.1	Concept of project finance	3 Hours
1.2	Role of advisors in project finance	2 Hours
1.3	Assessing risks in project finance	3 Hours
2	**Project risk analysis**	
2.1	Sensitivity analysis, Scenario analysis.	2 Hours
2.2	Project appraisal	2 Hours
2.3	Competitive status of a project	2 Hours
3	**Financial estimates and projections:**	
3.1	Estimation of cost of project & means of financing	2Hours
3.2	Net operating cash flow	2 Hours
3.3	Cash flow available for debt service	2 Hours
3.4	Cash flow available for debt service reserve account (DSRA)	2 Hours
4	**Structuring Project Finance:**	
4.1	Key project finance ratios	3 Hours
4.2	Capital Budgeting Decisions	2 Hours
4.3	Working capital decisions	2 Hours
5	**Source of Financing:**	
5.1	Working capital financing.	2 Hours
5.2	Funding agencies	1 Hour
5.3	International funding	2 Hours
5.4	ADR and GDR	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA235	COST ACCOUNTING AND BUDGET CONTROL	Elective	3	0	0	3

Preamble: The course on cost accounting and budget control will help students to have a good understanding of how corporate value creation is measured in practice, how business plans models are developed and what day-to-day business process looks like with respect to cost.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall all the concepts pertaining to Cost accounting and budget control covered in the course syllabus.
CO 2	Explain the basic concepts and processes in determination of cost of products and services
CO 3	Apply marginal costing in decision making
CO 4	Analyse the concept of Standard Costing for variance analysis
CO 5	Estimate various activities of the organisation on the basis of budgets.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	3	2	3
CO 2	2	3	1	3	2
CO 3	1	2	3	2	3
CO 4	2	1	3	2	3
CO 5	3	2	1	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA235- COST ACCOUNTING AND BUDGET CONTROL

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Integrated accounting system?

2. What is process costing?

3. Define Cost Volume Profit Analysis?

4. Differentiate fixed and flexible budget?

5. State the meaning of material variance?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. State the differences between Cost Accounting and Financial Accounting.

7. List out the advantages and disadvantages of standard costing?

8. XYZ furnishes you the following data relating to the year 2017 Particulars:

Particulars	First half of the year	Second half of the year
Sales	45000	50000
Total cost	40000	43000

Assuming that there is no change in prices and variable cost and the fixed expenses are incurred equally in the two half year periods.

Calculate for the year 2017:
   a. P/V Ratio
   b. Fixed Expenses
   c. Break-Even Sales
   d. Percentage of Margin of Safety

9. Prepare a flexible budget at 80% and 100% activity on the basis of following information:

Production at 50% capacity	5000 units
Raw materials	Rs.80 per unit
Direct labour	Rs.50 per unit
Expenses	Rs.15 per unit
Factory expenses	Rs.50,000 (50% variable)
Administrative expense	Rs.60,000 (60% variable)

10. Data relating to a job are as follows:

Standard rate of wages per hour	Rs.6
Standard hours	300
Actual rate of wages per hour	Rs.7
Actual hours paid	280 (out of which 20 hours are abnormal)

Calculate labour variances?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. The accounts of a machine manufacturing company disclose the following information for the six months ending 31st Dec., 2013.

Materials used	1,50,000
Direct wages	1,20,000
Factory overhead expenses	24,000
Office expenses	17,640

Prepare a Cost Sheet of the machines and calculate the price which the company should quote for the manufacture of a machine requiring materials valued at 1,250 and expenditure on productive wages of 750, so that the price may yield a profit of 20% on the selling price. For the purpose of price quotation, charge factory overhead as a percentage of direct wages and charge office overhead as a percentage of works cost.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Nature and Scope of Cost accounting:** meaning, importance & limitations of cost accounting, Costing- An Aid to management, distinction between Cost and Financial accounting, Costing system- characteristics of an ideal costing system, steps for installation, difficulties while installation and how to overcome these difficulties, role of cost accountant.
Module 2	**Methods / Types of Costing:** Unit or Output costing – Statement of Cost; Tender price, Quotation price and Estimation price - Estimation of tender price; Contract costing; Job and batch costing; Process costing – valuation of work-in progress; Operating costing.
Module 3	**Marginal Costing:** Calculation of marginal cost – make or buy decisions – product-mix decisions – pricing decisions – market expansion decisions – Divesting decisions; Breakeven analysis – cost-volume-profit analysis-P/V ratio-Margin of safety.
Module 4	**Budgeting and budgetary control:** budgeting and budgetary control – Classification of budgets – Sales budget, production budget, raw material budget, labour budget, overhead budget, cash budget - Fixed and flexible budget – zero based budgeting –responsibility accounting.
Module 5	**Standard costing:** Advantages and limitations of standard costing – application of standard costing – standard costing and budgetary control. Variance Analysis: Managerial uses of variance analysis –causes of variances – computation of material cost variances, labour cost variances.

Text Book
1. Jain S.P. & Narang K.L. (2012). *Cost and Management Accounting*; Kalyani Publishers, New Delhi.   2. Maheshwari S.N., (2016). *Cost Accounting - Theory & Problems (27th Edn.),* Mahavir Publications.   3. Arora M.N., *Cost and Management Accounting: Theory, Problems and Solutions*, Himalaya Publishing House, Mumbai.

References and Suggested Readings
1. Gupta M. P., (2007). *Cost Accounting Text and Problems*, S Chand & Co.   2. Saxena V.K. & Vashist C.D., (2011). *Cost and Management Accounting*, Sultan Chand & Sons.   3. Jaya Prakash Reddy R., *Cost Accounting and Control Systems*, APH publishing Corporation, Delhi   4. Ashish K. Bhattacharya, *Principles and Practices of Cost Accounting*, A. H. Wheeler publisher.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Nature and Scope of Cost accounting:**	
1.1	Definition, Scope, objectives and significance of cost accounting, its relationship with financial accounting and management accounting	3 Hours
1.2	Cost Objects, Cost centres and Cost Units	2 Hours
1.3	Elements of cost	2 Hours
2	**Methods / Types of Costing:**	
2.1	Unit costing/output costing	3 Hours
2.2	Estimation of tender price	2 Hours
2.3	Job costing, Batch costing, contract costing, process costing	2 Hours
3	**Marginal Costing:**	
3.1	Application of marginal costing	3 Hours
3.2	Break even analysis	2 Hours
3.3	Cost Volume profit analysis, Margin of safety	3 Hours
4	**Budgeting and budgetary control:**	
4.1	budgeting and budgetary control	2 Hours
4.2	Types of budgets	2 Hours
4.3	Zero based budgeting, Responsibility accounting.	3 Hours
5	**Standard costing:**	
5.1	Advantages and limitations of standard costing	2 Hours
5.2	Application of standard costing	2 Hours
5.3	Variance analysis	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA237	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The course Security Analysis and Portfolio Management provides the basic knowledge and techniques to evaluate the stock performance in the security market and to enable the students to evaluate and give recommendations about the performance of stock to the various investing communities

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall all the concepts of Security Analysis
CO 2	Choose the various tools of Technical Analysis for stock valuation
CO 3	Understand the concepts of Efficient market Hypothesis
CO 4	Examine various model relating to portfolio selection
CO 5	Evaluate various models of Revising and Evaluating portfolio

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA237- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What do you mean by present value?
2. What is EMA?
3. What is weak form of market efficiency?
4. What is feasible set of portfolio?
5. Explain portfolio evaluation?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. What are the various tools and techniques used in security analysis?

7. Efficient market theory repudiates both the fundamental and technical analysis. Discuss.

8. Distinguish between constant growth model and multiple growth models.

9. What are the various portfolio revision strategies and what are the various factors affecting portfolio revision?

10. Two securities A and B generate an expected return of 15% and 20% and standard deviation of 50% and 30% respectively. Construct a portfolio with 40% fund invested in security A and 60% fund in Security B if the correlation coefficient between A and B is -0.6.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. a) Calculate Sharpe ratio and Treynor ratio from the following. If the risk-free rate of return is 7 percent, also evaluate the performance of Fund 'A' and 'B' based on the market index.

Fund	Rate of return	Standard deviation	Systematic risk (Beta)
A	12	18	0.7
B	19	25	1.3
Market index	15	20	1.0

(10)

b) What is the significance of risk-free return in portfolio evaluation?   (10)

	Syllabus
Module 1	**Introduction to SAPM** Meaning and Relevance of Investment –Various Investment Avenue - Security Market –various types of security –Equity share, Government Security and Mutual Funds -Security Analysis –Fundamental Analysis - concept of intrinsic value –calculation of EPS and PE ratio –Share valuation model –Constant Growth model –Multiple Growth Model.
Module 2	**Technical Analysis of Security** Introduction to Dow Theory, Relevance of Elliot wave theory in Technical Analysis –Various tools and technique of Technical Analysis -line charts, bar charts – Japanese candlestick –EMA - Oscillators-Rate of Change Indicators – Relative Strength Index- calculation of Support and Resistance level -The On-Balance-Volume indicator-Average Directional Index.
Module 3	**Efficient Market Theory** Efficient market Hypotheses - Random walk theory - forms of market efficiency –weak form, semi-strong form and strong form of market efficiency – empirical tests of market efficiency-comparison of Efficient Market Hypothesis and Fundamental Analysis-Efficient Market Hypothesis and Repudiation of Technical Analysis.
Module 4	**Portfolio analysis and selection** Measurement of return and risk of portfolios – two assets model of portfolio – Risk reduction through portfolio diversification – Relationship between portfolio –Covariance and Correlation coefficient- portfolio selection – Markowitz Portfolio Theory (MPT) – feasible set – efficient frontier – Sharpe's single index model – Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM and Security Market Line – multifactor models – Arbitrage Pricing theory.
Module 5	**Portfolio Revision and Evaluation** Portfolio revision – need –factors affecting portfolio revision – Portfolio revision strategies – Formula plans - portfolio evaluation – need – benchmarks-Relationship between security return and market return expressed in terms of Beta- concept of Risk-free return and Risk Adjusted Return -Sharpe ratio or Reward to variability ratio and Treynor ratio or Reward to volatility ratio – Differential return using Jensen's measure – Fama's decomposition model.

Text Book

1. Kevin S., (2006). *Security Analysis and portfolio Management,* PHI, New Delhi.
2. Punithavathy Pandian, (2012) *Security Analysis and Portfolio Management*, Vikas Publications
3. Donald E. Fischer and Ronald E. Jordan, (2018). *Security Analysis and Portfolio Management*, Pearson Education

References and Suggested Readings

1. Avadhani V. A. *Securities Analysis and Portfolio Management*, Himalaya Publishing.
2. Graham B., & David Dodd, *Security Analysis,* Whittlesey House, McGraw-Hill.
3. Farrell James L., *Portfolio Management: Theory and Application*, McGraw- Hill.
4. Prasanna Chandra, *Investment Analysis and Portfolio Management*, TMH.
5. Francis J. C., *Investment Analysis and Management*, McGraw- Hill, New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to SAPM**	
1.1	Meaning and Relevance of Investment –Various Investment Avenue	1 Hours
1.2	Security Market –Equity share, Government Security and Mutual Funds	2 Hours
1.3	Security Analysis –Fundamental Analysis - concept of intrinsic value	1 Hours
1.4	EPS and PE ratio –Share valuation model –Constant Growth model – Multiple Growth Model	3 Hours
2	**Technical Analysis of Security**	
2.1	Introduction to Dow Theory, Relevance of Elliot wave theory in Technical Analysis	2 Hours
2.2	Line charts, bar charts – Japanese candlestick –EMA	2 Hours
2.3	Oscillators-Rate of Change Indicators –Relative Strength Index	2 Hours
2.4	Support and Resistance level -The On-Balance-Volume indicator-Average Directional Index	2 Hours
3	**Efficient Market Theory**	
3.1	Random walk theory - forms of market efficiency –weak form, semi-strong form and strong form of market efficiency	3 Hours
3.2	empirical tests of market efficiency	2 Hours
3.3	Fundamental Analysis-Efficient Market Hypothesis and Repudiation of Technical Analysis	2 Hours
4	**Portfolio Analysis and Selection**	
4.1	Measurement of return and risk of portfolios – two assets model of portfolio	2 Hours
4.2	Relationship between portfolio –Covariance and Correlation coefficient	1 Hours
4.3	portfolio selection –Markowitz Portfolio Theory (MPT) – feasible set efficient frontier - Sharpe's single index model	2 Hours
4.4	Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM and Security Market Line and – Arbitrage Pricing theory	3 Hours
5	**Portfolio Revision and Evaluation**	
5.1	Need –factors affecting portfolio revision – Portfolio revision strategies – Formula plans	3 Hours
5.2	Portfolio evaluation – need – benchmarks, calculation of Beta, Risk Adjusted Return -Sharpe ratio and Treynor ratio	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA239	**MANAGING BANKS AND FINANCIAL INSTITUTIONS**	Elective	3	0	0	3

Preamble: The course on Managing Banks and Financial Institutions provides basic knowledge of banking and its regulatory aspects. The course gives an insight to the students with the latest banking landscape and understand the banking products and services. It helps in understanding the risks involved in banking operations and the methods of mitigation. This course also introduces the all-India financial institutions and merchant banking.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the concepts of Banking system and its functions
CO 2	Study the functions of commercial banks
CO 3	Understand the role of technology in Banking
CO 4	Analyse the risks involved in banking sector
CO 5	Assess the newer developments in banking business

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3		1	3	2
CO 2	3		1	3	2
CO 3	3	1	1	3	2
CO 4	3	1	1	3	2
CO 5	2		1	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA239- MANAGING BANKS AND FINANCIAL INSTITUTIONS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Explain priority sector lending.

2. What is Garnishee Order.

3. Compare NEFT and RTGS.

4. Define Credit Risk

5. What are the activities in 'Universal Banking'?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the structure of Banking in India.

7. Briefly explain the functions of Commercial Banks.

8. 'Technology has given a new route to Banking Business in India'. Analyse this statement.

9. Explain the 'three pillars' of Basel II norms. Why they are important?

10. What are the major functions of Merchant Bankers? Substantiate their presence in India

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. (a) Explain Income Recognition and Asset Classification (IRAC) norms.

(b) Various asset categories need different provisions. Explain with an imaginary example.

(1x20 marks =20marks)

Syllabus	
Module 1	**Banking System in India** Overview of Banking System in India: Evolution of banks–Structure of Banking in India–Whole sale banking–Retail banking –Fund based and Non-Fund Based Income –Ancillary Services – Agency Services –Credit Creation –Priority Sector Lending –Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act. Role of RBI- Constitution, Objectives, Functions of RBI; Tools of Monetary Control; Regulatory measures- Restrictions on Lending.
Module 2	**Functions of Commercial Banks** Functions of Commercial Banks- Agency Services – General utility services- Credit Creation- Banker Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien & Set off–Garnishee Order-Law of Limitation. Different Deposit Products & Services offered to Customers. Bankers' Special Relationship Mandate; POA; KYC/ AML norms, PMLA Act; KYC Norms Garnishee Orders; Banker's Lien; Right of Set off; Opening accounts of various types of customers, Operational Aspects of opening and Maintaining Accounts of different types of customers; Banking Ombudsman Scheme; Cash Operations, Cash Management Services and its Importance.
Module 3	**Technology in Banking** Evolution of technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque, Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT. E wallet, White Label ATM.
Module 4	**Risk Management and Credit Monitoring** Evaluating Banking Performance – ROE Model – CAMEL Rating-GAAP Probability Analysis- Balance Score Card- Risk Management Various risks in Banking- credit risk, market risk and operational risk, Asset Liability Management- Non-Performing Assets (NPA) – IRAC Norms BASEL Norms. CIBIL Rating, Principles of Lending, Working Capital Assessment and Credit Monitoring-Cardinal Principles; Non-fund Based Limits; WC; Term Loans; Credit Appraisal Techniques; Credit Monitoring & Its Management; Base Rate, MCLR.
Module 5	**Trends in Indian Banking Sector** Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, Fee Based Income – Banking: changing dynamics in banking industry Role and functions of Financial institutions- SIDBI, NABARD, NHB, HDFC, LIC Housing Corporation, EXIM Bank; Import-Export finance – LCs, Forfaiting, Pre shipment and Post shipment finance; Role and functions of Merchant Banks.

Text Book

1. Gorden E. and Natarajan K., (2019). *Banking Theory, Law and Practice*, Himalaya Publishing House, Mumbai.
2. Indian Institute of Banking and Finance, (2017). *Principles and Practices of Banking*, 3rd edition, MacMillan Education, Mumbai.
3. Dutta Vinay and Singh Kanhaiya, (2013). *Commercial Bank Management*, Tata McGgraw- Hill Education India, Mumbai.

References and Suggested Readings

1. Muraleedharan D., (2014). *Modern Banking: Theory and Practice*, PHI Learning Pvt. Ltd., Mumbai.
2. Shekhar K.C. and Lekshmy Shekhar, (2013). *Banking- Theory and Practice*, 21st edition, Vikas Publishing House Pvt. Ltd.
3. Suresh Padmalatha & Paul Justin, (2017). *Management of Banking and Financial Services*, Person Education, Mumbai.
4. Shelagh, Hefernan, (2004). *Modern Banking*, Wiley Publications, London.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Banking System in India**	
1.1	Overview of Banking System in India: Evolution of banks	3 Hours
1.2	Regulatory Provisions governing Banks,	2 Hours
1.3	Functions of RBI; Tools of Monetary Control	2 Hours
2	**Functions of Commercial Banks**	
2.1	Banker Customer Relationship	3 Hours
2.2	Different Deposit Products & Services offered to Customers	2 Hours
2.3	Cash Management Services and its Importance	3 Hours
3	**Technology in Banking**	
3.1	Evolution of technology in bank operation	2 Hours
3.2	Opportunities and Challenges	3 Hours
3.3	Remittance Facilities & Clearing System	2 Hours
4	**Risk Management and Credit Monitoring**	
4.1	Evaluating Banking Performance	3 Hours
4.2	Risk Management Various risks in Banking	2 Hours
4.3	Working Capital Assessment and Credit Monitoring	2 Hours
5	**Trends in Indian Banking Sector**	
5.1	Recent trends in Indian Banking Sector	3 Hours
5.2	Changing dynamics in banking industry	2 Hours
5.3	Role and functions of Merchant Banks	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA241	ENTREPRENEURIAL FINANCE	Elective	3	0	0	3

Preamble: To provide intermediate-level understanding of how to create, finance, manage and evaluate start-ups as well as investing in other companies as a venture capitalist.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Develop a unique understanding of Entrepreneurial finance fundamental concepts
CO 2	Learn how to effectively finance the business requirements.
CO 3	Acquire knowledge on financial modelling and strategic planning.
CO 4	Learn to estimate the financial requirements and evaluate Govt schemes.
CO 5	Explore the international sources of funds and their methods.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	1
CO 2	3	2	2	1	2
CO 3	3	2	2	2	1
CO 4	3	2	2	1	2
CO 5	3	2	1	2	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA241- ENTREPRENEURIAL FINANCE

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List out the types of entrepreneurial Finance.
2. Define Angel Financing.
3. Compare Venture Finance and Corporate Finance.
4. Explain Special Zone Financing
5. What is FCCB?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the various sources of Seed Finance.
7. Briefly explain the regulatory framework related to Crypto currency.
8. What are the different venture capital valuation methods?
9. Bring out the various initiatives and financial schemes of Government for entrepreneurs.
10. What ADR and GDR? Explain the procedure for issuing the same.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. If Investment proposal is Rs 45,00,000 and risk-free rate is 5%, Calculate net present value under certainty equivalent technique.

Year	Expected Cash flow (INR)	Certainty Equivalent coefficient
1	10,00,000	0.90
2	15,00,000	0.85
3	20,00,000	0.82
4	25,00,000	0.78

(1x20 marks = 20 marks)

Syllabus	
Module 1	Introduction and overview of entrepreneurial process - entrepreneurial finance-types, stages –traditional and modern sources of financing- Developing the Business Idea – sources of seed finance-different kinds of business models and their suitable finances- Organizing and Financing a New Venture-financial requirements and their sources for MSMEs, Partnership business, Social entrepreneurship, LLP, Private company, Public company and MNCs.
Module 2	Angel capital, process, features and legal environment, private equity-IPO-FPO-ICO-crypto currency, features, types, legal frame work and trading mechanism, -crowd funding-P2P loans, lending platform and regulations-public and private financing-financial statements of a venture, -cash flow statement-Calculation of the value of a venture. Factors determining choice of the sources of fund.
Module 3	Managing cash flow - types and costs of financial capital - valuing early-stage ventures - venture capital valuation methods - real estate investment ventures-differences between new venture finance and corporate finance-finance of large public corporations- means of testing assumptions, validating, learning, measuring, signaling - recognize the importance of financial modeling and strategic planning -venture capital industry - contracts that are used in the industry-potential challenges faced by entrepreneurial initiatives.
Module 4	Estimation of future financial needs using financial Statements- Evaluating operating and financial performance for determining working capital requirements- Venture Capital method, Chicago method, discounted cash flow using either risk-adjusted discount rate or certainty equivalent approach, relative value-Govt initiatives and financial schemes for entrepreneurs-tax benefits-special zone financing- export financing-Bank guarantee- retained earnings.
Module 5	International Capital Markets - American Depository Receipts (ADR's) - Global Depository Receipts (GDR's) - Foreign Currency Convertible Bonds (FCCB's) etc.-state based start-up funding-procedures and limits-subsidies-bank loans-Factoring-Leasing-Revenue based financing-initial investment decision - costs and benefits of the various exit alternatives, including IPO and merger- relevant capital structures- Value options- mezzanine financing and buy-outs-corporate and strategic venture funds -exiting the entrepreneurial phase-financial distress and understand the options

Text Book

1. Philip J. Adelman and Alan M. Marks (2013). *Entrepreneurial Finance* (6th Edition). Pearson Education.
2. Steven Rogers and Roza Makonnen (2014). Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur (3rd Edition). McGraw-Hill Education.

References and Suggested Readings

1. Janet Kiholm Smith and Richard L. Smith (2019). Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation (2nd Edition). Stanford Business Books.

2. Lee (2019). Entrepreneurial Finance: A Practical Approach (binder-ready loose-leaf). Chicago Business Press.

3. Frank J. Fabozzi (2016). Entrepreneurial Finance and Accounting for High-Tech Companies. MIT Press.

4. J. Leach and Ronald Melicher (2017). Entrepreneurial Finance. South-Western College Publishing.

5. Luisa Alemany and Job J. Andreoli (2018). Entrepreneurial Finance: The Art and Science of Growing Ventures. Cambridge University Press.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Module 1**	
1.1	Introduction and overview of entrepreneurial process - entrepreneurial finance- types, stages –traditional and modern sources of financing-Developing the Business Idea.	2 Hours
1.2	Sources of seed finance-different kinds of business models and their suitable finances- Organizing and Financing a New Venture.	2 Hours
1.3	Financial requirements and their sources for MSMEs, Partnership business, Social entrepreneurship, LLP, Private company, Public company and MNCs.	3 Hours
2	**Module 2**	
2.1	Angel capital, process, features and legal environment, private equity-IPO-FPO-ICO-crypto currency, features, types, legal frame work and trading mechanism,	2 Hours
2.2	Crowd funding-P2P loans, lending platform and regulations-public and private financing-financial statements of a venture, -cash flow statement.	2 Hours
2.3	Calculation of the value of a venture. Factors determining choice of the sources of fund.	3 Hours
3	**Module 3**	
3.1	Managing cash flow - types and costs of financial capital - valuing early-stage ventures - venture capital valuation methods - real estate investment ventures-differences between new venture finance and corporate finance-	2 Hours
3.2	Finance of large public corporations- means of testing assumptions, validating, learning, measuring, signaling -	2 Hours
3.3	Recognize the importance of financial modeling and strategic planning -venture capital industry - contracts that are used in the industry-potential challenges faced by entrepreneurial initiatives.	3 Hours
	Module 4	

	4.1	Estimation of future financial needs using financial Statements-Evaluating operating and financial performance for determining working capital requirements.	2 Hours
	4.2	Venture Capital method, Chicago method, discounted cash flow using either risk-adjusted discount rate or certainty equivalent approach, relative value.	2 Hours
	4.3	Govt initiatives and financial schemes for entrepreneurs-tax benefits-special zone financing- export financing-Bank guarantee- retained earnings.	3 Hours
5		**Module-5**.	
	5.1	International sources of finance- International Agencies and Development Banks- International Capital Markets- American Depository Receipts (ADR's)- Global Depository Receipts (GDR's)- Foreign Currency Convertible Bonds (FCCB's) etc.-	2 Hours
	5.2	State based start-up funding-procedures and limits-subsidies-bank loans-Factoring-Leasing-Revenue based financing-initial investment decision**.**	3 Hours
	5.3	Costs and benefits of the various exit alternatives, including IPO and merger- relevant capital structures- Value options- mezzanine financing and buy-outs-corporate and strategic venture funds -exiting the entrepreneurial phase-financial distress and understand the options.	3 Hours
		Total	36 Hours
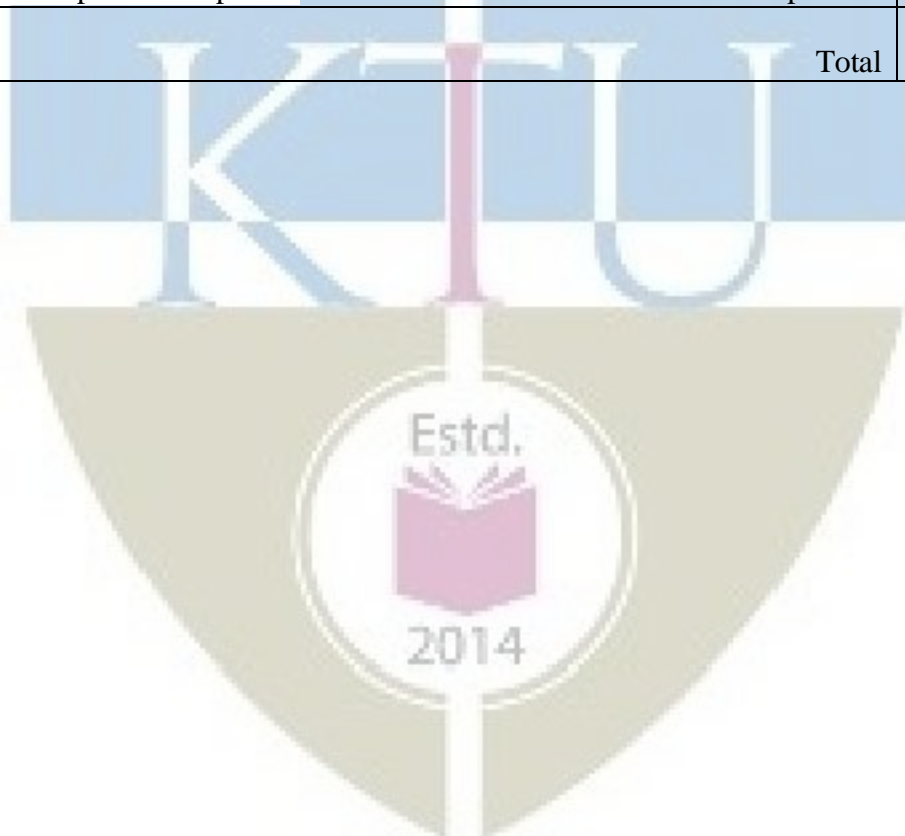
Course Code	Course Name	Category	L	T	P	Credit
20MBA243	**INTERNATIONAL FINANCE**	Elective	3	0	0	3

Preamble: The course International Finance provides the basic knowledge and techniques to evaluate the importance of Foreign Exchange in International business. It enables the students to evaluate and give recommendation about International Financial Environment.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Remember the concepts of International Financial Environment
CO 2	Apply the concepts of Foreign Exchange Market
CO 3	Understand the fixed and floating exchange rate
CO 4	Explain the concept of Purchasing power parity and Interest rate parity
CO 5	Understand the concept of International Financial Markets

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA243- INTERNATIONAL FINANCE

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1   What do you mean by Balance of Payment?
2   What is Nostro account?
3   What are the different types of Exchange rates?
4   Explain the term Arbitrageurs.
5   Explain Forward margins.

                                                                (5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6   Explain the functions of International Financial Manager.
7   Discuss the evolution of foreign exchange market and foreign exchange system.
8   Explain International Monetary system.
9   Explain the types of Forex market participants.
10   Explain the participants of International Financial Markets

                                                                (3x10 marks = 30 marks

PART C

Compulsory question. This question carries 20 marks

11   a.   Explain the RBI intervention in Forex market.   10

      b.   Explain the concept of Purchasing Power Parity Theory.   10

	Syllabus
Module 1	**Introduction to International Financial Environment** Global economy-Financial Globalization experiences from India- Functions of International Financial Manger-International financial transaction – Balance of payment, meaning and structure-Emergence of International Banks- Euro banks- Banks for International settlements (BIS) – IMF its functions- Special schemes of lending – IMF role in providing international liquidity SDR's
Module 2	**Foreign Exchange Market** Evolution of foreign exchange market and foreign exchange system-Foreign exchange rates- Types of foreign exchange transaction- Types of Forex market participants- Hedger- Speculator- Arbitrageurs – Foreign exchange markets in India- RBI intervention in Forex market- Vostro and Nostro accounts- forward markets – Forward margins- Factors affecting forward rates- Exchange rate Quotations
Module 3	**International Monetary System** Introduction to International monetary system- Gold standard – Paper currency standards- Bretton woods system- Exchange rate- Fixed and Floating – Theories of Exchange rate- Currency Board system- Basket system- Currency Risk Management- Macro economic factors affecting exchange rates- Foreign exchange operations of banks
Module 4	**Purchasing Power Parity and Interest rate Parity** Fisher effect- International Parity conditions and Indian foreign exchange market integration- Exchange rate forecasting- Foreign exchange contract- Spot forex transaction- Forward forex transaction – Forex future contract- Foreign currency swap – Foreign currency option – Forex transaction in India
Module 5	**International Financial Markets** Introduction – Participants of International Financial Markets- International Financial institutions- Euro market- International Equity market and Indian ADRs and GDRs- International Bond market- Types of International Bond market- Bonds issued by Indian companies- Financing international trade- Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance

Text Book

1. Jain P.K., Josette Peyrard, Surendra S. Yadav, (2016). *International Financial Management*, Macmillan India Ltd.

2. Sharan V., (2012). *International Financial Management*, PHI, New Delhi.

3. Madhu V.I.J., (2010). *International Financial Management*, Excel books, New Delhi.

4. Apte P. G., (2006). *International Financial Management*, Tata McGraw-Hill.

References and Suggested Readings

1. Borio C., McCauley R., McGuire P., Sushko V., *Bye-bye covered interest parity,* Voxeu.org, 28 September 2016.

2. Borio C., McCauley R., McGuire P. and Sushko V., (2016), "*Covered interest parity lost: understanding the cross-currency basis", BIS Quarterly Review*, September 2016.

3. Adolfo Barajas, Andrea Deghi, Salih Fendoglu, and Yizhi Xu, *Global Financial*

Stability Notes: The Strains in Offshore US Dollar Funding during the COVID-19 Crisis: Some Observations, Monetary and Capital Markets. IMF July 2020.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to International Financial Environment**	
1.1	Global economy-Financial Globalization experiences from India-Functions of International Financial Manger-International financial transaction	3 Hours
1.2	Balance of payment, meaning and structure-Emergence of International Banks- Euro banks- Banks for International settlements (BIS)	2 Hours
1.3	IMF its functions- Special schemes of lending – IMF role in providing international liquidity SDR's	3 Hours
2	**Foreign Exchange Market**	
2.1	Evolution of foreign exchange market and foreign exchange system-Foreign exchange rates- Types of foreign exchange transaction	3 Hours
2.2	Types of Forex market participants- Hedger- Speculator-Arbitrageurs – Foreign exchange markets in India	2 Hours
2.3	RBI intervention in Forex market- Vostro and Nostro accounts forward markets – Forward margins- Factors affecting forward rates.- Exchange rate Quotations	2 Hours
3	**International Monetary System**	
3.1	Introduction to International monetary system- Gold standard – Paper currency standards- Bretton woods system	2 Hours
3.2	Exchange rate- Fixed and Floating –Theories of Exchange rate - Currency Board system- Basket system	2 Hours
3.3	Currency Risk Management- Macro economic factors affecting exchange rates- Foreign exchange operations of banks	3 Hours
4	**Purchasing Power Parity and Interest rate Parity**	
4.1	Fisher effect- International Parity conditions and Indian foreign exchange market integration- Exchange rate forecasting	3 Hours
4.2	Foreign exchange contract- Spot forex transaction- Forward forex transaction – Forex future contract- Foreign currency swap	2 Hours
4.3	Foreign currency option – Forex transaction in India	2 Hours
5	**International Financial Markets**	
5.1	Introduction – Participants of International Financial Markets-International Financial institutions- Euro market- International Equity market and Indian ADRs and GDRs	3 Hours
5.2	International Bond market- Types of International Bond market-Bonds issued by Indian companies- Financing international trade	3 Hours
5.3	Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance	2 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA245	STATISTICS METHODS FOR FINANCIAL ANALYTICS	Elective	3	0	0	3

Preamble: This course prepares the student to apply state of the art technologies with analytics to solve business problems.

Prerequisite: Nil.

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Develop a unique understanding of time series concepts and techniques
CO 2	Learn how to use R effectively in finance.
CO 3	Acquire knowledge on Python for Financial Applications.
CO 4	Learn the Practical Aspects of Database Design for finance.
CO 5	Explore applied Statistics with Applications in Finance.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	1
CO 2	3	2	2	1	2
CO 3	3	2	2	2	1
CO 4	3	2	2	1	2
CO 5	3	2	1	2	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA245- STATISTICS METHODS FOR FINANCIAL ANALYTICS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define data modelling.
2. Recall the data structure and Loops self – defined functions.
3. What is the basic concepts of NumPy?
4. In R programming, how missing values are represented?
5. What is financial engineering?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the time series with applications to finance.   (5)
   b. How to estimate financial data model and predict using time series models-?   (5)

7. a. Summarise the regression models.   (6)
   b. Explain the data important in R language.   (4)

8. a. Summarise the basics python languages.   (3)
   b. Explain the financial and economic data application of Python.   (7)

9. a. Explain the practical aspects of database design.   (5)
   b. Compare the financial data quality issues and scrubbing.   (5)

10. a. Explain the Poisson Processes and Jump Diffusion   (7)
    b. Explain the process for valuation of Debt securities.   (3)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Explain financial time series. Demonstrate how is the decision tree used in stock trading with the help of suitable example?

(1x20 marks =20marks)

Syllabus	
Module 1	**Introduction** to Bloomberg- Data processing and knowledge management-Machine learning-Data modelling and visualization-Optimization for general financial problems-Project management and decision communication. Time Series with Applications to Finance- estimate financial data model and predict using time series models- linear time series (ARIMA) models, conditional heteroskedastic models (ARCH type models
Module 2	**Introduction to R basics**- Data structures & Loops- Self-defined functions "apply" functions- Generating random variables Discreet distribution & Sampling- Date and time objects Plots- Data downloading packages in R: rblpapi & quantmod- Returns and Moments- Linear regression models Stepwise selection & goodness criteria- Bisection method, Newton's method and gradient descent-Realized Volatility & Implied Volatility. GBM and BS Model-Optimization in R- Interpolation Numerical integration - R markdown and Basic LaTeX.
Module 3	**Introduction to Python for Financial Applications**- Installing Python and IPython Notebook- Basic Python Language I- Basic Python Language II- Intro to useful standard library- NumPy Basics- Getting Started with pandas- Pandas II- Plotting and Visualization- Financial and Economic Data Applications.
Module 4	**Foundations of Data Science**- Practical Aspects of Database Design-*Introduction* to Financial Data Science-Data Science Process- Sample Data Processing- The Basic Data Types- Financial Data Quality Issues and Data Scrubbing-Data Preparation-Feature Extraction and Portability-Data Cleaning-Data Reduction and Transformation-Handling Missing Entries-Handling Incorrect and Inconsistent Entries-Sampling for Static Data and Data Streams-Dimensionality Reduction Intro- Financial Time Series-Using Decision Tree to Trade Stock-Building a Trading Strategy-Handling Time-Dependent Data in R - The Prediction.
Module 5	**Applied Statistics with Applications in Finance-** Introduction to Financial Engineering- Corporate Finance & Valuation- Equity Analysis- Valuation of Debt Securities- General Principles of Credit Analysis- Poisson Processes and Jump Diffusion- Converting unstructured data to structured data- Predictive modelling- Graphical Models

Text Book
1) David Ruppert and David S. Matteson (2015). *Statistics and Data Analysis for Financial Engineering with R Examples*. Springer.
2) Anderson (2011). *The Statistical Analysis of Time Series*. Wiley India Pvt Ltd.
3) David Doane and Lori Seward (2012). *Applied Statistics in Business and Economics*. McGraw-Hill Education.
References and Suggested Readings
1) Yves Hilpisch (2018). *Python for Finance: Mastering Data-Driven Finance*. O'Reilly Media.
2) Jonathan D. Cryer and Kung-Sik Chan (2009). *Time Series Analysis: With Applications in R. S*pringer.
3) Hamilton (2012). *Time Series Analysis*. Levant Books.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Introduction to Bloomberg-Data processing and knowledge management-Machine learning-Data modelling and visualization-Optimization for general financial problems-Project management and decision communication.	3 Hours
1.2	Time Series with Applications to Finance- estimate financial data model and predict using time series models.	2 Hours
1.3	Linear time series (ARIMA) models, conditional heteroskedastic models (ARCH type models.	2 Hours
2	**Introduction to R**	
2.1	Introduction to R basics. Data structures & Loops- Self-defined functions "apply" functions- Generating random variables Discreet distribution & Sampling- Date and time objects Plots-	2 Hours
2.2	Data downloading packages in R: rblpapi & quantmod- Returns and Moments- Linear regression models Stepwise selection & goodness criteria- Bisection method, Newton's method and gradient descent	3 Hours
2.3	Realized Volatility & Implied Volatility GBM and BS Model- Optimization in R- Interpolation Numerical integration- Rmarkdown and Basic LaTeX	2 Hours
3	**Introduction to Python for Financial Applications**	
3.1	Introduction to Python for Financial Applications- Installing Python and IPython Notebook-	3 Hours
3.2	Basic Python Language I- Basic Python Language II- Intro to useful standard library- NumPy Basics-	2 Hours
3.3	Getting Started with pandas- Pandas II- Plotting and Visualization-Financial and Economic Data Applications.	2 Hours
4	**Data Science**	
4.1	Foundations of Data Science- Practical Aspects of Database Design-Introduction to Financial Data Science-Data Science Process- Sample Data Processing- The Basic Data Types-	3 Hours
4.2	Financial Data Quality Issues and Data Scrubbing-Data Preparation-Feature Extraction and Portability-Data Cleaning-Data Reduction and Transformation-Handling Missing Entries-Handling Incorrect and Inconsistent Entries-Sampling for Static	2 Hours
4.3	Data and Data Streams-Dimensionality Reduction Intro- Financial Time Series-Using Decision Tree to Trade Stock-Building a Trading Strategy-Handling Time-Dependent Data in R-The Prediction	3 Hours
5	**Applied Statistics with Applications in Finance**	
5.1	Applied Statistics with Applications in Finance- Introduction to Financial Engineering- Corporate Finance & Valuation-	3 Hours
5.2	Equity Analysis- Valuation of Debt Securities- General Principles of Credit Analysis- Poisson Processes and Jump Diffusion-	2 Hours
5.3	Converting unstructured data to structured data- Predictive modelling-Graphical Models	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA247	**FINANCIAL TECHNOLOGIES**	Elective	3	0	0	3

Preamble: The elective course Fintech helps the students for making effective business decisions by incorporating technology with finance. The purpose is to improve understanding of advanced technologies in finance and their implications in all the areas of Financial Management.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Develop a unique understanding of Fintech fundamental concepts and techniques.
CO 2	Learn how to work effectively with big data in finance.
CO 3	Acquire knowledge on fintech applications in business.
CO 4	Learn how to apply blockchain technology to solve business problems
CO 5	Explore the domestic and international legal framework of fintech.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	2	2
CO 2	3	3	2	2	2
CO 3	3	2	2	2	2
CO 4	3	3	2	3	2
CO 5	3	1	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

III SEMESTER MBA DEGREE EXAMINATION

20MBA247– FINANCIAL TECHNOLOGIES

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. List out the types of Financial Markets.
2. Define Big data Analytics.
3. What is digital wallet?
4. Explain block chain
5. What is GDPR?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain the legal guidelines related to Fintech start-ups.
7. Briefly explain the role of big data to transform business operations.
8. What are the different innovative fintech business models?
9. Explain the difference between Blockchain ETFs and Bitcoin ETFs.
10. What is the role of fintech in international business?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. (a) Briefly explain the legal, social and ethical issues in the digital regulatory environment.

(b) What are the threats and risks within FinTech companies?

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Introduction to fintech**-Evolution-Types of fintech market-blockchain-cryptography essential, crypto currencies and smart contracts-bitcoin-litecoin-namecoin-Initial Coin Offerings (ICOs)- zcash -payment gateway-: crowdfunding-financial innovation -sharing economy -fintech ecosystem future of a digital economy, Fintech start-ups-legal guidelines-limitations, fintech and financial service sector, fintech patents-fintech stakeholders.
Module 2	**Fintech and big data**- datafication-big data analytics-big data in finance-relevance-tools for data collection-storage-analysis, data analytics models, economics of big data, application of big data to transform business operations-big data and machine learning, tools/software used to extract information from big data- big data analytics and monetization opportunities, big data and economy.
Module 3	**Fintech technologies** –innovative fintech business models- Alternative credit scoring- Alternative insurance underwriting- Transaction delivery- Small ticket loans- Payment gateways- Digital wallets-Asset Management-Digital banking-Digital insurance, DLT-Alternative finance- Fintech in finance and investment, operations and risk management-payment and infrastructure, peer-to-peer (P2P) lending-Theoretical model- Role and responsibility of lending platform, RBI regulation on P2P lending-Indian scenario`- business financing, payments and retail transactions, equity, trading and investment applications.
Module 4	**Fintech and block chain** - blockchain technology-history-block chain and industry-blockchain and economy-banking-Blockchain vs. Bitcoin-blockchain practical application- blockchain based bonds- blockchain and crypto currency-healthcare uses -property record uses- pros and cons of blockchain- Blockchain ETFs- Investments in Blockchain Subsector-Blockchain ETF Risks- difference between blockchain ETFs & bitcoin ETFs- AI & automation, consumer tech innovations.
Module 5	**Fintech technology and regulation**. Regtech-smart contracts- threats and risks within FinTech companies- legal, social and ethical issues in the digital regulatory environment- data security-legal framework- data breach-data and IT law, GDPR-international scenario and regulations- Role of fintech in international business-FinTech Implications for Established Business- FinTech Compliance with corporate governance: Objectives, guidelines, & policy- disaster recovery plan.

Text Book

1. Susanne Chishti & Janos Barberis, (2016), *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*, Wiley.
2. Janos Barberis, Douglas W. Arner, Ross P. Buckley. (2019). *The REGTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries in Regulation*, Wiley.
3. Vivek Sethi, (2019). Fintech & Regtech – Your definitive guide on the convergence of finance, Technology and Regulation, Max Krish Publishers.

References and Suggested Readings

1. Jared Norton, (2016). *Blockchain: Easiest Ultimate Guide to Understand Blockchain (Blockchain Programming, Smart Contracts, Fintech, Blockchain Revolution Book 1)*, Createspace Independent Pub.
2. Dinis Guarda, Rais Hussin, Michael DaCosta Babb *et. al.* (2019). *4IR AI Blockchain Fintech IoT - Reinventing a Nation,* Kindle Edition.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to fintech**	
1.1	Evolution-Types of fintech market-blockchain-cryptography essential- crypto currencies and smart contracts-bitcoin-litecoin-namecoin-Initial Coin Offerings (ICOs)- zcash	3 Hours
1.2	Payment gateway-: crowdfunding-financial innovation -sharing economy -fintech ecosystem future of a digital economy.	2 Hours
1.3	Fintech start-ups-legal guidelines-limitations, fintech and financial service sector, fintech patents-fintech stakeholders	2 Hours
2	**Fintech and big data**-	
2.1	Datafication-big data analytics-big data in finance- relevance-tools for data collection-storage-analysis, data analytics models	2 Hours
2.2	Economics of big data, application of big data to transform business operations	3 Hours
2.3	Big data and machine learning, tools/software used to extract information from big data- big data analytics and monetization opportunities, big data and economy.	2 Hours
3	**Fintech technologies**	
3.1	Innovative fintech business models- Alternative credit scoring-Alternative insurance underwriting- Transaction delivery- small ticket loans- Payment gateways-	3 Hours
3.2	Digital wallets-Asset Management-Digital banking- Digital insurance, DLT-Alternative finance- Fintech in finance and investment, operations and risk management-payment and infrastructure, peer-to-peer (P2P) lending-Theoretical model-	3 Hours
3.3	Role and responsibility of lending platform, RBI regulation on P2P lending-Indian scenario`- business financing, payments and retail transactions, equity, trading and investment applications	2 Hours
4	**Fintech and block chain**	
4.1	Blockchain technology-history-block chain and industry-blockchain and economy-banking-Blockchain vs. Bitcoin.	3 Hours
4.2	Blockchain practical application- blockchain based bonds-blockchain and crypto currency- healthcare uses -property record uses- pros and cons of blockchain- Blockchain ETFs.	2 Hours
4.3	Investments in Blockchain Subsector-Blockchain ETF Risks-Difference Between Blockchain ETFs and Bitcoin ETFs- AI and automation, consumer tech innovations	2 Hours
5	**Fintech technology and regulation**.	
5.1	Regtech-smart contracts- threats and risks within FinTech companies- legal, social and ethical issues in the digital regulatory environment- data security.	2 Hours
5.2	Legal framework- data breach- data and IT law, GDPR-international scenario and regulations- Role of fintech in international business-Implications for Established Business.	3 Hours
5.3	FinTech Compliance with corporate governance: Objectives, guidelines, & policy- disaster recovery plan.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA249	NBFCs & MICRO FINANCE	Elective	3	0	0	3

Preamble: The course on NBFCs and Micro Finance helps the students to familiarize with the concepts of Non-Banking Financial Companies (NBFCs), Financial Inclusion. The course equips students with a balanced exposure in Micro finance and its implication on the economy. Also gives an understanding of emerging trends in financial inclusion plans of the government.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understanding the structure, Organisation, and the legal frame work of NBFCs
CO 2	Identifying the various services offered by NBFCs in India
CO 3	Applying and evaluating the methodologies and models of Micro finance
CO 4	Analysing the various financial services offered by the micro finance clients in India
CO 5	Analysing the need of alternate suppliers of capital and importance of Financial inclusion in India.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA249- NBFCs & MICRO FINANCE

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What is financial inclusion?
2. What are the sources of finance for NBFCs?
3. List the services offered by micro finance institutions in India
4. Differentiate between formal and informal financial system.
5. What are the constraints on MFI growth?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Distinguish between banks and NBFCs

7. Explain the Classifications of NBFCs

8. Discuss the features of the products offered by micro finance institutions?

9. Explain the implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.

10. Explain the procedure for credit rating of MFI's.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. What is Financial Inclusion? Explain the significance and role of Microfinance in the financial inclusion scenario in India

(1x20 marks =20marks)

	Syllabus
Module 1	**Introduction to NBFCs** Indian financial system - Structure of Indian Financial System– Formal Financial System and Informal Financial System–Evolution of Financial Services-Financial markets-Financial Institutions-Role of financial institutions - History of Non-Banking Financial Companies– Evolution of NBFCs in India-Classification of Non-Banking Companies –Classification of Activities of Non-Banking Finance Companies - Fund Based Activities – Fee Based Activities – Concepts, Growth and Trends of Fee Based And Fund Based Activities.
Module 2	**Sources of Finance of NBFCs** Difference Between Banks and NBFCs- Sources of Finance- Functions of NBFCs -Investment Policies of Non-Baking Financial Institutions in India- RBI Guidelines on NBFCs- Products offered by different NBFCs in India-Features of these Financial Products-Prospects of NBFCs in India- Trends- Legal frame work Procedure of application to the Reserve Bank for NBFC Registration-Section 45-IA of the RBI Act,1934 - Companies Act Section3.
Module 3	**Meaning and models of Micro finance** Meaning of Micro finance-The nature of credit policies in India- Relevance and needs of micro finance in India-products offered by micro finance-Savings, credit, insurance, pension, micro-remittance, micro securitisation, franchising-Income generating activities of Micro Finance- Micro finance Models - Grameen model, co-operative model, SIDBI model, NMDFC model, urban primitive model-credit lending models and associations (Bank grantee, community banking, co-operatives, credit unions, SHG
Module 4	**Demand and supply of Micro finance** Demand and supply of Micro finance- Micro enterprise market analysis-financial analysis, Technological analysis, Socio-economic analysis, environmental analysis-Logical framework-implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.
Module 5	**Analysing the performance of MFI** Analysing the performance of MFI- Social and performance Matrix, Fund structure, value-added services, Financial Viability of MFIs - Sustainability of MFIs- Commercial micro finance-Credit rating of MFIs - Management of MFIs transforming of Micro Finance Industry- Constraints on MFI growth. Social relevance of Micro finance activities-Emerging practices of micro finance in India- Emerging global micro finance practices

Text Books

1) Rana O.C. and Hem Raj (2016). *Microfinance*, Himalaya Publishing House, Mumbai.
2) Khan M. Y. (2017). *Financial Services*. Tata McGraw-Hill, New Delhi.

References and Suggested Readings

1) Beatriz Armendáriz and Jonathan Morduch (2010). *The Economics of Micro Finance*. MIT Press, Cambridge.
2) *Statutory Guide for NBFCs* (2020). Taxmann Publications Pvt. Ltd, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to NBFCs**	
1.1	Structure of Indian Financial System	3 Hours
1.2	Evolution of NBFCs in India	2 Hours
1.3	Concepts, Growth and Trends of Fee Based and Fund Based Activities.	2 Hours
2	**Sources of Finance of NBFCs**	
2.1	Difference Between Banks and NBFCs	2 Hours
2.2	Products offered by different NBFCs in India	2 Hours
2.3	Legal frame work Procedure of application to the Reserve Bank for NBFC Registration	3 Hours
3	**Meaning and models of Micro finance**	
3.1	The nature of credit policies in India	3 Hours
3.2	Products offered by micro finance	2 Hours
3.3	Credit lending models and associations	3 Hours
4	**Demand and supply of Micro finance**	
4.1	Micro enterprise market analysis	3 Hours
4.2	Technological analysis, Socio-economic analysis, environmental analysis-	2 Hours
4.3	Implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.	2 Hours
5	**Analysing the performance of MFI**	
5.1	Social and performance Matrix	2 Hours
5.2	Credit rating of MFIs	2 Hours
5.3	Emerging practices of micro finance in India	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA311	**MANAGING EMPLOYEE SATISFACTION**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The course on Managing Employee Satisfaction helps to comprehend the concepts of Employee Satisfaction with reference to the recent trends in reinventing a new work place. The course outlines ways to adopt a flexible, fluid mindset, creating a structure and culture that's designed to ensure teams are motivated, engaged and satisfied at work place. The course also emphasizes on how to use Analytics and Metrics to Drive Performance and uncovers the ways data can contribute to organizational success by driving performance, optimizing processes, and improving decision-making.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the importance of Employee Satisfaction and Development Measures.
CO 2	Analyse how to use Analytics and Metrics to drive Employee Performance.
CO 3	Appraise the significance of developing effective Retention Strategies.
CO 4	Explain the key measures for developing an Agile and motivated workforce.
CO 5	Evaluate the importance of changing outdated HR practices and reinventing a new work place.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	3	3
CO 2	3	3	2	3	2
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	2	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question Paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA311 MANAGING EMPLOYEE SATISFACTION

Max. Marks: 60   Duration: 3 Hours

PART A
*Answer **all** questions. Each question carries 2 marks*

1   Explain the concept of six sigma?

2   What are social media and social media mining?

3   Explain concept of attrition and retention analytics?

4   What is employee empowerment?

5   Explain the concepts of WLB and QWL.

(5x2 marks = 10 marks)

PART B
*Answer **any 3** questions. Each question carries 10 marks*

6   Identify a model or combination of models that is best for organizing the training function effectively in an organization. Explain.

7   What is the significance of recruitment analytics in Human Resource Management?

8   "Do HR-practices reduce turnover intentions and is this relation mediated by employee engagement"? Illustrate the factors and reasons for employee turnover.

9   "My job provides me with a sense of meaning and purpose". Critically evaluate the drivers of employee engagement practices.

10 Define Quality of working life. What are the areas of working life which are the concern of Quality of Working life?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11 Case: Anchor India Ltd

Anchor India Ltd was a major manufacturing firm which received contracts from an aerospace firm. The company had been growing rapidly over the last five years. Starting with only 100 employees, the company now had 2500 employees, including production people, salespeople and other in-house staff members. As the company manufactured quality products, its customer base expanded. This increased the company's revenue from 25 crores to 50 crores. The company had well trained production employees who were able to meet all the job demands. With the increase in the number of B MB441 Pages: 2 Page 2 of 2 contracts, the company planned to

hire more employees. A review of the situation by the senior management led to conclusion that more employees were required who can work in congruence with the organization's goals. The HR department had a great task ahead-of forecasting the required human resources. Moreover, hiring people would require the staff to provide additional training that the current task of production will need, and setting standards for measuring and controlling productivity. The human resource staffs also need to determine the number of people required for the production area. Anchor India Ltd also made an offer to buy Widepark one of its competitors. Widepark was not performing well for the past one year. But the company had very good HR policies. Widepark's employees were very efficient. At one time, the company was able to generate revenue with half the people that Anchor India Ltd has. But the lack of funds to buy new technology hampered the profits of Widepark. Now that Anchor India Ltd had taken over Widepark, it would need to effectively plan the management of Widepark's human resources. The president of Anchor called the HR manager and asked him to collect information about the human resource planning He needed to identify the number of employees required with a ten percent increase in productivity, the methods using which the human resource department can forecast the number of employees required for the increased production.

Questions

1. What methods can the HR manager of Anchor India Ltd can adopt to identify the demand forecasts? (10)

2. In determining whom to promote internally, how can the skills inventory be of important to the new Manager? (10)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Employee Satisfaction and Development Measures** – Concept of Employee Satisfaction, Measures for Employee satisfaction and Attitude, Training evaluation models-Productivity measures- Performance metrics- Six sigma - Customer focused metrics, BSC, HR Scorecard.
Module 2	**Data Driven HR** - Development of HR dashboard, HR index, Internal improvement Monitors and Smoke detectors in HR Research, HR Audit research and Organization Health survey, Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.
Module 3	**Employee Retention** - Retention as a Critical Issue, Negative Impact of Turnover to the Organization and Individuals, Internal and External Drivers of the Retention Crisis, Turnover Myths, Payoffs of Retention Solutions, Problems with Existing Approaches of Employee Retention, Strategic Accountability Approach to Managing Retention, Connecting Employee Needs and facilitating a Retention Environment
Module 4	**Agile HR and Leadership** – An Agile Mindset - Role of Training and Executive development programmes, Recent Trends in Training and development. Employee Engagement and Leadership - Job design - Empowerment of employees - Participative Management - Rewards Systems – Employee Compensation plans - Employee Benefits - Safety and Welfare - Career management - Development cycle - Need assessment – Protégé Relationships.
Module 5	**Reinventing the Work Place** – Learning Organizations - Knowledge Management- E – Learning - Global HR and Diversity. Quality of work life - Flexi time and Work Life Balance, Behavioural Counselling -Specific Techniques, Stress Management Techniques. Performance Coaching and Mentoring – 180 and 360 degree feedback as developmental tools, Performance linked career planning and promotion policy.

Text Book

1. Decenzo, D. A. and Robbins S. P. (2015), *Human Resource Management*, Wiley.
2. Biswajeet Pattanayak (1998), *Human Resource Management*, Prentice Hall of India.
3. Eugence Mckenna and Nic Beach (2014), *Human Resource Management*, Pearson.
4. Dessler G. (2020), *Human Resource Management,* Pearson.

References and Suggested Readings

1. Wayne Cascio (2006). *Managing Human Resource*, McGraw Hill.
2. Ivancevich J. M. (2010). *Human Resource Management*, McGraw Hill.
3. Armstrong M. (2020). *Armstrong's handbook of human resource management practice.* Kogan Page Limited.

4. Phillips, J.J. and Connell A. O (2004). *Managing Employee Retention: A Strategic Accountability Approach.*

5. Field, A. (2009). *Discovering Statistics Using SPSS,* Sage.

6. Jac Fitz-Enz. (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments* (American Management Association).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**EMPLOYEE SATISFACTION AND DEVELOPMENT MEASURES**	
1.1	Importance of Employee Satisfaction.	3 Hours
1.2	Measures for Employee Satisfaction	2 Hours
1.3	Compare the Development Measures.	2 Hours
2	**DATA DRIVEN HR**	
2.1	HR Research and Audit Process.	2 Hours
2.2	Factors in Internal Monitoring of Performance.	2 Hours
2.3	Methods in assessing Employee Satisfaction and Attitude.	2 Hours
3	**EMPLOYEE RETENTION**	
3.1	Problems of Turnover to the Organization and Employees.	3 Hours
3.2	Internal and External Drivers for Retention.	3 Hours
3.3	Development of a Strategic Accountability Approach.	2 Hours
4	**AGILE HR AND LEADERSHIP**	
4.1	Measures to develop an Agile Workforce.	3 Hours
4.2	Methods for Employee Engagement.	3 Hours
4.3	Initiatives for fostering Leadership Skills.	2 Hours
5	**REINVENTING THE WORK PLACE**	
5.1	Creation of a Learning Organization	3 Hours
5.2	Strategies to facilitate Quality of Work Life	2 Hours
5.3	Tools in Performance Coaching and Mentoring.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA313	ECONOMETRICS	Elective	3	0	0	3

Preamble: The course in Econometrics helps the students to apply economic theories with statistics and mathematics to create models which aid in managerial decision making. The course equips students to apply different econometric tools to model complex business problems. The course also addresses the issue of volatility existing in the present business world using advanced econometric time series models.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the use of Econometrics in Business Decisions and the importance of linear regression model.
CO 2	Analyse the Multiple Regression Model for modelling complex business problems
CO 3	Appraise the econometric problems of multicollinearity, autocorrelation and heteroskedasticity.
CO 4	Explain the concepts of Time Series Econometrics
CO 5	Articulate the various stochastic process modelling techniques

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question Paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA313 ECONOMETRICS

Max. Marks: 60   Duration: 3 Hours

PART A
*Answer **all** questions. Each question carries 2 marks*

1 What is econometrics?

2 What are the properties of OLS estimators?

3 What is the auto correlation?

4 Define the stochastic error term in an econometric model.

5 Define the components, which make up an ARIMA model.

(5x2 marks = 10 marks)

PART B
*Answer **any 3** questions. Each question carries 10 marks*

6 Analyse the properties of Least-Square Estimator for K-variables.

7 Explain the difference between the conditional variance and the unconditional variance of r. Which of the two is more relevant for financial decision making?

8 Explain clearly the consequences of heteroscedasticity, multicollinearity and autocorrelation properties in detail.

9 Explain the relationship between stationarity and a spurious regression. Why does the OLS estimator give such bad results?

10 If you were investigating a model such as the capital asset pricing model, which used the covariance between the market return r m and the bond return r, how could the GARCH model be extended to allow for this case?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11 a. If we suspect that the variance of e changes systematically through time what would be the consequences for standard OLS estimation. Outline the ARCH and GARCH models, which would allow us to deal with this problem fully. (10 marks)

b. If you believed that the variance of e affects the return on the bond how would adapt the GARCH model to allow for this.

(10 marks)

Syllabus	
Module 1	**Introduction and Simple Linear Regression Model** – Introduction and types of Econometrics, Methodology of econometrics-Uses of econometrics- Population Regression Function - stochastic disturbance term-Sample Regression Function-Problem of estimation- Method of Ordinary Least Squares (OLS)-Assumptions-Properties of Least Squares Estimators- Gauss Markov theorem-Coefficient of determination, r^2 -Normality assumption-Hypothesis testing- t and F tests-P value- Practical versus statistical significance
Module 2	**Multiple Regression Analysis** - The three-variable model-OLS estimation of partial regression coefficients-Multiple coefficient of determination R^2 and adjusted R^2-Hypothesis testing-Testing the overall significance of the regression model-F test-Testing the equality of two regression coefficients-Restricted least squares-Chow test-General k variable regression model
Module 3	**Issues in Econometric Models**- Multicollinearity-Nature, consequences, detection and remedial measures-Autocorrelation- Nature, consequences, detection, and remedial measures- Heteroskedasticity-Nature, consequences, detection and remedial measures.
Module 4	**Time Series Applications** - Stochastic processes, stationary, nonstationary stochastic processes-Unit roots- Trend stationary, difference stationary stochastic processes- Spurious regression-Testing for unit roots- Dickey Fuller and ADF tests-Cointegration and error correction models.
Module 5	**Stochastic Processes Modelling** – The Box Jenkins methodology -AR, MA, ARMA and ARIMA models-Estimation and forecasting- Vector autoregression (VAR)-Measuring volatility- The ARCH, GARCH modeling.

Text Books
1. Damodar N Gujarati and Dawn C Porter (2020): *Basic Econometrics*, Sixth Edition, McGraw Hill Special India Edition.   2. James H Stock and Mark W Watson (2017): *Introduction to Econometrics*, Third Edition, Pearson, Addison Wesley.   3. Carter Hill, William Griffiths and Guay Lim (2011): *Principles of Econometrics*, 4th Edition, John Wiley & Sons.   4. Jeffrey M Wooldridge (2018): *Introductory Econometrics: A Modern Approach*, 7th Edition, Thomson South Western.

References and Suggested Readings

1. Damodar N Gujarati (2011): *Econometrics by Example*, First Edition, Palgrave, MacMillan.
2. Chris Brooks(2019): *Introductory Econometrics for Finance*, 3rd Edition, Cambridge University Press.
3. Dimitris Asterious (2015): *Applied Econometrics*, 3rd Edition, Palgrave Macmillan

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION AND LINEAR REGRESSION MODEL**	
1.1	Introduction, types and Uses of econometrics. Method of OLS.	2 Hours
1.2	Assumptions of OLS, properties of least squares estimators, Gauss Markov Theorem.	3 Hours
1.3	Hypothesis testing. Practical versus statistical significance.	3 Hours
2	**MULTIPLE REGRESSION**	
2.1	Three Variable Model, OLS estimation	3 Hours
2.2	Hypothesis Testing	2 Hours
2.3	Chow test, General k variable regression model	2 Hours
3	**ISSUES IN ECONOMETRICS**	
3.1	Multicollinearity	2 Hours
3.2	Autocorrelation	2 Hours
3.3	Heteroskedasticity	3 Hours
4	**TIME SERIES APPLICATIONS**	
4.1	Stochastic processes, stationary, non-stationary, trend stationary, difference stationary processes	3 Hours
4.2	Spurious regression, Testing for Unit roots	2 Hours
4.3	Cointegration and Error correction models	2 Hours
5	**STOCHASTIC PROCESS MODELLING**	
5.1	AR, MA, ARMA, ARIMA models	3 Hours
5.2	VAR modelling	2 Hours
5.3	ARCH, GARCH modelling	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA315	DESIGN THINKING	Elective	3	0	0	3

Preamble: This course provides an introduction to the basic concepts of Design Thinking, process of design, analytical thinking and ideas, problem solving methodology especially well- suited for investigating ill-defined problems in an organization. At every level and in every kind of organization, design thinking delivers the tools you need to become an innovative thinker and uncover creative opportunities that are available. The course provides you with the skills to integrate the needs of people, the possibilities of technology, and the requirements for business success with design thinking, systematic inventive thinking, and strategy that will enable you to build products and services that drive your organization forward.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand the concept of Design Thinking and its applications in business
CO 2	Appraise the phases of Design Thinking.
CO 3	Develop a strong understanding of the Personas used by the Designers
CO 4	Devise the importance of Stories and Prototypes in Design Thinking
CO 5	Evaluate the importance of Design Thinking for Non-Designers

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	1	2	2
CO 2	2	1	1	1	3
CO 3	1	1	1	2	3
CO 4	2	1	1	3	2
CO 5	1	2	1	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		

Create	Can be done through Assignments/ Seminars/Mini Projects

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question Paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION
20MBA 315 DESIGN THINKING

Max. Marks: 60   Duration: 3 Hours

Part A

Answer **all** questions. Each question carries 2 marks

1. What is the importance of Design Thinking?

2. Why do business organizations give importance to the process of ideation?

3. Explain the major differences between Prototyping & Testing?

4. Why is persona considered an important tool in Design Thinking?

5. What are the various Team strategies for Success?

(5x2 marks = 10 marks)

Part B

Answer **any 3** questions. Each question carries 10 marks

6. Explain the different frameworks of Design Thinking.

7. Elaborate the main phases involved in the process of Design Thinking.

8. Examine the importance of Stories and Prototypes in creation of ideas.

9. Explain any applications of Persona along with its limitations.

10. Discuss in brief the importance of Design Thinking for Non-Designers.

(3x10 marks = 30 marks)

Part C

Compulsory question. This question carries 20 marks

11. a. Explain in detail embedding design into business?

  b. Elaborate on the frameworks and tools for Design Thinking.

(1x20 marks = 20 marks)

	SYLLABUS
Module 1	**Introduction to Design Thinking** – Concept of Design Thinking, Applications in Business, Assumptions and Challenges in Design Thinking, Benefits of Design Thinking in Organizations. Fundamental Principles behind Design Thinking.
Module 2	**Phases of Design Thinking** – The 5 phases of Design Thinking: Empathise, Define, Ideate, Prototype, Test. Origin of the 5 phase Model. Popular Design Thinking frameworks
Module 3	**Personas a Powerful Tool for Designers**- Defining Personas, The importance of Persona, Creating Personas, Applications of Persona and its Limitations
Module 4	**Importance of Stories and Prototype in Design Thinking** – Design Thinking Product Development Framework, Concept of Story and Prototype. Applications in the Organizational perspective
Module 5	**Design Thinking for Non-Designers**- What do non designers need to learn, Challenges team face with Design Thinking, Team Strategies for Success, Design Thinking within the Firm, Embedding Design into Business

Text Books
1. Swan S. (2015) *Design Thinking: New Product Development Essentials from the PDMA.* United Kingdom: Wiley.
2. Martin R. L. (2013). *Rotman on Design: The Best on Design Thinking from Rotman Magazine. United Kingdom*: University of Toronto Press.
3. Rowe P. G. (1987). *Design Thinking*. United Kingdom: MIT Press.
References and Suggested Readings
1. King A., Bennett K., Liedtka J. (2013). *Solving Problems with Design Thinking: Ten Stories of What Works.* United Kingdom: Columbia University Press.
2. Brown T. (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation.* United States: HarperCollins e-books.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Design Thinking**	
1.1	Introduction to Design thinking	2 Hours
1.2	Benefits of Design Thinking & Challenges	3 Hours
1.3	Applications and Principles of Design Thinking	3 Hours
2	**Phases of Design Thinking**	
2.1	Phases of Design Thinking	3 Hours
2.2	Frameworks of Design Thinking	3 Hours
3	**Personas a Powerful Tool for Designers**	
3.1	Importance of Personas	3 Hours
3.2	Creation of Personas	2 Hours
3.3	Applications and Limitations	3 Hours
4	**Importance of Stories and Prototype in Design Thinking**	
4.1	Design Thinking Product Development Framework	3 Hours
4.2	Applications of Stories and Prototype in Design Thinking	4 Hours
5	**Design Thinking for Non-Designers**	
5.1	Non-Designers	2 Hours
5.2	Challenges of Team	1 Hours
5.3	Embedding Design into Business	2 Hours
5.4	Team Strategies for Success	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA317	**SOCIAL ENTREPRENEURSHIP**	Elective	3	0	0	3

Preamble: Social entrepreneurship is a modern and fast-growing area of academic literature and real-life experience. The social entrepreneurs are change agents with the power to transform the society through innovative approaches. The real challenge for social entrepreneurs is the balancing of dual objectives of social business, viz the economic and social. Social enterprises perform well financially by creatively tackling social problems. This course exposes students to the philosophy and application of social entrepreneurships. The syllabus is designed with the intention to instill the spirit of social entrepreneurship in the students and to motivate them to seek career in the area of social entrepreneurship.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO1	Explain the role of social entrepreneurship in creating a sustainable society
CO2	Evaluate the social problems and choose the feasible business model
CO3	Analyze different approaches or tools for social innovation
CO4	Appraise strategies for managing a social enterprise
CO5	Assess the impact of social entrepreneurship on society

Mapping of course outcomes with program outcomes

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	-	2	-	1
CO 2	3	3	1	3	1
CO 3	3	3	1	2	1
CO 4	3	3	2	3	1
CO 5	2	3	-	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

Syllabus

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA317 – SOCIAL ENTREPRENEURSHIP

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List any two traits of social entrepreneur.
2. Define social value creation.
3. What is the relevance of system thinking for social innovation?
4. Recall any two marketing challenges for social entrepreneurship.
5. Find out the role of leader in social entrepreneurship.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the challenges of social entrepreneurship.   (5)
   b. How will you outline strategies to overcome them?   (5)
7. a. "Social entrepreneurs are the agents of social change" Illustrate.   (6)
   b. Explain the major social issues to be addressed immediately.   (4)
8. a. Compare different sources of innovation.   (3)
   b. Explain the relevance of design thinking in social innovation   (7)
9. a. 'Managing human resource in a social enterprise is a challenge' Explain. (5)
   b. Compare the situations of social enterprise and business enterprise.   (5)
10. a. Explain the role of ASHOKA, Skoll and Schwab foundations in developing social
    entrepreneurship.   (7)
    b. Demonstrate with suitable example.   (3)

(3x10 marks = 30 marks)

PART C

Answer *all* the questions. This section carries 20 marks

11. You have been contracted by a social enterprise operating in your community to help
    them undertake project evaluation, for a project that has been promoting smallholder
    farmers improves their lifestyle. While giving examples, Choose the key factors you
    would use to measure the social impact of this project.

(1x20 marks =20marks)

Module 1	**Introduction to social entrepreneurship** – Overview of social entrepreneurship; Definition of social entrepreneurship, Forms of social entrepreneurship: Social entrepreneur; traits of social entrepreneurs; Successful social entrepreneurships in India. Success factors of social entrepreneurships; Challenges of social entrepreneurship
Module 2	**Social entrepreneurship business models;** for-profit, not for profit, hybrid, community-based: difference between social and commercial entrepreneurship; double bottom line; social and institutional environmental factors: opportunity identification, discovery and recognition: Social value creation and social inclusion; social change and role of social entrepreneur.
Module 3	**Social innovation** – drivers of social innovation; difference between social innovation and other innovations; sources of social innovation; Social problems and Social innovation ;sustainable development goals; system thinking and problem solving, human centered design thinking.
Module 4	**Managing a social enterprise**: Financing the social enterprises; sources of finance; Funding Raising, Crowd funding, Venture Capital in social sector, Social Impact Bonds, Social Banks: human resource management; motivating, retaining and compensating workforce: Marketing management of social entrepreneurship; Social marketing, marketing mix in social marketing, Challenges.
Module 5	**Social change:** Social transformation through social entrepreneurship, Social impact and Social entrepreneurship performance measurement; need, challenges: Leading a social entrepreneurship; social capital: Social entrepreneurship in India – opportunities, challenges and sectors; Role of ASHOKA, Skoll and Schwab foundations.

Text Book

1. Doherty, B., Foster, G., Meehan, J., & Mason, C. (2009). *Management for social enterprise*. Sage Publications.
2. Keohane, G. L. (2013). *Social entrepreneurship for the 21st century: Innovation across the nonprofit, private, and public sectors*. McGraw Hill Professional.

References and Suggested Readings

1. Moore, M. L., Westley, F. R., & Brodhead, T. (2012). Social finance intermediaries and social innovation. *Journal of Social Entrepreneurship*, *3*(2), 184-205.

2. Kivel, P. (2017). Social service or social change? In *The revolution will not be funded* (pp. 129-150). Duke University Press.

3. Brown, T., & Katz, B. (2019). *Change by design: how design thinking transforms organizations and inspires innovation* (Vol. 20091). New York, NY: HarperBusiness.

4. Portales, L. (2019). Social innovation and social entrepreneurship. *Fundamentals, Concepts, and Tools. Cham, Switzerland: Palgrave Macmillan*.

5. Bornstein, D. (2007). *How to change the world: Social entrepreneurs and the power of new ideas*. Oxford University Press.

6. MacMillan, I. C., & Thompson, J. D. (2013). *The social entrepreneur's playbook, expanded edition: pressure test, plan, launch and scale your social enterprise*. Wharton School Press.

7. https://www.schwabfound.org :

8. https://www.ashoka.org/en-in :

9. https://skoll.org

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to social entrepreneurship**	
1.1	Overview of social entrepreneurship and social entrepreneur	2 Hours
1.2	Forms of social entrepreneurship	3 Hours
1.3	Success factors of social entrepreneurships	2 Hours
2	**Social entrepreneurship business models**	
2.1	Different business models	3 Hours
2.2	Social v/s commercial entrepreneurship	2 Hours
2.3	Social value creation and social inclusion	3 Hours
3	**Social innovation**	
3.1	Drivers of social innovation- Types of innovation	2 Hours
3.2	Social innovation and sustainable development goals	2 Hours
3.3	System thinking and design thinking	3 Hours
4	**Managing a social enterprise**	
4.1	Financial management	2 Hours
4.2	Human Resource management	2 Hours
4.3	Marketing management	2 Hours
5	**Social change**	
5.1	Measuring social change	2 Hours
5.2	Leading a social entrepreneurship, social entrepreneurship in India	3 Hours
5.3	ASHOKA, Skoll and Schwab foundations - Roles	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA319	**TOURISM MANAGEMENT**	Elective	3	0	0	3

Preamble: The course on Tourism Management prepares students to work in the dynamic tourism industry in sectors like hospitality, travel and tourism. The course will give you the knowledge and understanding how tourism businesses operate, how tourists behave and what impact tourism has on countries, cultures and the environment. It also helps to develop a wide range of skills that can be applied to a variety of managerial and entrepreneurial roles in the expanding tourism industry. The programme particularly emphasizes the cultural and political aspects of tourism, its special models in different societies and its impact on the regional and global economy. It also prepares students to plan a wide range of tourism activities and manage tourist products considering existing circumstances and conditions.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the basics of tourism management.
CO 2	Analyse the functions of travel formalities and the activities of tour operators.
CO 3	Appraise the concepts of tourism planning, approaches and sectors and make a plan.
CO 4	Understand the concepts of marketing management in tourism.
CO 5	Evaluate the functionality of ICT in the tourism industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1		2	3	3
CO 2	1		1	2	2
CO 3	1		1	2	2
CO 4	2		2	2	3
CO 5			1	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA319 – TOURISM MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define tourism and discuss its categories.
2. Define the term travel insurance.
3. Explain the role Public and Private sectors in Tourism Development
4. Briefly explain the concept of sustainable tourism.
5. Discuss the role social media marketing in tourism.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Describe the economic impact of tourism.
7. Briefly explain the travel formalities in tourism management.
8. Explain the levels of tourism planning.
9. Discuss the constituents of the marketing mix in tourism.
10. Assess the role of ICT in tourism management.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. In the last decade, Russia as demonstrated a constant growth in its national income resulting in the increase of Russian citizens' tourism fluxes to foreign countries. As Russian tourists are becoming desirable to the destination places due to their high consumer expenditure, Russia becomes a new source of tourists especially for the countries of the Mediterranean Sea. One of the Mediterranean destination countries of Russian tourists is Greece. Greece's objective is to attract as many Russian tourists as possible and for this reason is trying to develop Greek-Russian relations. Particularly in the tourism sector, Greece is attempting to promote its tourism product in Russia and to convince Russian citizens of its quality and attractiveness. For the achievement of this objective a specific administrative unit, with exclusive competence in the tourism sector, has been founded in Moscow. This unit is being staffed by specialized executives and is supervised by the Greek National Tourism Organization that constitutes the executive tourism agent of the Greek Ministry of Tourism & Culture. This administrative unit is called Office of the GNTO-Greek National Tourism Organization.

Questions
1. Evaluate the tourism policies of Russian government.
2. Analyse the Greece's competitiveness among the Mediterranean countries.

(1x20 marks = 20 marks)

Syllabus	
Module 1	Tourism & Tourism Management: Definition and Concepts, tourist destination, services and industry, definition and historical development, Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: heritage, religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' tourism.
Module 2	Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information, Market research and tour package formulation, assembling, processing and disseminating information on destinations, Liasioning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.
Module 3	Tourism Planning: Evolution of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Background Approach and planning scale. Public and Private sector's role in Tourism Development. Analysis of an individual Tourism Project.
Module 4	Service Characteristics of Tourism: Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies, Destination marketing and management at local, regional, national and trans-national levels, Sustainable tourism.
Module 5	ICT in tourism business operations, management information, financial management, global access, individual consumers with information and reservations, ICT uses in the accommodation sector, ICT in accommodation provider (luxury hotel, budget hotel, bed and breakfast, backpacker hostel), Social media marketing.

Text Books

1. Mill R. C. and Morrison A. M., (1992). *The Tourism System: An Introductory Text*, Prentice Hall.

2. Syratt Gwenda (1995). *Manual of Travel Agency Practice*, Butterworth Heinmann, London.

3. Inskeep Edward, (1991). *Tourism Planning: An Integrated and Sustainable Development Approach,* VNR, New York.

References and Suggested Readings

1. Kotler Philip, (2016). *Marketing for Hospitality and Tourism,* Pearson Education

2. Grant Gordon, Nigel Nicholson, (2008) *Family Wars* – Kogan page.

3. J.K. Lasser's *Financial and Tax Strategies for Family Business* by Barbara Weltman Publisher: Wiley (2001).

4. Ghosh A., (2016). *Strategies for Growth: Help Your Business Move Up the Ladder*, Penguin Random House Publishers, India

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Tourism Management**	
	1.1	Introduction to Tourism: Definition and Concepts	2 Hours
	1.2	Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism.	2 Hours
	1.3	Forms of Tourism	2 Hours
	1.4	Ethnic or 'roots' tourism	1 Hour
2		**Travel Formalities**	
	2.1	Travel Formalities types	3 Hours
	2.2	Tourism Market research	2 Hours
	2.3	Pre and Post Tourism Management	2 Hours
3		**Tourism Planning**	
	3.1	Evolution of Tourism Planning, General Concepts of Planning	3 Hours
	3.2	Public and Private sectors role in Tourism Development	2 Hours
	3.3	Aspects of individual Tourism Project	2 Hours
4		**Market & Service Characteristics of Tourism**	
	4.1	Unique features of tourist demand and tourism product	3 Hours
	4.2	Tourism marketing mix. Marketing of Tourism.	2 Hours
	4.3	Services: Marketing of Airlines, Hotel, Resort, Travel Agencies	2 Hours
	4.4	Sustainable Tourism	1 Hour
5		**ICT in Tourism Business Operations**	
	5.1	Management information, financial management, global access	3 Hours
	5.2	ICT uses in the accommodation sector	2 Hours
	5.3	ICT in accommodation provider and Social Media Marketing	2 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA321	HOSPITALITY MANAGEMENT	Elective	3	0	0	3

Preamble: This elective course on Hospitality Management gives the student a general introduction and comprehensive view of the management in the hospitality sector. The course equips students to apply the knowledge of hospitality management in business decision making.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explore the role of managers in hospitality industry
CO 2	Analyse the ownership and management of various businesses under hospitality
CO 3	Appraise the role of recreation in the hospitality industry
CO 4	Understand the impact of meetings, conventions etc. in tourism and services sector
CO 5	Evaluate leadership and management in hospitality industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1		1	1	2
CO 2			1	2	2
CO 3				2	1
CO 4			1	2	1
CO 5	1		1	1	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA321- HOSPITALITY MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Explain the role of manager in hospitality industry?

2. What is a heritage hotel? What is its speciality?

3. List out the components of modern casino hotels.

4. Explain Eco tourism with examples.

5. Discuss: HACCP and FSSAI.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Discuss the forces affecting growth and change in the Hospitality industry.

7. Discuss the managerial role in college and university food service and the complexities involved?

8. Distinguish between commercial and non-commercial recreation. Also discuss the recent trends in recreation?

9. What do you understand by Tourism related to religion? Explain with examples.

10. Differentiate between the Product View and process view of service in hospitality industry.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a Explain the Departments in hotel and their functions.   (10)

   b Discuss the facilities and services required to get an award of five-star deluxe

   categories for hotels?   (10)

Syllabus	
Module 1	**Introduction To Hospitality** - Hospitality Management – Introduction, Role of Manager in the Hospitality Industry, Hospitality Management Program, Forces affecting growth and change in the Hospitality industry, Trends in Hospitality and Tourism, Characteristics of the hospitality industry, corporate philosophy
Module 2	**Hotel and Restaurant Business** – Hotel: Hotel ownership and development. Classification of hotels by type, location, and price, Concept and growth of vacation ownership, Prestigious and unusual hotels. Restaurants: Characteristics of chain and independent restaurants, Classifications of restaurants, Characteristics of chain and independent restaurants, Case studies. **Managed Services** – Managed services segments, Factors that distinguish managed services operations from commercial ones, Need for and trends in elementary and secondary school food service, Complexities in college and university foodservice, Characteristics and trends in health care, business and industry, and leisure and recreation foodservices, Guest Cycle, Cases studies.
Module 3	**Recreation, Attraction and Clubs** - Recreation, Leisure, and Wellness, Government-Sponsored Recreation, Commercial Recreation—Attractions, Regional Theme Parks, Animal attractions, Historic Places/Sites, Museums, Performance arts, Managing attractions, Clubs, Club Types, Golf course, Non-commercial Recreation, Trends in recreations, Case studies. **Gaming Entertainment** – Casinos - Introduction, Various components of modern casino hotels, Casinos integrated into larger hospitality operations, Spread of casino gaming across the world, Basic principles of casino operations, Trends in the Gaming Entertainment Industry, Case studies.
Module 4	**Tourism:** Definition, International and domestic tourism organizations, Economic impact of tourism, Promoters of tourism, Tourism in India, Reasons why people travel, Sociocultural impact of tourism, Ecotourism, Cases. **Meetings Incentives Conferences Exhibitions** - Development of the Meetings, Conventions, and Expositions, Industry, Size and Scope of the Industry, Key Players in the Industry, types of Meetings, Conventions, and Expositions, Venues for Meetings, Conventions, and Expositions, Sustainable Meetings, Conventions, and Expositions, trends in Meetings, Conventions, and Expositions, cases.
Module 5	**Hospitality Management and Service Industry** –The role of service in the hospitality industry, Service - Quality specifications, Types of Service-, Rendering Personal Service, Interpersonal Skills Managing the Service Transaction, The Product View of Service, The Process View: Empowerment, Production or Process View, How Companies Organize for Service, Leadership and Management in hospitality industry, FSSAI, HACCP.

Text Book

1. John R. Walker & Josielyn T. Walker, (2012). *Introduction to Hospitality Management* Fourth Edition – Pearson Edn.
2. Clayton W. Barrows & Tom Powers, (2008). *Introduction to the Hospitality Industry* Seventh edition - John Wiley & Sons, Inc.

References and Suggested Readings

1. Mridula Mirajkar & Percy K Singh, (2006). *Global sourcebook on Hospitality Management* – Kanishka Publishers.
2. Manish Ratti, (2008). *Hospitality Management – Theories and Practices* – Rajat Publications.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction To Hospitality**	
1.1	Hospitality Management – Introduction, Role of Manager in the Hospitality Industry	2 Hours
1.2	Hospitality Management Program	1 Hour
1.3	Forces affecting growth and change in the Hospitality industry	1 Hour
1.4	Trends in Hospitality & Tourism, Characteristics of hospitality industry	2 Hours
1.5	Corporate philosophy in Hospitality Management	1 Hours
2	**Hotel And Restaurant Business**	
2.1	Classification of hotels by type, location, and price	2 Hours
2.2	Classifications of restaurants	2 Hours
	Managed Services	
2.3	Managed services segments, Guest Cycle	1 Hour
2.4	Need for and trends in elementary and secondary school foodservice,	1 Hour
2.5	Characteristics and trends in health care, business and industry	2 Hours
3	**Recreation, Attraction and Clubs**	
3.1	Recreation, Leisure, and Wellness	2 Hours
3.2	Commercial Recreation—Attractions, Regional Theme Parks, Animal attractions, Historic Places/Sites, Museums,	1 Hour
3.3	Trends in recreations	1 Hour
	Gaming Entertainment	
3.4	Casinos - Introduction, Various components of modern casino hotels	1 Hour
3.5	Basic principles of casino operations	1 Hour
3.6	Trends in the Gaming Entertainment Indus	1 Hour
4	**Tourism**	
4.1	International and domestic tourism organizations,	2 Hours
4.2	Economic impact of tourism, Promoters of tourism,	1 Hour
4.3	Sociocultural impact of tourism, Ecotourism	1 Hour
	Meetings Incentives Conferences Exhibitions	
4.4	Conventions, and Expositions	1 Hours
4.5	Trends in Meetings, Conventions, and Expositions,	2 Lectures
5	**Hospitality management and service industry**	
5.1	Role of service in the hospitality industry	2 Hours
5.2	Types of Service-, Rendering Personal Service, Interpersonal Skills	2 Hours
3.3	Managing the Service Transaction	1 Hour
5.4	Leadership and Management in hospitality industry	1 Hour
5.5	Companies Organize Services, FSSAI, HACCP	1 Hour
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA211	DYNAMICS OF TRAINING AND EXECUTIVE DEVELOPMENT	Elective	3	0	0	3

Preamble: This course is designed to examine and develop theoretical and applied perspectives of training and development, needs assessment, design, development, delivery and evaluation of training and development in the organization. Emphasis is given in specific development of learning and performance outcomes throughout the training and development process.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine the training need of the organisations in the light of established theories
CO 2	Analyse the various models of Training and Development
CO 3	Design the appropriate training programmes
CO 4	Apply different kinds of training evaluation techniques
CO 5	Use the possibilities of modern technology in training and development

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	3
CO 2	3	3	2	2	3
CO 3	3	2	2	2	3
CO 4	3	2	2	2	3
CO 5	3	3	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA211- DYNAMICS OF TRAINING AND EXECUTIVE DEVELOPMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Training and Development.

2. State various aspects of learning cycle.

3. Interpret the concept 'Learning Organization'.

4. What is CIPP Model?

5. State the relevance of Learning Management System.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss Training Need Analysis and explain various processes and approaches of TNA.

7. Explain learning process and detail the influence of various factors on learning process.

8. 'Designing an effective training Programme demands lot of physical and intellectual measures' Explain various dimensions of training design.

9. Elaborate on the significance of training evaluation. Explain in detail any two training evaluation models you consider as effective.

10. 'Information technology has revolutionized the training and development scenario" Justify it with suitable IT applications in different elements of training system.

(3x10 marks = 30 marks)

PART C
Answer *all* the questions. This section carries 20 marks

11. Kochi Metro Rail Ltd is performing reasonably well but they planning to elevate its service standards to the international level. You are the training consultant of Kochi Metro how will you go ahead with this project Prepare a plan for TNA, Training Design, Delivery and Evaluation.

(1x20 marks = 20 marks)

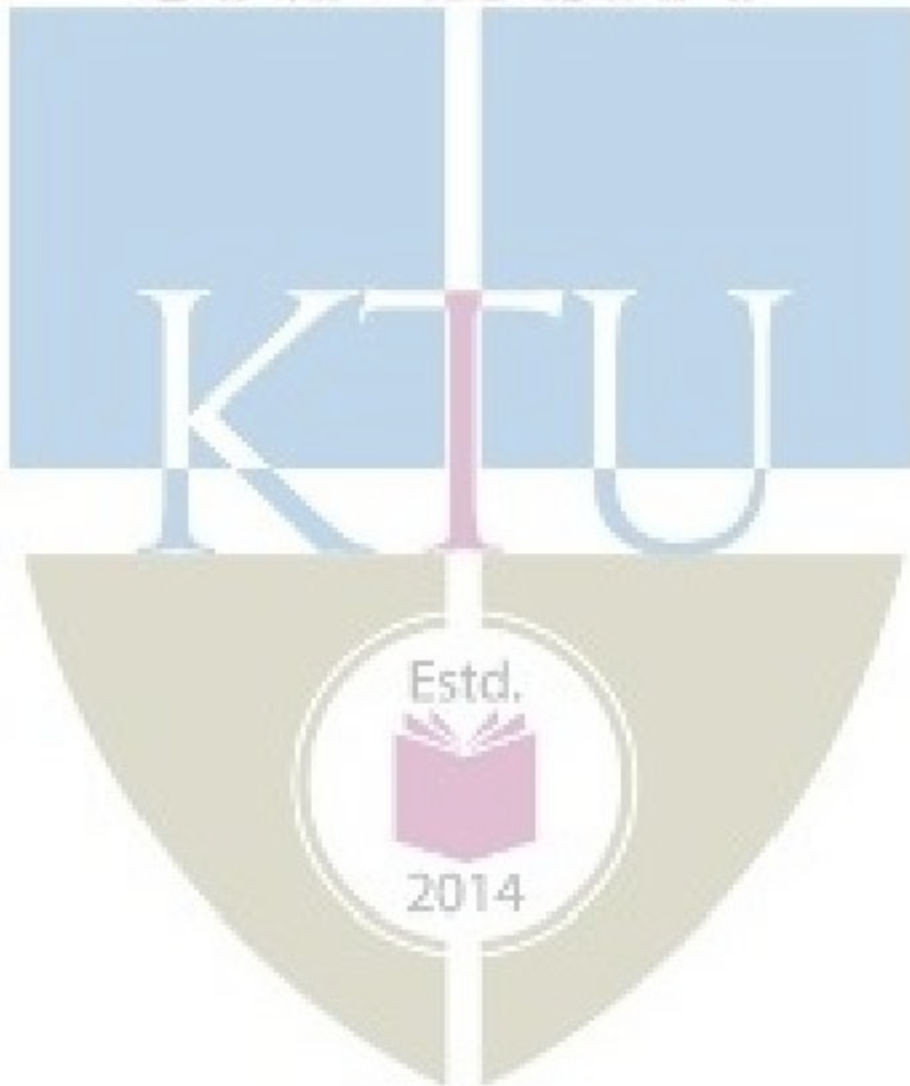| Syllabus	
Module 1	**Overview of Training & Development:** Overview, the changing organizations, employee training scenario – India, Asia and global; strategic training; training as a tool for employee performance enhancement; T&D from a change model perspective; models of training - systematic model, the transitional model; understanding learning concepts. Role, competencies of training professionals; training investment leaders, role of HR department in in-house training; organizational characteristics that influence training, role of employees and managers in training; diversity training; cross-cultural training. Training needs analysis: the process and approaches of TNA, team work for conducting training needs analysis, TNA and training process design.
Module 2	**T&D Methods & Models:** Traditional training methods – presentation methods, lecture, audiovisual techniques, hands-on methods, OJT, self-directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modelling, adventure learning, team training, action learning; e-learning, MOOCs (Massive Open Online Course), Platforms; Employee development – issues and challenges in Training & Development. Models of organizing training – Faculty model, customer model, matrix model, corporate university model, business embedded model. Learning theories – Reinforcement theories, social learning theory, goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process – mental and physical process, the learning cycle, Kolbe's Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.
Module 3	**Training Program designing:** Understanding & developing the objectives of training, facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design (learning environment, pre-training communication etc); Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan; Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer; Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer – The Learning Organization, knowledge and knowledge management – keys for effective knowledge management.
Module 4	**Training Evaluation:** Formative evaluation, summative evaluation, evaluation process, Outcomes used in the evaluation of training program; Reaction outcome, Learning or cognitive outcomes, behaviour and skill based outcomes; affective outcomes, results, ROI, Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices; Myers-Briggs Type indicators; evaluation designs – types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.

Module 5	**Modern technology utilization for Training:** Computer-based teaching and learning, web-based training, e-learning and learning portals; Advantages of online learning, effectiveness of online learning; blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, use of Smartphone in learning; Intelligent tutoring systems; expert systems, group wave, electronic performance support systems; technology for training administration – interactive voice technology, imaging; Learning management systems (LMS).

Text Book

1. Noe, R. A., & Kodwani, A. D. (2018). *Employee training and development*, 7e. McGraw-Hill Education.

2. Blanchard, P. N. (2006). *Effective Training, Systems, Strategies, and Practices*, 4/e. Pearson Education India.

3. Buckley, R., & Caple, J. (2009). *The theory and practice of training*. Kogan Page Publishers.

4. Lynton, R. P., & Pareek, U. N. (1990). *Training for Organizational Transformation*. Sage Publications.

References and Suggested Readings

1. Thorne, K., & Mackey, D. (2004). *Handbook of Training*. Crest Publishing House.

2. RAE, L. (1991). *How to measure Training Effectiveness*. Gower. Hampshire.

3. Sutton, R. I., Rao, H., & Rao, H. (2016). *Scaling up excellence: Getting to more without settling for less*. Random House.

4. Saks, A. (2015). *Managing Performance Through Training & Development*, (Canadian ed.). Nelson Education.

5. Kruse, K., & Keil, J. (2000). *Technology-based training: The art and science of design, development, and delivery*. Pfeiffer

6. VanLehn, K. (2006). *The behavior of tutoring systems. International journal of artificial intelligence in education*, International Journal of Artificial Intelligence in Education Volume, 16(3), 227-265.

7. Shute V.J. & Psotka, J. (1994). *Intelligent Tutoring Systems: Past, Present, and Future.*

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Training & Development**	
1.1	The changing organizations, employee training scenario – India, Asia and Global; Strategic training; Training as a tool for employee performance enhancement; T&D from a change model perspective.	2 Hours
1.2	Models of Training - Systematic Model, The Transitional Model; Understanding Learning Concepts. Role, competencies of training professionals; Training investment leaders, Role of HR department in In-house training; organizational characteristics that influence training.	3 Hours
1.3	Role of employees and managers in training; Diversity training; cross-cultural training. Training Needs Analysis: The process and approaches of TNA, Team Work for conducting, Training Needs Analysis, TNA and	2Hours

		Training Process Design.	
2		**T&D Methods and Models**	
	2.1	Traditional training methods – presentation methods, lecture, audio-visual techniques, hands-on methods, OJT, self-directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modelling, adventure learning, team training, action learning.	2Hours
	2.2	E-learning, MOOCs (Massive Open Online Course) Platforms; Employee development, issues & challenges in training & development. Models of organizing training - faculty model, customer model, matrix model, corporate university model, business embedded model.	2 Hours
	2.3	Learning theories – Reinforcement theories, social learning theory, goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process – mental and physical process, the learning cycle, Kolbe's Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.	3 Hours
3		**Training Program and Designing**	
	3.1	Understanding & developing the objectives of training, facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design.	2 Hours
	3.2	Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan; Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer.	3 Hours
	3.3	Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer- The learning organization, knowledge and knowledge mgmt.- keys for effective knowledge mgmt.	2 Hours
4		**Training Evaluation**	
	4.1	Formative evaluation, summative evaluation, evaluation process, Outcomes used in the evaluation of training program; Reaction outcome, Learning or cognitive outcomes, behaviour and skill based outcomes; affective outcomes, results, ROI.	2 Hours
	4.2	Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices.	3 Hours
	4.3	Myers-Briggs Type indicators; evaluation designs, types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.	2 Hours
5		**MODERN TECHNOLOGY UTILIZATION FOR TRAINING**	
	5.1	Computer-based teaching and learning, web-based training, e-learning and learning portals; Advantages and effectiveness of online learning	3 Hours
	5.2	Blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, Smartphone in learning; Intelligent tutoring systems	3 Hours
	5.3	Expert systems, group wave, electronic performance support systems; technology for training administration – interactive voice technology, imaging; Learning management systems (LMS).	2 Hours
		Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA213	**DISCOVERY OF SELF & OTHERS**	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the effective manager should be in an organization in order to improve both efficiency and quality of employee life. The course will give the students insight into the psychological factors of employee which will directly and indirectly impact their work life or personal Life

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Analyse the competencies that constitute an effective manager
CO 2	Examine and develop the framework for effective time management
CO 3	Apply and perceive emotional intelligence at the workplace
CO 4	Manage stressors and subsequent stress
CO 5	Evaluate and facilitate change and crisis management

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	3
CO 2	3	2	2	2	3
CO 3	3	2	2	-	2
CO 4	3	2	1	-	2
CO 5	3	2	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA213– DISCOVERY OF SELF & OTHERS

Max. Marks: 60   Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. 1.Define Effectiveness and Efficiency.

2. What is urgency priority matrix?

3. What is emotional quotient?

4. What is the Concept of employee wellness?

5. Relate assertiveness with managerial effectiveness?

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Explain Personality structure and levels of consciousness as interpreted in Transactional Analysis.

7. Elaborate on the significance of time management skills for a manager? What are useful tools that can be used for better time management?

8. 'Emotional Intelligence and Interpersonal skills are essential to be an effective person' justify with suitable explanation?

9. 'Managing employee stress is extremely important' explain the concept of stress and its management.

10. 'Crisis management and disaster management are gaining more importance these days' Explain the skills and competencies associated with them?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. 'Remaining relevant throughout our professional life is the biggest challenge professionals face'. Discuss few methods and techniques which can be used to remain relevant?

(1x20 marks = 20 marks)

Syllabus	
Module 1	Concept of self, Carl Rogers self-concept, Managerial effectiveness-characteristics of an effective manager- basic managerial skills, productivity, effective decision making, effective communication, participation, interpersonal skills-Transactional Analysis-, ethical managers.
Module 2	Importance of time management- analysis of time, urgency –priority matrix, planning time and resource, setting goals and objectives, planning to achieve goals, creativity, importance of being Creative, developing creativity, enhancing creativity.
Module 3	Emotional intelligence in management; the nature of emotional intelligence; evolution of emotional intelligence; components of emotional intelligence; analyzing the impact of emotions in the workplace; applications of emotional intelligence in the workplace; emotional intelligence in Indian organization; improving emotional intelligence; Interpersonal skill; concept and relevance, introduction to interpersonal skills; methods for developing interpersonal skills.
Module 4	Stress management; kinds of stress- sources of stress, effects of stress strategies for coping with stress maintaining work –life balance spiritually and stress management -managing stress-burnout management-yoga and meditation, trends in stress management- Concept of employee wellness.
Module 5	Remaining relevant: Techniques for Updating Knowledge, Updating Skills Change management skills- assertiveness skills- leadership skills- project management skills-crisis and disaster management skills- teaming skills, identifying and preventing a crisis- resolving the crisis-communication in crisis management.

Text Book

1. Schermerhorn Jr. J. R., Hunt, J. G. & Osborn, R. N. (1991). *Managing organizational behavior*. Wiley.

2. Luthans, F., (2005). *Organizational Behaviour*, McGraw Hill International Edition.

3. Daniel Goleman, (2005). *Working with Emotional Intelligence*. USA: Bantam Books.

References and Suggested Readings

1. Prasad, Colonel V.R.K. (2006). *Managerial Effectiveness-Concepts and Cases*, ICFAI University Press.

2. Rastogi, P. N. (1996). *Managing creativity for corporate excellence*. Macmillan India Ltd.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Managerial Effectiveness**	
1.1	Concept of Self - Managerial Effectiveness- Characteristics of an Effective Manager- Basic Managerial Skills.	2Hours
1.2	Productivity, Effective Decision –Making, Effective Communication, Participation.	3 Hours
1.3	Interpersonal Skills-Transactional Analysis-Personality structure, Ego states, transactions, life positions, Ethical managers.	2Hours
2	**Time Management**	
2.1	Importance of Time Management- Analysis of Time, urgency –priority matrix, Planning Time and Resource.	3 Hours
2.2	Setting Goals and Objectives, planning to Achieve Goals, Creativity, importance of being creative, developing creativity, enhancing creativity.	2 Hours
2.3	Creativity, Importance of Being Creative, Developing Creativity, Enhancing Creativity.	2 Hours
3	**Emotional Intelligence**	
3.1	The nature of emotional intelligence; evolution of emotional intelligence; components of emotional intelligence.	3 Hours
3.2	Analyzing the impact of emotions in the workplace; applications of emotional intelligence in the workplace; emotional intelligence in Indian organization.	2 Hours
3.3	Improving emotional intelligence; interpersonal skill; introduction to interpersonal skills; Developing interpersonal skills.	2 Hours
4	**Stress Management**	
4.1	Kinds of stress- sources of stress, effects of stress strategies for coping with stress maintaining.	3 Hours
4.2	work –life balance spiritually and stress management -managing stress-burnout management.	2 Hours
4.3	Yoga and meditation, Employee wellness.	2 Hours
5	**Change Management**	
5.1	Remaining relevant: Techniques for Updating Knowledge, Updating Skills Change management skills-	2 Hours
5.2	Assertiveness skills- leadership skills- project management skills- -teaming skills,	3 Hours
5.3	Crisis and disaster management skills- Identifying and preventing a crisis- resolving the crisis- communication in crisis management	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA215	ORGANIZATIONAL CHANGE AND DEVELOPMENT	Elective	3	0	0	3

Preamble: This course will examine change in the workplace from multiple perspectives. There will be a review of forces and factors shaping today's workplace. This course will attempt to increase the student's awareness and capabilities in operating as a change agent.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Facilitate the organization development and change process in organizations
CO 2	Analyse the organization development process
CO 3	Evaluate different OD Interventions
CO 4	Assess organizational change at various stages business cycle and transform the organization into a learning organization
CO 5	Devise methods to mobilize support and execute change

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	1	2	3
CO 2	2	3	1	-	2
CO 3	3	3	2	2	3
CO 4	3	3	3	3	1
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA215– ORGANIZATIONAL CHANGE AND DEVELOPMENT

Max. Marks: 60   Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. Define Organizational Inertia

2. What is Weisbord's Six Box Model?

3. How work life balance is all the more relevant today?

4. Relate Technology and Strategic Change

5. How psychology of persuasion is applied in Change Management?

<div align="right">(5x2 marks = 10 marks)</div>

PART B

Answer any three questions. Each question carries 10 marks

6. Explain different OD techniques and elaborate on the roles and competencies of an OD practitioner.

7. Distinguish organizational change and OD, Outline the process of OD with the steps involved.

8. Elaborate Organizational transformation? What are the steps involved in changing the culture of the organization?

9. What is organizational Learning? Elaborate the 5 elements of Learning organization according to Peter Senge.

10. Illustrate the framework of change implementation, what are the major challenges faced at the time of executing change?

<div align="right">(3x10 marks = 30 marks)</div>

PART C

Compulsory Question. This question carries 20 marks

11. Ever since Amazon went online in 1995, the e-commerce juggernaut has undergone a slew of changes — despite being led by the same man, Jeff Bezos, during the ensuing two-plus decades. When the Seattle-based company first launched its website, all it sold was books. Gradually, Bezos and his team expanded Amazon's offerings to include things like CDs and DVDs. But Amazon never really stopped changing the inventory it sold.

Bezos said he wanted his store to become the world's largest, so he worked hard toward meeting that goal — whether that meant offering new products, launching Amazon Prime, launching Amazon Instant Video ... the list goes on and as on Today, Amazon sells more than 200 million products to customers all over the world. Though for years, Amazon's detractors insisted that the company wasn't making enough profits to justify any investments, that all changed in 2015 when the company posted back-to-back successful quarters. The market responded kindly, and today, Amazon boasts a market valuation of more than $440 billion.

But Bezos isn't anywhere close to done yet. There are talks of Amazon delivering packages via drone. And if that wasn't enough, Bezos recently said he hopes Amazon can produce as many as 16 feature films each year. In 2017, Bezos & his team took home three Oscars. Indeed, it appears as though Amazon is a company that can be characterized as changing constantly. To date, they've been successful, probably because the company is always putting its customers first.

1. Identify the forces operated to have such amazing changes in the company?   (6)

2. What are the factors according to you, lead to the successful implementation of the changes?   (7)

3. What is the role of leadership in the successful journey of the company?   (7)

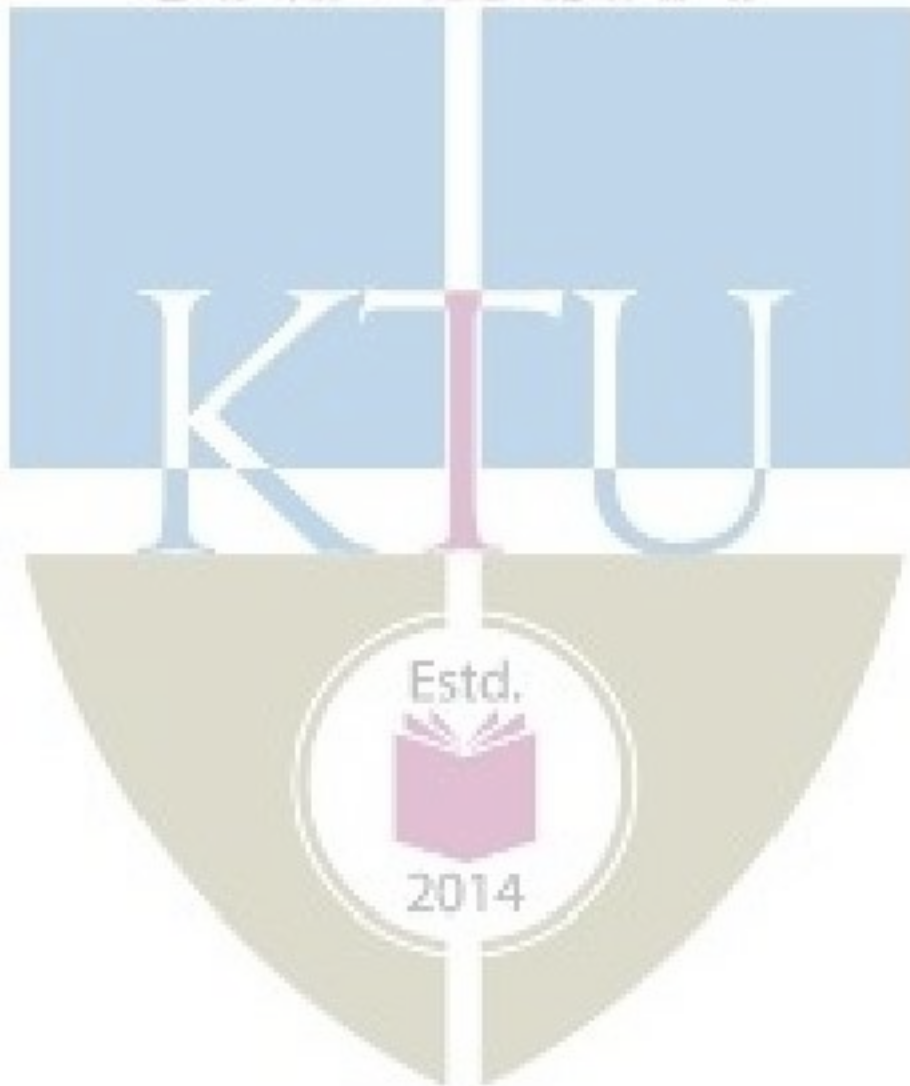| Syllabus	
Module 1	**Overview of Organization, Development and change:** Organization– Overview, different perspectives- the strategic design perspective, the political perspective, and the cultural perspective. Organization development, growth and relevance, history and evolution; Theories of planned change, general model of planned change, different types of planned change and critique of planned change; employee behavior and motivation; implications for managing change and OD; The human relations, social; OD and reinventing the organization. Change - Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign; Red Queen effect, Organizational Inertia; Change levers and organizational change and OD; human performance and the implications for managing change; the role of communication and information in change and OD. Greenfields and Green fielding; OD practitioner role, competencies and professional ethics.
Module 2	**OD Process:** Initiating OD relationship, contracting and diagnosing the problem; Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostics information, feeding back the diagnosed information. Envisioning change and OD - Organization renewal, planned change; OD and changing organizational culture - Strong and weak organizational cultures and their implications for change; Stakeholder analysis, force field analysis and action research; Weisbord's six box model and creating organizational change for dignity, meaning and community.
Module 3	**Designing OD Interventions:** Human process interventions – coaching, training and development, process consultation, business process reengineering, third party intervention, and team building; Organization confrontation meeting, intergroup relations intervention and large group intervention, involvement, socio technical systems approach. HRM and Strategic interventions – Performance management, goal setting, performance coaching, appraising and rewarding; career planning, workforce diversity interventions, wellness and work-life balance; Strategic interventions – competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management. Applications of OD – OD in health care organizations, family-owned business, educational institutions.
Module 4	**Appreciating Change:** External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda; Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda.

Module 5	**Mobilizing support and executing change:** Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change; Executing change – challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

Text Books	
1.	Weisbord, M. R. (2004). *Productive workplaces revisited: Dignity, meaning, and community in the 21st century*. John Wiley & Sons.
2.	Brown, D. R., & Harvey, D. (2006). *Organization development*. Seven Edition, Pearson Education,
3.	D. L. (2019). *Organization development: The process of leading organizational change*. Sage Publications.

References and Suggested readings	
1.	Ralphs, L. T. (1996). *Organization Development: A Practitioner's Tool Kit*. Crisp Pub Incorporated.
2.	Cummings, T. G., & Worley, C. G. (2014). *Organization development and change.* Cengage learning.
3.	C.S.G Ramakrishnan and Lalitha Krishnamacharayulu, (2014) *Organization Development*, Kindle Edition, PHI Learning Private Limited, India.
4.	Zimmermann, N. (2011). *Dynamics of drivers of organizational change*. Springer Science & Business Media.
5.	Bell, C. H., French, W. L., & Zawacki, R. A. (2000). *Organizational development and transformation: Managing effective change*. Boston, MA: McGraw-Hill.
6.	Ramnarayan, S., Rao, T. V., & Singh, K. (1998). *Organization development: Interventions and strategies.* SAGE Publications Pvt. Ltd
7.	Vogelsang, J. (Ed.). (2013). *Handbook for strategic HR: Best practices in organization development from the OD network*. Amacom Books.
8.	Cheung-Judge, M. Y., & Holbeche, L. (2011). *Organization development: A practitioner's guide for OD and HR*. London: Kogan Page.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of organisation; development & change**	
1.1	Organization – Overview, different perspectives - the strategic design perspective, the political perspective, and the cultural perspective. Organization development.	2 Hours
1.2	Theories of planned change, general model of planned change, different types of planned change and critique of planned change; employee behavior and motivation; implications for managing change and OD; The human relations, social; OD and reinventing the organization.	2 Hours

1.3	Change - Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign; Red Queen effect, Organizational Inertia; Change levers and organizational change and OD; human performance and the implications for managing change; the role of communication and information in change and OD. Greenfields and Green fielding; OD practitioner role, competencies and professional ethics.	3 Hours
2	**OD Process**	
2.1	Initiating OD relationship, contracting and diagnosing the problem; Diagnosing models, open systems, individual level group level and organizational level diagnosis.	2 Hours
2.2	Collection and analysis for diagnostics information, feeding back the diagnosed information. Envisioning change and OD - Organization renewal, planned change; OD and changing organizational culture - Strong and weak organizational cultures and their implications for change.	3 Hours
2.3	Stakeholder analysis, force field analysis & action research; Weisbord's six box model & creating organizational change for dignity, meaning & community.	2 Hours
3	**Designing and Interventions**	
3.1	Human process interventions – coaching, training and development, process consultation, business process reengineering, third party intervention, and team building.	2 Hours
3.2	Organization confrontation meeting, intergroup relations intervention and large group intervention, involvement, socio technical systems approach; HRM and Strategic interventions – Performance management, goal setting, performance coaching, appraising and rewarding; career planning, workforce diversity interventions, wellness and work-life balance.	3 Hours
3.3	Strategic interventions – competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning & knowledge management; Applications of OD, OD in healthcare organizations, family-owned business, educational institutions.	2 Hours
4	**Appreciating Change**	
4.1	External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda.	3 Hours
4.2	Cognition and organizational change, mental models, organizational learning, Senge's five disciplines.	2 Hours
4.3	Business models and value propositions, refining the change agenda.	2 Hours
5	**Mobilizing support and executing change**	
5.1	Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change.	2 Hours
5.2	The psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change.	3 Hours
5.3	Executing change – challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.	3 Hours
	Total	36 Hrs

Course Code	Course Name	Category	L	T	P	Credit
20MBA217	HRM POLICIES & STRATEGIES	Elective	3	0	0	3

Preamble:

HR policies provide guidelines on how key aspects of people management should be handled. Such guidelines facilitate properly designed efforts to accomplish the strategic intent. The aim is to ensure that any HR issues are dealt with consistently in accordance with the values of the organization in line with certain defined principles. All organizations have HR policies. Policy is not a strategy or a tactic. Policy relates to general character or nature which an enterprise intends to adapt while Strategy is used in bringing about such intended features. This course exposes the students to different aspects of managing the organization's human assets, and teaches what needs to be done to implement these policies and to achieve competitive advantage.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand business strategies and HRM strategies in global context
CO 2	Evaluate strategic management approaches in human resource management
CO 3	Develop competency models that can be integrated into HRM systems
CO 4	Appraise performance and reward management practices
CO 5	Design HR Information and Management System to compute HR costs

Mapping of course outcomes with program outcomes

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	2
CO 2	3	3	3	2	2
CO 3	3	3	1	1	2
CO 4	3	3	2	2	2
CO 5	3	3	1	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA217- HRM POLICIES & STRATEGIES

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Explain the concept of global strategic management.

2. What is 360-degree feedback system?

3. Define strategic human resource management.

4. What do you mean by strategic fit?

5. Comment on cost of absenteeism.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain how performance management systems are linked to the strategic planning process of an organization?

7. What are the considerations in developing and implementing competency framework?

8. a) Define HR Policies

   b) Explain the purpose of HR policies.

9. Distinguish between business strategy and HR strategy.

10. Explain types of the information systems in HRM.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. People are McDonald's most important asset. The company's success depends on the satisfaction of its customers, which begins with workers who have the attitudes and abilities required to work efficiently and provide good customer service. To execute its growth strategy, McDonald's has identified people as one of its three global corporate strategies. Donald's claims that as an employer, it wants "to be the best employer in each community around the world". It also makes a "people Promise" to its employees that "we value you, your growth, and your contributions". Its five "people principles" reflected by its human resource strategy are: respect and

recognition; values and leadership behaviours; competitive pay and benefits; learning, development, and personal growth; and ensuing that employee have the resources needed to get the job done.

McDonald's has executed its operational excellence strategy well by tracking key indicators of product and service quality, speed, and accuracy. The company has also identified its people practices and approaches that substantially impact the firm's turnover, productivity, customer satisfaction, sales and Profitability. This has allowed it to develop a business model that emphasizes not only financial and operational factors but also people factors that improve the company's results by improving employee commitment, retention, productivity and customer loyalty.

Because its business strategy relies on providing customers quality, cleanliness, quick service, and value, Mc Donald's works hard at hiring people who want to excel in delivering outstanding service. Many of its restaurant employees are teenagers, and McDonald's is their first employer. The company tries to recruit and hire the best people, retain them by offering them ongoing training, and then promote from within to fill its managerial positions. To ensure that its recruiting the right people, the company has identified important skills and behaviours that it looks for in applicants. McDonald's has found that the best way of hiring quality crewmembers is to advertise inside the restaurant and attract local people and/or friends of existing employees. McDonald's also recruits at local job centres and career fairs, using hiring material with a clear message targeted at its intended audience.

Questions:

a) How would you describe McDonald's business strategy? What are the foundations of its competitive advantage?

b) How has McDonald aligned its business, human resource and staffing strategies?

c) What are some of the talent related threats that could eat away at McDonald's competitive advantage? Would higher turnover or a tight labour market in which it is difficult to find talented people be a problem?

d) What would you recommend the company to do to maintain its competitive advantage over the next five years?

(1x20 marks =20marks)

	Syllabus
Module 1	**Business Strategy and HR Strategy Concepts:** Understanding of strategic management concepts, strategy development process, peculiarities of global strategic management, organizational and HRM strategies, formulation of alternative business unit level strategies, collaborative strategies, strategic planning & HR planning steps, MNC's business strategies and HRM strategies; Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM, shifts in industrial relations; downsizing and rightsizing.
Module 2	**Strategic Human Resources Management:** Concept of SHRM-objectives, scope, functions; strategic role of SHRM; difference between traditional HRM and SHRM; essential elements of SHRM; approaches to SHRM; strategic fit; strategic HRM Models; HRM structures and policy, HR Policy formulation in alignment with business strategy; strategic staffing -business and staffing strategies, legal context of staffing strategic, identifying recruits, recruiting, assessing external candidates , assessing internal candidates, choosing and hiring candidates, managing workforce flow, staffing system evaluation and technology and outsourcing.
Module 3	**Competency based HRM:** Types of competencies, coverage and content of competency framework, competency models used to enhance HRM system, developing a competency model, validating competency models, integrating competency models into HRM systems; competency assessment centre (CAC), establishing CAC, communicating and implementing competency models.
Module 4	**Strategic Performance Management (PM)and reward practices:** PM system, characteristics of an ideal PM system; six-step performance management process, linkage of PM systems to the strategic planning process of an organization; performance and approaches to the measurement of performance, performance dimensions, behaviour, results, and traits approaches to measuring performance; measuring results vs. behaviours ; comparative systems vs. absolute systems; recording of performance information is gathered; various forms and characteristics of performance appraisal documents; 360 degree feedback systems; prevention of rating distortion through rater training and appeals process
Module 5	**HR Information and Management System (HRIMS):** HRIMS – need, benefits, types of HRIMS data; productive HRIMS; calculation of turnover, computing the turnover rate, computing absenteeism rates, costs of absenteeism.

Text Book

1. Phillips, J.M. and Gully, S.M., (2019). *Strategic Staffing*. Pearson 4th edition.
2. James N. Baron and David M. Kreps, (2009). *Strategic Human Resources-Frameworks for General Managers,* Wiley.

References and Suggested Readings

1. Scott Snell, George Bohlander and Veena Vohra, (2010). *Human Resources Management – A South Asian Perspective*, Cengage Learning.
2. Merchant A. K. & Van der Stede W. A., (2011). *Management Control Systems: Performance Measurement, Evaluation and Incentives*, Financial Times/ Prentice Hall.

3. Tanuja Agarwala, (2007). *Strategic Human Resource Management*, Oxford.

4. Charles R Greer, (2000). *Strategic Human Resource Management – A General Managerial Approach*, Pearson Education.

5. Appa Rao C., (2014). *Strategic Human Resource Management*, Dreamtech Press.

6. Lipe, M. G. & Salterio, S., A *note on the Judgmental Effects of the Balanced Scorecard´s Information Organization*, Accounting, Organization and Society 27, 2002, 531 – 540.

7. *Five Levers of Effective Change in HR*, http://www.bsherman.net/change.htm.

8. Taking HR to Next Level, Deloittehttp://public.deloitte.com /media/0524 us_bnet_takinghrnextlevel_Feb08.pdf.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Business Strategy and HR Strategy Concepts**	
1.1	Understanding of strategic management concepts	2 Hours
1.2	organizational and HRM strategies	3 Hours
1.3	Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM	2 Hour
2	**Strategic Human Resources Management**	
2.1	Approaches to SHRM, Strategic HRM Models	3 Hours
2.2	HRM structures and Policy	2 Hours
2.3	Strategic Staffing, Managing Workforce Flow	3 Hours
3	**Competency based HRM**	
3.1	Competency framework	2 Hours
3.2	Developing a competency model, Validating competency models	2 Hours
3.3	Competency Assessment Centre (CAC) – establishing, communicating and implementing competency models	3 Hours
4	**Strategic Performance Management (PM)and reward practices**	
4.1	Linkage of PM systems to the strategic planning process of an organization	2 Hours
4.2	Measuring results vs. behaviors; comparative systems vs. absolute systems	2 Hours
4.3	Performance appraisal, 360-degree feedback systems	2 Hours
5	**HR Information and Management System (HRIMS)**	
5.1	HRIMS - need, benefits	2 Hours
5.2	Types of HRIMS data	3 Hours
5.3	Calculating HR costs	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA219	INDUSTRIAL RELATIONS AND LABOUR LAW	Elective	3	0	0	3

Preamble: This course provides insights on all the dimensions of industrial relations and labour laws. The course focuses on the history and theories relating to the industrial relations and provides detailed on specific provisions of labour laws being enforced in India.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the significance of industrial relations and trade union
CO 2	Differentiate between Strikes- Lockout and Lay-off and Retrenchment
CO 3	Asses and apply various mechanisms of dispute settlement machineries
CO 4	Examine Social justice and welfare issues and its management
CO 5	Appraise and practice various Acts and Laws related to industrial relations

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	3
CO 2	3	3	2	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	2	3
CO 5	3	3	2	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA219– INDUSTRIAL RELATIONS AND LABOUR LAW

Max. Marks: 60   Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. What are the different forms of trade unions?

2. Differentiate lock out and closure.

3. How structure and functions of labour court is different from that of Industrial tribunal?

4. What are the roles of Labour welfare officer?

5. List out the objectives of the trade union act 1926?

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Explain the role of ILO in the labour movement: Illustrate the functions of the various wings of ILO.

7. Differentiate layoff and retrenchment in the context of application.

8. Classify the dispute settlement machineries into bipartite and tripartite; explain the advantages and disadvantages of each one of them?

9. Labour welfare is a collective effort: Who all are the key players of labour welfare? Explain their roles and functions.

10. What are the provisions attached to strike and lockout in ID act 1947? How strikes and lock outs become illegal?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. a. "Industrial peace, Industrial harmony and Industrial democracy are the essential ingredients of a successful organization". Comment on the above statement.   (5)

    b. List out and explain the proactive and reactive measures available in Indian context for Industrial peace.   (15)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Industrial Relations and Trade Unions** Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations, Collective bargaining; International Labour Organisation: Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation; Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.
Module 2	**Strikes, Lockout, Lay-off and Retrenchment** Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike and lockout. Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation, special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.
Module 3	**Dispute settlement machineries** Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties, different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.
Module 4	**Social justice and welfare** Concept of Social Justice, Working conditions in Organised and Unorganised sectors; Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises; Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.
Module 5	**Acts and Laws (objectives and key provisions)** The Industrial Disputes Act,1947 The Industrial Employment (Standing Orders) Act,1946 The Maternity Benefit Act,1961 The Payment of Bonus Act,1965 The Payment of Gratuity Act,1972 The Payment of Wages Act,1936 The Trade Unions Act,1926 The Employees Provident Fund and Miscellaneous Provisions Act,1952 The Employees Compensation Act,1923 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,2013 The new Indian Labour Code 2020

Text Book

1. Ghosh, P., & Nandan, S. (2015). *Industrial Relations and Labour Laws*. McGraw-Hill Education.
2. Srivastava, S. C. (2012). *Industrial relations and labour laws*. Vikas Publishing House.

References and Suggested Readings
1. Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2008). *Dynamics of industrial relations*. Himalaya Publishing House.
2. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
3. Mishra, S. N. *Labour and Industrial Laws*, 25th Edn.-2009., Central Law Publication.
4. Ratnam, C. V. (2003). Industrial Relations and Increasing Globalization: A Case Study of India. In *The Knowledge Economy in India* (pp. 214-259). Palgrave Macmillan, London.
5. Ministry of Labour and Employment, India,http://labour.nic.in/
6. *Making India a Better workplace for All,* Ebook, Ministry of Labour and Employment, India
7. International Labour Organization, www.ilo.org

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Industrial Relations and Trade Unions**	
1.1	Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations.	2 Hours
1.2	Collective bargaining; International Labour Organisation - Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation.	3 Hours
1.3	Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.	2 Hours
2	**Strikes, Lockout, Lay-Off and Retrenchment**	
2.1	Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike andlockout.	3 Hours
2.2	Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation.	2Hours
2.3	Special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.	2 Hours
3	**Dispute settlement machinery**	
3.1	Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court.	2 Hours
3.2	Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties.	2 Hours

3.3	Different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.	3 Hours
4	**Social justice and welfare**	
4.1	Concept of Social Justice, Working conditions in Organised and Unorganised sectors.	2 Hours
4.2	Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises.	3 Hours
4.3	Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.	2 Hours
5	**Acts and laws (objectives & key provisions)**	
5.1	The Industrial Disputes Act,1947 The Industrial Employment (Standing Orders) Act,1946 The Maternity Benefit Act,1961 The Payment of Bonus Act,1965 The Payment of Gratuity Act,1972 The Payment of Wages Act,1936	2 Hours
5.2	The Trade Unions Act,1926 The Employees Provident Fund and Miscellaneous Provisions Act,1952 The Employees Compensation Act,1923 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,2013	3 Hours
5.3	The new Indian Labour Code 2020	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA221	GLOBAL HRM	Elective	3	0	0	3

Preamble:

The role of HR professionals is coming to the fore as firms continue to globalize at a pace. Information and communication technologies are transforming organizational structures and business processes, breaking down organizational and geographic boundaries. Businesses have realized that without attention to foreign markets and competitors their prosperity and very survival may be at stake. Anytime a company expands internationally, they are faced with a number of challenges. A strong global human resources team is a vital component of international expansion. Some people have the misconception that HR is similar in every country. While there are similarities from one country to the next, there are a number of differences that need to be considered. This course will enable the students to recognize the impact of political, economic and cultural forces on HR practices of an organization and how it will impact on the role of an HR manager.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Apply conceptual frameworks for assessing human resources management (HRM) systems in different cultural / national settings.
CO 2	Examine the policies and operations of HR practices in multinational enterprises.
CO 3	Analyse the influence of international forces on HRM discipline.
CO 4	Assess contemporary issues and future trends of HRM in an international context.
CO 5	Assess the viability of transferring HRM practices across countries.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	1	1	3	1
CO 2	3	3	1	3	1
CO 3	1	1	2	3	2
CO 4	1	2	1	2	3
CO 5	2	3	1	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA221 GLOBAL HRM

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Mention objectives of Global HRM.
2. What is repatriation?
3. What are multi-cultural teams?
4. Explain differences between PCN's and TCN's.
5. How does Global HR planning differ from HR planning?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Enumerate the major factors that influence international HRM.
7. Explain the recruitment and selection methods followed in acquiring talent for international operations?
8. Discuss the new approaches to compensation and correlate how these have a bearing on international compensation.
9. Why should MNCs provide training to their employees even after employing more competent people? Discuss.
10. Suggest criteria for performance appraisal of subsidiary staff.

(3x10 marks = 30 marks)

PART C
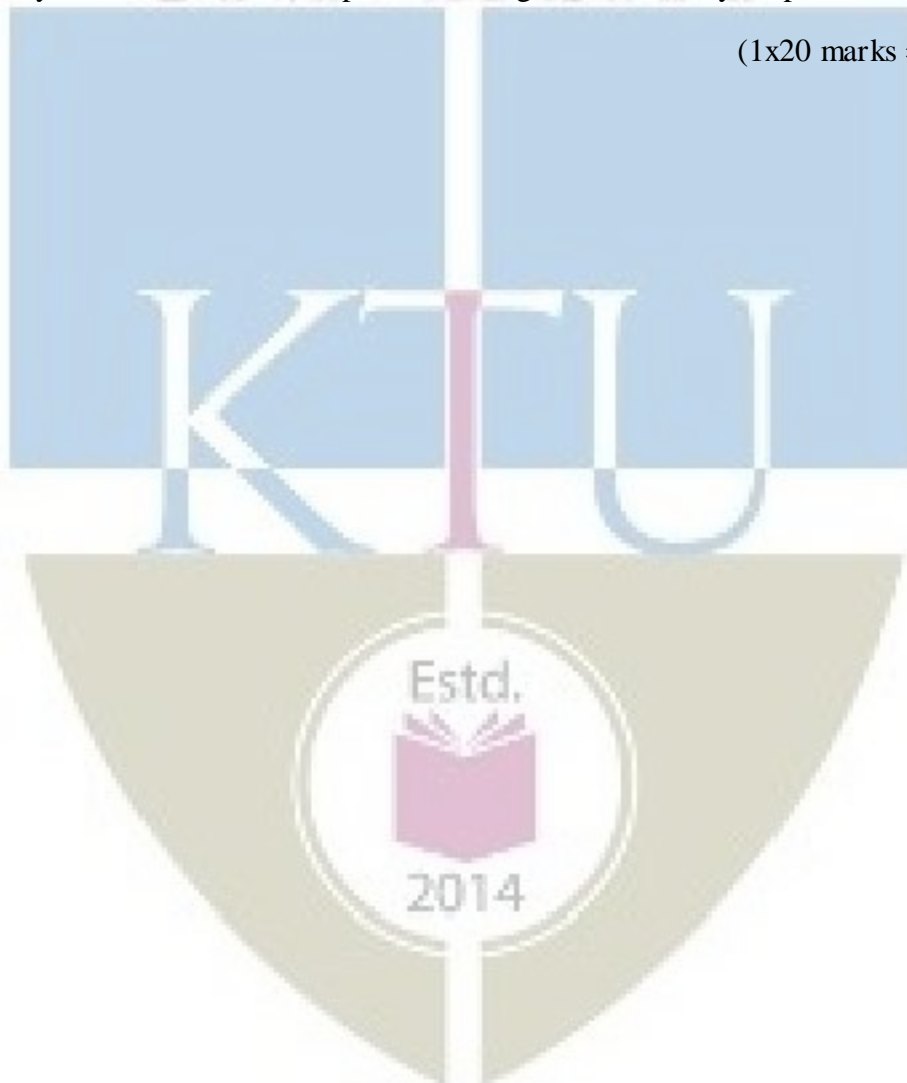Compulsory question. This section carries 20 marks

11. Imagine you're the Vice-President of human resources for a Fortune 500 company. You've spent your entire career attempting to enhance the workplace for employees to support their productive work in the organization. You aligned the hiring process to serve the strategic needs of the organization, as well as implemented an effective performance management system. However, the performance management process is

becoming less effective because managers are inflating employee ratings. Under this system, managers are evaluated as a 1, 2, 3 or 4, with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals receiving a rating of 4 for two consecutive years are often let go from the organization. The intent behind this system is that throughout the two-year process, evaluators are to meet frequently with the employees, counsel them, and provide necessary development opportunities.

Based on the above answer following questions:

a) What type of evaluation process would you say is being used in this case? Explain.
b) Do you see these effects as positive or negative? Defend your position.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Globalization in HR Perspective -** Introduction to global HRM drivers of globalization, Difference between HRM and global HRM — Role of culture in global HRM, Domestic & MNC Perspectives, Global HRM trends and future challenges, HR practices and standards in SAARC nations, Gulf Cooperation Council Countries, BRIC Nations, ASEAN, Multi cultural orientation to employees - Careers in International Business.
Module 2	**HR Policies and Operations in a Global Setting -** Recruitment function and selecting staff for international assignment: issues in staff selection, factors - head hunters, cross-national advertising, e Recruitment, types of international assignments, Training & development of international staff, types of expatriate training, developing staff through international assignment - Approaches of international compensation, key components of International compensation, executive compensation – Reporting Relationships – Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices. Grievance Handling - Expatriate Management.
Module 3	**Employee and Labor Relations -** Key issues in International Industrial Relations, The global legal and regulatory context of MNE, The International framework of Ethics and Labor standards Employment policies and practices, discrimination, affirmative action and equal employment opportunity, Diversity in the workforce as an enhancer of learning and effectiveness within groups and organizations.
Module 4	**Resolving disputes and complaints -** Understanding of selected laws and acts governing employment relationships in US – Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA), Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA).
Module 5	**HR issues and challenges -** Safety and security of employees, surveillance and privacy concerns, prevention of workplace violence, sexual harassments, Protection from retaliation, illegal harassment (expat and locals), HR data security, maintaining appropriate and required HR records in different countries. HRM in cross border mergers and acquisitions - Motives behind mergers and acquisitions, HR Interventions.
Text Book	

1. Punnett Betty Jane (2009). *International perspectives on Organizational Behavior and Human Resource Management*. Routledge.

2. Monir Tayeb (2005). *International HRM*. Oxford University Press.

3. Dowling & Welch (1999). *International HRM: Managing people in Multinational*, Cengage Learning.

4. James N. Baron and David M. Kreps (2009). *Strategic Human Resources – Frameworks for General Managers*. Wiley.

5. Scott Snell, George Bohlander and Veena Vohra (2010). *Human Resources Management – A South Asian Perspective*. Cengage Learning.

6. Arup Varma, Pawan S. Budhwar (2013). *Managing Human Resources in Asia-Pacific*. Routledge.

7. K. Aswathappa (2020). *International Business*. McGraw Hill Education India Private Limited.

8. P. SubbaRao (2020). *International Human Resources Management*. Himalaya Publishing House.

9. Vikas Banger (2013). *Human Resource Management Global Trends and Essence*. Enkay Publishing.

References and Suggested Readings

1. Ruth V. Aguilera, John C. Dencker (2004). *The role of human resource management in cross-border mergers and acquisitions,* The International Journal of Human resource Management, Volume15, Issue 8 Pages 1355-1370.

2. Hugh Scullion, Paula M. Caligiuri, David G. Collings (2018). *Specifications of Global Talent Management*. Routledge.

3. Liza Castro Christiansen, Michal Biron, Elaine Farndale, Bård Kuvaas (2017). *Global Human Resource Management Casebook*. Routledge.

4. The Fair Labor Standards Act of 1938, as amended.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Globalization in HR Perspective**	
1.1	HRM drivers of globalization, Cultural differences affect HRM	2 Hours
1.2	HR practices and standards in SAARC, BRIC, ASEAN, GCC	2 Hours
1.3	Trends in challenges in Global HRM	2 Hours
2	**HR Policies and Operations in a Global Setting**	
2.1	Recruitment & Selection in international staffing	2 Hours

2.2	Training & Development in International Assignment	2 Hours
2.3	Approaches of International compensation	2 Hours
2.4	Performance Management and Expatriate Management	2 Hours
3	**Employee & labour Relations**	
3.1	Legal and regulatory content	2 Hours
3.2	Framework of Ethics and labour standards	2 Hours
3.3	Managing workforce diversity	3 Hours
4	**Resolving disputes and complaints**	
4.1	Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA)	2 Hours
4.2	Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA)	2 Hours
4.3	Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA)	3 Hours
5	**HR issues and challenges**	
5.1	Safety and Security of employees, prevention of workplace violence	2 Hours
5.2	HR data security and maintenance of HR records	3 Hours
5.3	Mergers and Acquisitions – HR interventions	3 Hours
	Total	36 Hours
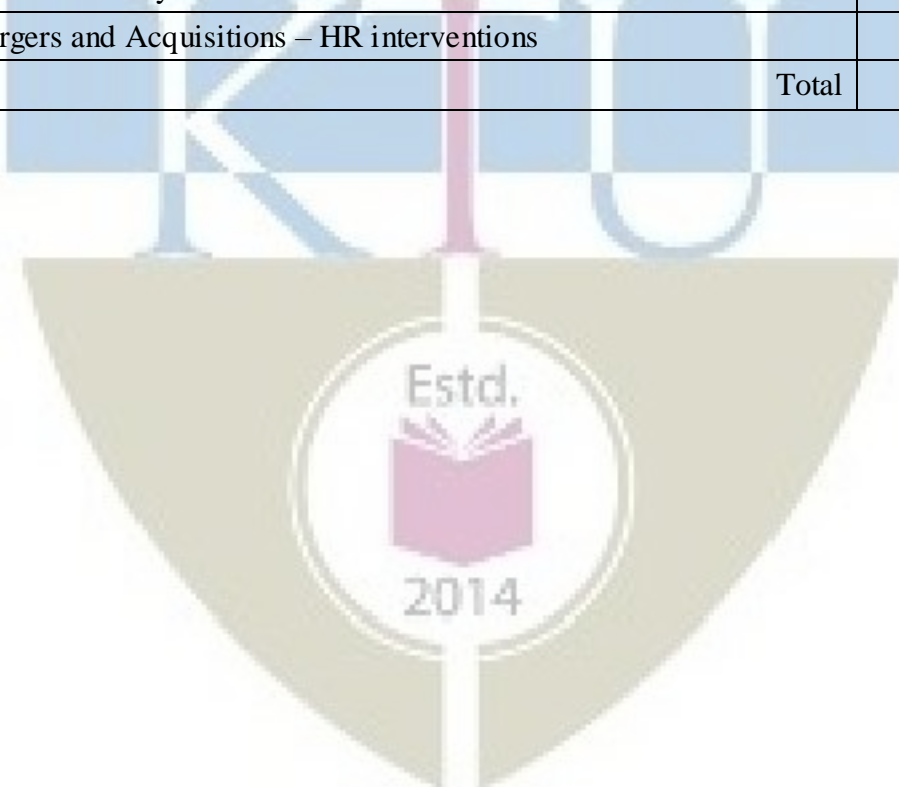
Course Code	Course Name	Category	L	T	P	Credit
20MBA223	**HUMAN RESOURCE ANALYTICS**	**Elective**	**3**	**0**	**0**	**3**

Preamble:

With advances in technology and cloud computing, there are now numerous data sources available to guide decision-making and drive organizational success. Harvesting the right kind of data requires that HR teams possess strong analytical skills. People working in HR should be able to identify the metrics and data sources that deliver organizational insights. In order to do so, HR must ensure that metrics and measures are used effectively to achieve strategic goals. This course focuses on identifying effective data sources, developing meaningful metrics, designing long-term measures, and applying results in support of organizational strategy and tactics. This course will provide students data-backed insight on how to measure HR processes and drive organizations to better performance.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand the role and importance of analytics for better HR decision making.
CO 2	Develop, track, store, retrieve and analyze human resources information.
CO 3	Apply quantitative and qualitative analysis to describe and predict HR outcomes.
CO 4	Evaluate the effectiveness of HR measures using different statistical methods.
CO 5	Create metrics to connect HR results to business results.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1	2	1	1	2
CO 2	2	3	1	2	2
CO 3	2	2	3	2	3
CO 4	3	2	1	2	3
CO 5	3	3	1	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA223 – HUMAN RESOURCE ANALYTICS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Why do you think succession planning analytics is important?
2. Define HR metrics.
3. What are data visualization tools?
4. What is meant by an HR scorecard? Where is it used?
5. Distinguish between Workplace health programs and Employee assistance programs.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain the steps in creating a HR scorecard.
7. Detail the different statistical tools available in the market for HR analytics and data visualization.
8. Describe the steps involved in predictive analytics and determine the key performance indicators.
9. What are the challenges in quantifying HR processes?
10. Describe the various methods used in training analytics. Highlight the importance of leaning analytics.
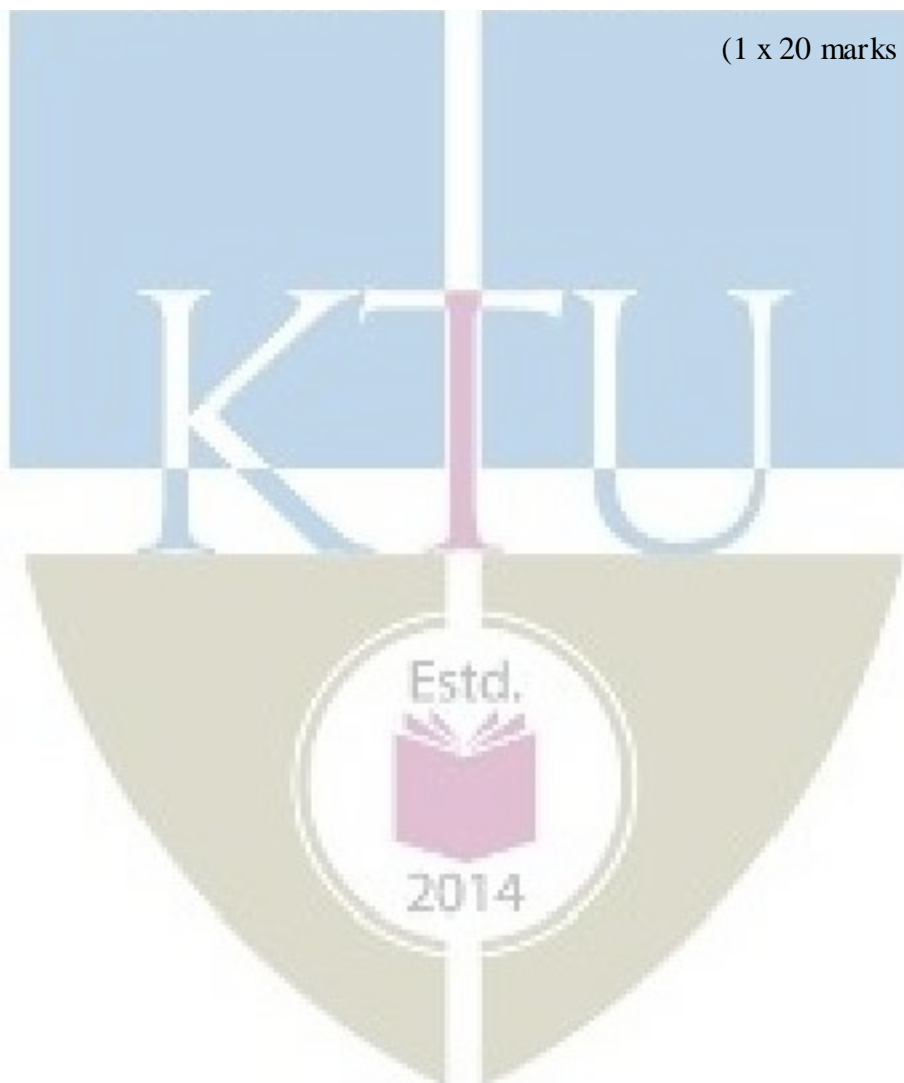
(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. A large company named XYZ employs, at any given point of time, around 4000 employees. However, every year, around 15% of its employees leave the company and need to be replaced with the talent pool available in the job market. The management believes that this level of attrition (employees leaving, either on their

own or because they got fired) is bad for the Company, because of the following reasons.

   i. The former employees' projects get delayed, which makes it difficult to meet timelines, resulting in a reputation loss among consumers and partners.

   ii. A sizeable department has to be maintained, for the purposes of recruiting new talent.

   iii. More often than not, the new employees have to be trained for the job and/or given time to acclimatize themselves to the company.

a) What factors do you think the management should focus on to curb attrition?

b) What methods can be used to analyze the attrition and retention statistics?

(1 x 20 marks = 20 marks)

Syllabus	
Module 1	**Introduction to HR analytics –** Human resource (HR) measures and organizational effectiveness - Evolution of HR Analytics - Analytic value chain, HR Metrics - Data requirements; identifying data and gathering data; HR data quality, validity and consistency; Data exploration; Describing data, Data visualization - Role of Descriptive analytics & Prescriptive analytics in HR – HR Analytics Framework: LAMP framework, HCM - 21 Framework, Talentship Framework.
Module 2	**Utility Models & Staffing Decisions -** Analysis of Labor Market Behavior. Analyzing Turnover trends, Workforce planning metrics, The Logic of Utility Analysis, Utility Models and Staffing Decisions, The Taylor-Russell Model, The Naylor-Shine Model, The Brogden- Cronbach-Gleser Model.
Module 3	**Performance and Compensation Analytics -** Steps in Predictive analytics, identifying performance drivers**,** Identifying and developing Key Performance areas (KPA), Key Performance Indicators (KPI) - create, build and maintain a HR Scorecard, Linking HR Data to operational performance, Regression analysis and Causation.
Module 4	**Qualitative and Quantitative HR outcome metrics -** Attrition and Retention, Absenteeism, Job satisfaction, Employee Engagement, Perceptions and Attitude, HRD climate, Training cost, Performance and skill gaps, Compensation and Benefits, Promotion and succession planning, Training and Learning analysis.
Module 5	**Employee Health Wellness and Welfare -** Logic of Workplace Health Programs (WHP), Analytics for Decisions about WHP Programs, Measures: Cost Effectiveness, Cost-Benefit and Return-on-Investment Analysis, Cost-Effectiveness Analysis, Cost- Benefit and Return-on-Investment Analysis, Employee Assistance Programs (EAPs), Future of Lifestyle Modification, WHP, and EAPs.

Text Book

1. Edwards Martin R, Edwards Kirsten (2016). *Predictive HR Analytics: Mastering the HR Metric.* Kogan Page Publishers.

2. Fitz-enz Jac (2010). *The new HR analytics: predicting the economic value of your company's human capital investments*. AMACOM.

3. Fitz-enz Jac, Mattox II John (2014). *Predictive Analytics for Human Resources*. Wiley.

4. Moore, McCabe, Duckworth, and Alwan (2008). *The Practice of Business Statistics: Using Data for Decisions.* W. H. Freeman.

5. Gene Pease, Boyce Byerly, Jac Fitz-enz (2012). *Human Capital Analytics*. Wiley.

6. Wayne F. Cascio, John W. Boudreau (2015). *Investing in people: Financial Impact of Human Resource Initiatives*. Pearson Education.

References and Suggested Readings

1. Brian E. Becker (2001). *The HR Scorecard: Linking People, Strategy, and Performance.* Harvard Business Review Press.

2. Tracey Smith (2013). *HR Analytics: The What, Why and How.* Create space Independent Pub.

3. Laurie Bassi, Rob Carpenter, Dan McMurrer (2012). *HR Analytics Handbook*. Mc Bassi & Company.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to HR Analytics**	
1.1	Evolution of HR Analytics and Analytic Value chain	2 Hours
1.2	Data cleaning, exploration, visualisation	2 Hours
1.3	Analytic framework models	3 Hours
2	**Utility Models & Staffing Decisions**	
2.1	Analyzing labour market behaviour	2 Hours
2.2	Analyzing turnover trends, workforce planning	2 Hours
2.3	Utility Models and Staffing Decisions	2 Hours
3	**Performance and Compensation Analytics**	
3.1	Predictive Analytics, Regression and its types	2 Hours
3.2	Identifying KPA, KPI	3 Hours
3.3	Create HR Scorecard	3 Hours
4	**Qualitative and Quantitative HR outcome metrics**	
4.1	Attrition, Retention, Absenteeism	1 Hour
4.2	HRD climate	1 Hour
4.3	Performance and compensation analytics	2 Hours
4.4	Training and Learning Analytics	2 Hours
4.5	Promotion and Succession Planning	2 Hours
5	**Employee Health Wellness and Welfare**	
5.1	Analytics for Workplace Health Programs	2 Hours
5.2	Analytics for Employee Assistance Programs	2 Hours
5.3	Cost-Benefit and Return-on-Investment Analysis	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA225	LEADERSHIP, INFLUENCE & POWER	Elective	3	0	0	3

Preamble: In contemporary business landscape marked by technological disruption and rapid change, industry leaders play an increasingly important role in shaping an environment that ensures continuous growth. This course exposes students to the skills to lead with power and influence, through the opportunity to investigate different leadership styles and frameworks. The course will also help them to explore new perspectives and strategies of high impact leadership in the individual, team, and organisational contexts. The syllabus is designed with the intention to impart leadership traits among students and to equip them to successfully navigate the challenges and dynamics of leadership in their career.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the nature of Leadership and compare the theories of leadership.
CO 2	Apply ethical leadership and value- based decision making.
CO 3	Identify crisis management strategies.
CO 4	Analyse the sources of power, influence and women leadership in organizations.
CO 5	Develop team building and problem-solving skills.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	3	1	1
CO 2	3	1	3	3	3
CO 3	3	1	3	2	3
CO 4	3	2	3	2	3
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA225 – LEADERSHIP, INFLUENCE & POWER

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. "Management is doing things right; leadership is doing the right things". Elaborate the statement by highlighting the major differences between a leader and a manager.
2. Explain Value- Based Decision making.
3. Define Stewardship.
4. Define Power and discuss different forms of power.
5. Define System Thinking and list major system thinking Models.

(5x2 marks = 10 marks)

PART B
Answer *any three* questions. Each question carries 10 marks

6. Compare and contrast Blake and Mouton's managerial grid theory to the Ohio State and Michigan studies.

7. (a) Explain the factors governing ethical leadership decisions.
   (b) Explain about Value- Based Decision making.

8. (a) Evaluate the various problems that influence Crisis Management planning and execution process?
   (b) "It takes years to build a reputation and five minutes to ruin it" explain the major dimensions of reputational crisis.

9. What it takes to be a great leader? Analyse with special reference to leadership in 21st century organizations.

10. (a) Outline in detail the important problem - solving skills required for a leader.
    (b)'Employee engagement determines as to why people should work for the organization' Discuss various employee engagement strategies.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. When women move forward, the family moves, the village moves and the nation moves".
    a) Illustrate the important characteristics required for a successful women leader?
    b) Critically examine the problems faced by women leaders in present scenario?
    c) Examine any five successful women leaders and analyse their respective women leadership styles?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Leadership** - Definition of Leadership, Leader vs. Manager, Trait Approach to Leadership, Behavioural / style Approach to Leadership, Situational Approaches to Leadership, Emerging Leadership Approaches- Charismatic, Transformational, Servant, Team, Psychodynamic and Emergent.
Module 2	**Leadership and ethics** - values at a personal level, organizational level, Value-Based Decision Making, Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations. Cross cultural Leadership - Leadership and Dimensions of Culture, Universally Desirable and Undesirable Leadership Attributes.
Module 3	**Stewardship and crisis Management** - Stewardship – Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent. Risk - Break-Even Analysis – Organizational views on risk, Trust-Vulnerability and Performance, Important Characteristics Crisis handling - Crisis Management and Leadership, Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis.
Module 4	**Influence and Power** - Styles of Influence, Influence tactics, Unethical Influence Styles Organizational politics. Power- Definition and forms of power, Leadership and organizational learning and adaptation, Woman Leadership - Leadership styles and effectiveness, The Glass Ceiling, Leadership in 21st century organizations.
Module 5	**Leadership - Decision making and problem-solving skills** - Decision Making Frameworks, Skilful Discussion, Team building, Focusing, Storytelling, System Thinking Models. Driving Accountability, Engaging People, empowering people, Building Personal Strengths, Problem Solving Skills, Leadership and change management.

Text Book

1. Northouse. P. G. (2010). *Leadership: Theory and Practice*. 5th edition, Sage Publications.
2. Daft, R L. (2018). *Leadership Experience*. 7th edition Cengage Learning.

References and Suggested Readings

1. Dorfman, P W, Mobley W. (2003). *Advances in Global Leadership*. (Vol. 3) Emerald Group Publishing.
2. Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge* (3rd edn) John Wiley & Sons.
3. Lubar K., Halpern B. L. (2004). *Leadership Presence*. Penguin Publishers.
4. Pedler, Mike, Burgoyne, John, Boydell, Tom (2010). *A Manager's Guide to Leadership*. 2nd edition McGraw-Hill Education.
5. Yukl, G. A. (2013). *Leadership in organizations*. 8th edition, Pearson Education India.
6. Burns, J M, (1978). *Leadership.* 1st edn., Harper and Row.
7. Ciulla, J B. (2003). *The Ethics of Leadership*. Cengage Learning.
8. Rost, J.C. (1991). *Leadership for the twenty- first century*. Praeger.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Leadership**	
1.1	Definition of Leadership, Leader vs. Manager	2 Hours
1.2	Trait Approach to Leadership, Behavioural/style Approach to Leadership, Situational Approaches to Leadership	2 Hours
1.3	Emerging Leadership Approaches- Charismatic, Transformational, Servant, Team, Psychodynamic and Emergent.	2 Hours
2	**Leadership and ethics**	
2.1	Values at a personal level, organizational level, Value-Based Decision Making	2 Hours
2.2	Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations.	3 Hours
2.3	Cross cultural Leadership - Leadership and Dimensions of Culture, Universally Desirable and Undesirable Leadership Attributes	3 Hours
3	**Stewardship and crisis Management**	
3.1	Stewardship – Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent.	2 Hours
3.2	Risk- Break-Even Analysis – Organizational views on risk, Trust-Vulnerability and Performance, Important Characteristics	2 Hours
3.3	Crisis handling- Crisis Management and Leadership, Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis.	3 Hours
4	**Influence and Power**	
4.1	Influence- Styles of Influence, Influence tactics, Unethical Influence Styles Organizational politics.	2 Hours
4.2	Power- Definition and forms of power, Leadership and organizational learning and adaptation	3 Hours
4.3	Woman Leadership - Leadership styles and effectiveness, The Glass Ceiling, Leadership in 21st century organizations	3 Hours
5	**Leadership- Decision making and problem-solving skills**	
5.1	Decision Making Frameworks, Skilful Discussion, Team building, Focusing, Storytelling	2 Hours
5.2	System Thinking Models. Driving Accountability, Engaging People, empowering people, Building Personal Strengths, Problem Solving Skills	3 Hours
5.3	Leadership and change management	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA227	REWARD MANAGEMENT	Elective	3	0	0	3

Preamble: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing and analyzing and restructuring reward management systems, policies and strategies

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine compensation framework in the light of different theories of compensation
CO 2	Analyse wage and pay systems
CO 3	Evaluate wage fixation methods
CO 4	Formulate Expatriate compensation
CO 5	Assess social security and retirement benefits and design pay structures

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	-	1	2
CO 2	3	3	1	3	1
CO 3	3	3	2	3	2
CO 4	3	3	-	1	3
CO 5	2	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA227- REWARD MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define living wage

2. What are the different systems of Payment?

3. List out various methods of wage fixation in India.

4. What is expatulator?

5. Define Social Security.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss various theories of wage which act as the foundation of different wage systems? Comment on the advantages of each

7. 'Job Evaluation is a method that give us solid base for fixing compensation' Explain, What are the various method and processes involving?

8. Explain New wage code 2021, Compare it with the existing wage related labour laws.

9. What are the challenges in compensating expats? Explain the popular approaches adopted in compensating expats?

10. 'The code on social security 2020 is considered as a revolution' explain the salient features of it?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. 'Fixing a suitable pay structure is a challenge these days.'

    a. Critically examine various pay structures adopted by organizations.   (8)

    b. Explain the various internal and external factors affecting the pay scale of an organization.   (7)

    c. What are the current trends in executive compensation?   (5)

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Compensation Framework and Theories:** Conceptual Framework of Compensation Management: Meaning of wage, Minimum wage, Fair wage, Living wage, Money wage, Take home pay, Difference between wages and salary, Concept and Components of Wages; Components of compensation; Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.
Module 2	**Wage and Pay systems:** Principles of wage and salary administration, Job Evaluation - meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system, Incentive payments. Fringe benefits, Fringe benefits tax (FBT); Cost to the company (CTC) – calculation and computing.
Module 3	**Wage Fixation:** Criteria of wage fixation. Methods of Payment, Broad- banding, Performance based pay systems, Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans; Executive compensation; Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards and Tribunals: Structure, Scope and functions, Role of Collective bargaining in wage determination, Minimum Wages Act 1948; Wage Code 2021, Emerging trends of compensation management in IT industries.
Module 4	**Expatriate Compensation:** Expatriate assignment approaches - Fringe benefits, Career management of expatriates, Job pricing, Expatriate reward models, Cost-of-living data, expatulator and calculations, Taxation and the expatriate, Repatriation and reintegration; Expatriate management systems; success factors.
Module 5	**Social Security and Retirement Benefits:** Social Security, definition, concept, approaches, Employees' Provident Fund Scheme, Employees' Deposit Linked Insurance Scheme, Employees' Pension Scheme, Pension Fund, Payment of gratuity, Participatory/Contributory Pension; Employee State Insurance Corporation (ESIC). Code on Social Security 2020. **Design of Pay structures:** Pay structures – concept, measuring the Market; Pay Mechanics (Structure Design) - Pay mechanics; Number of grades - career bands, broad grades and narrow bands; Pay ranges - Pay slopes -Pay overlap (current practices)- Smoothing the pay curve - Positioning Staff in the Pay Scale - Options for employees below minimum of pay scale, Options for employees above maximum of pay scale, Reviewing the Pay Scale & Pay structure - Timing and frequency, Impact of market movement and inflation, other factors – External & Internal factors that affects the pay scale of an organization.

Text Book

1. Armstrong, Michel and Murlis, Helen, Reward Management: *A Handbook of Salary Administration,* Kogan Page Ltd, 1988

2. S.S. Upadhyay, *Compensation Management: Rewarding Performance,* Global India Publications, 2009

3. Mark Bussin, Expatriate Compensation: *A practical and informative textbook for managing expatriate compensation, mobility, and international assignments in the*

world of work, Knowres Publishing, 2015		

References and Suggested Readings

1. A.M. Sharma, *Understanding Wage and Compensation System*, Himalaya Pub. House, 2014.

2. Designing Pay Levels, Mix and Pay Structures. http://business.uni.edu/mitra/chap08.pdf

3. How to build Pay Grades and Salary Ranges, http://resources.payscale.com/rs/payscale/images/2013-How-to-Build-Pay-Grades-and-Salary - Ranges.pdf

4. How to Set Competitive Compensation Structures, http://downloads.erieri.com.s3.amazonaws.com/pdf/How_to_Set_Competitive_Compensation_Structures.pdf

5. Hendorson, Richard I. *Compensation Management: Rewarding Performance in Modern Organization*, Prentice Hall, 1988.

6. Lance Berger and Dorothy Beger, *The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design*, McGraw-Hill Professional, 2015.

7. A.K. Sharma, *Labour Economics*, Anmol Publications Pvt. Ltd, 2006

8. K.N. Subramoniam, *Wages in India,* McGraw-Hill Inc, 1977.

9. A.I. Fonseca, *Wage Issues in a Developing Economy: An Indian Experience*, Oxford University Press, 1964.

10. B.D. Singh, *Compensation and Reward Management*, Excel Books, 2012

11. Richard I. Henderson, *Compensation Management in a Knowledge Based World*, Pearson Education, 2007

12. Ten Steps for Building a Salary Structure, http://internationalhrforum.com/2010/07/29/ten-steps-for- building-a-salary-structure.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Compensation frame work and theories**	
1.1	Conceptual Framework of Compensation Management: Meaning of wage, Minimum wage, Fair wage, Living wage, Money wage, Take home pay	2 Hours
1.2	Difference between wages and salary, Concept and Components of Wages; Components of compensation	3 Hours
1.3	Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.	2 Hours
2	**Wage and Pay systems**	
2.1	Principles of wage and salary administration, Job Evaluation - meaning, principles, methods, limitations, importance.	2 Hours

2.2	Systems of payment: Time rate, piece rate system, Incentive payments.	2 Hours
2.3	Fringe benefits, Fringe benefits tax (FBT); Cost to the company (CTC) – calculation and computing.	3 Hours
3	**Wage Fixation**	
3.1	Criteria of wage fixation. Methods of Payment, Broad- banding, Performance based pay systems, Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans;.	2 Hours
3.2	Executive compensation; Wage Policy in India; Methods of wage determination in India, The Pay Commission	2 Hours
3.3	Wage Boards and Tribunals: Structure, Scope and functions, Role of Collective bargaining in wage determination, Minimum Wages Act 1948; Emerging trends of compensation management in IT industries	3 Hours
4	**Expatriate Compensation**	
4.1	Expatriate assignment approaches - Fringe benefits, Career management of expatriates, Job pricing	3 Hours
4.2	Expatriate reward models, Cost-of-living data, expatulator and calculations.	2 Hours
4.3	Taxation and the expatriate, Repatriation and reintegration; Expatriate management systems; success factors.	2 Hours
5	**Social security and Pay structure design**	
5.1	Social Security, Employees' Provident Fund Scheme, Employees' Deposit Linked Insurance Scheme, Employees' Pension Scheme, Pension Fund, Payment of gratuity, Participatory/Contributory Pension; Employee State Insurance Corporation (ESIC).	3 Hours
5.2	Pay structures – concept, measuring the Market; Pay Mechanics (Structure Design) - Pay mechanics; Number of grades - career bands, broad grades and narrow bands; Pay ranges - Pay slopes -Pay overlap (current practices)	3 Hours
5.3	Smoothing the pay curve; Positioning Staff in the Pay Scale; Reviewing the Pay Scale & Pay structure - Timing and frequency, Impact of market movement and inflation, other factors – External & Internal factors that affects the pay scale of an organization.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA229	**NEGOTIATIONS & CONFLICT RESOLUTIONS**	Elective	3	0	0	3

Preamble: The purpose of this course is to understand how to be more effective in negotiating to help you secure more of what you want in life. A basic premise of the course is that while a manager needs analytic skills and a psychological approach to discover optimal solutions to problems, negotiation expertise opens the way for these solutions to be implemented.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Assess the various principles of Negotiation.
CO 2	Analyse the strategies and tactics involved in different types of negotiation.
CO 3	Apply the requisite skills used in Bargaining
CO 4	Assess the tactics of conflict resolution and maintenance of industrial relations
CO 5	Adapt and modify to the trends in Industrial conflicts.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	3
CO 2	3	3	2	1	3
CO 3	2	3	2	2	3
CO 4	3	3	3	1	3
CO 5	1	2	2	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		

Create	Can be done through Assignments/ Seminars/Mini Projects

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA229- NEGOTIATIONS & CONFLICT RESOLUTIONS

Max. Marks: 60　　　　　　　　　　　　　　　　　　　　Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the different types of Conflicts?

2. Define integrative and distributive negotiation.

3. List out usual causes of Industrial Disputes in India.

4. Recall the Johari Window frame work

5. Find the key differences in conflict management in MNCs and Public sector companies.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the nature of conflicts in the organization. What are the different views on conflicts?

7. Explain the preparations required for an effective negotiation? What are the different elements of communication critical in negotiation?

8. Illustrate the effectiveness of Collective bargaining as a preventive mechanism for industrial unrest. Explain the nature, functions and types of collective bargaining

9. 'A consolidation of labour laws related to industrial Relation has happened in the new Labor code on Industrial relations' explain, what are the salient features of this new code?

10. A seen change in the trends of conflict management has emerged by the entry of MNCs, digitalization of work place and Covid 19 strategies like 'Work from Home', explain with suitable examples and illustrations?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. 'It is said that 24% of the executive time is spent on conflict management so conflict management skills constitute a significant part of managerial success. A conflict not managed on time can be expensive at times'

    a. What are the popular conflict management strategies?
    b. Explain the levels of conflict intensity.
    c. How conflicts can be converted in to functional conflicts?

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Intergroup Relations and Conflicts:** Overview, History of negotiations, Common elements of negotiations, Nature of conflict in organisations, Changing view of conflict, Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter-organisational.
Module 2	**Negotiations:** Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation – The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies; Third party negotiation. Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA, Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.
Module 3	**Collective Bargaining and Distributive Bargaining:** Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining, Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement. Distributive Bargaining - Concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving.
Module 4	**Conflict and Disputes Resolution:** Conflicts; Conflict management - Conflict Management Strategies, improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window. Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Methods of industrial disputes resolution; Code on Industrial relation 2020, Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.
Module 5	**Trends in industrial conflict:** Dynamics of conflict and collaboration; Nature, causes and types of recent industrial disputes, handling interest and rights disputes, Impact of Public Sector disinvestments, Emergence of MNCs, IT enabled work environment, Work from home strategy, Surveillance and privacy issues.

Text Book
1. Wheeler, M. (2010). *Harvard Business Essentials: Guide to Negotiation*.
2. Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: negotiating agreement without giving in*. Pengin.
3. Malhotra, D., & Bazerman, M. (2007). *Negotiation genius: How to overcome*

obstacles and achieve brilliant results at the bargaining table and beyond. Bantam.

References and Suggested Readings

1. Schuster, M. H. (1984). *Union-Management Cooperation. Structure, Process, Impact.* WE Upjohn Institute for Employment Research, 300 South Westnedge Avenue, Kalamazoo, MI 49007.

2. Mnookin, R. H., Peppet, S. R., & Tulumello, A. S. (2000). *Beyond winning: Negotiating to create value in deals and disputes*. Harvard University Press.

3. Dwivedi, R. S. (2002). *Managing human resources & industrial relations in Indian Enterprises*. Galgotia Publishing Company

4. Druckman, D. (2009). *Intuition or counterintuition? The science behind the art of negotiation.* Negotiation Journal, *25*(4), 431-448.

5. Ury, W. L., Brett, J. M., & Goldberg, S. B. (1988). *Three approaches to resolving disputes: interests, rights and power.*

6. Funken, K. (2001). *The Pros and Cons of Getting to Yes-Shortcomings and Limitations of Principled Bargaining in Negotiation and Mediation.* Available at SSRN 293381.

7. Hopmann, P. T. (1995). Two paradigms of negotiation: Bargaining and problem solving. *The Annals of the American Academy of Political and Social Science*, *542*(1), 24-47

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Intergroup relations and Conflicts**	
1.1	Overview, History of negotiations, Common elements of negotiations.	2 Hours
1.2	Nature of conflict in organizations , Changing view of conflict.	2 Hours
1.3	Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter- organizational.	3 Hours
2	**Negotiations**	
2.1	Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation –The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies.	3 Hours
2.2	Third party negotiation; Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving.	2 Hours

		Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA.	
2.3		Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.	2 Hours
3		**Collective bargaining and distributive bargaining**	
3.1		Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining.	2 Hours
3.2		Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context.	2 Hours
3.3		Negotiating a collective bargaining agreement; distributive bargaining - concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving.	3 Hours
4		**Conflicts and dispute resolution**	
4.1		Conflicts; Conflict management - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window.	3 Hours
4.2		Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Labor code on Industrial Relations 2020.	3 Hours
4.3		Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.	2 Hours
5		**Trends in Industrial conflicts**	
5.1		Dynamics of conflict and collaboration	2 Hours
5.2		Nature, causes and types of industrial disputes	2 Hours
5.3		Handling interest and rights disputes, Influence of disinvestment, MNC and IT enabled work environment	3 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA251	**STRATEGIC MARKETING INTELLIGENCE**	Elective	3	0	0	3

Preamble: The emphasis of this course is primarily to understand advanced marketing strategy issues and processes that determine the competitiveness of marketing in diverse customer and organizational markets. A significant aim of the course is to enhance the skills to predict and integrate the competitive marketing tactics of rivals through effective market research tools. The course also aims to understand how consumer behaviour impacts marketing actions and strategies of companies through decision making tools and software that shape a broad understanding of marketing analytics to support marketing and managerial decision making.
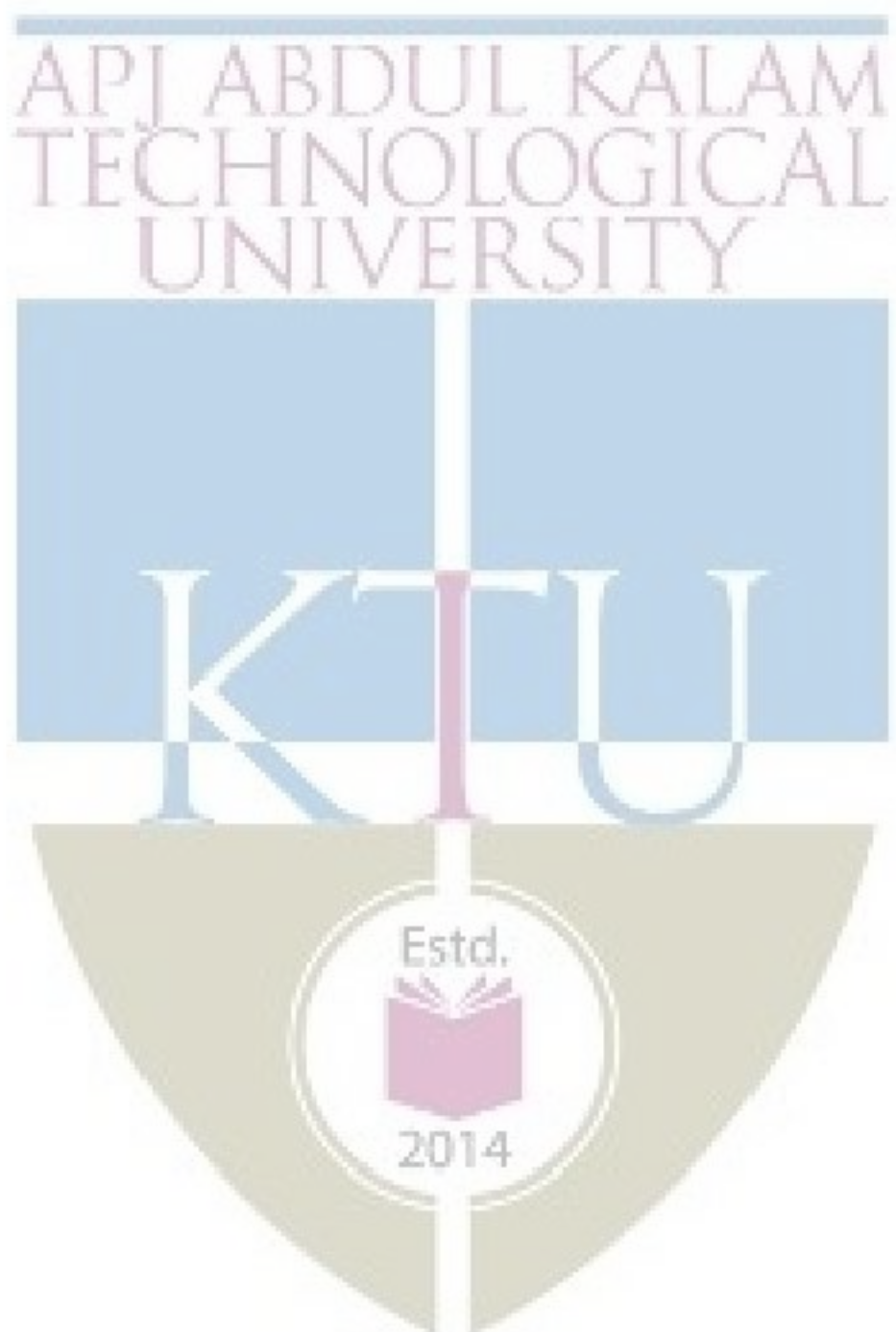
Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Elucidate the importance of Strategic Market Intelligence through effective market research.
CO 2	Appraise the Quantitative methods of market research
CO 3	Assess Strategic intelligence through comprehending consumer behaviour
CO 4	Evaluate the Cognitive drivers of market strategies through measurement and modelling tools in Marketing Intelligence
CO 5	Appraise the marketing strategy implementation systems to effectively convert marketing intelligence

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	3
CO 2	3	3	2	2	2
CO 3	3	3	2	2	3
CO 4	3	3	2	2	3
CO 5	3	3	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA251- STRATEGIC MARKETING INTELLIGENCE

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks

1. What are primary data sources?
2. List out the steps in a simple regression analysis.
3. Define Customer Lifetime Value. What are its uses?
4. How is perceptual mapping used in marketing?
5. How are digital marketing metrics important in marketing intelligence?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Explain the different qualitative methods of data collection used in marketing research.

   b. Demonstrate using examples how strategic marketing intelligence aids managerial decision making.

7. a. Distinguish between Factor analysis and Cluster Analysis in terms of their purpose, operational steps and outcomes.

   b. Show how they are useful in aiding marketing actions of companies.

8. a. Examine the importance of an STP strategy in obtaining strategic intelligence

   b. Explain how psychographic segmentation is carried out.

9. a. Compare and contrast the models of consumer buying behaviour with diagram.

   b. Why are customer choice models preferred in recent times by marketers to judge consumer actions?

10. a. Outline the various software options used to develop marketing intelligence.

    b. Show with examples how digital media monitoring is relevant to marketers in their social media campaigns?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Office Improvements is a marketing company offering a wide range of office products and services on behalf of its clients to a wide range of businesses and organizations. The firm defines its business as finding ways of making offices in organizations more efficient, more employee-friendly and more economical to run. John Grant, the CEO of Office Improvements, believes that this gives the firm the widest scope possible in terms of the kinds of products he can market. 'Of course,' he says, 'this means we have two kinds of customers. Those whose products and services we market and those who buy the products and services which we market.' The firm does not experience too much difficulty finding businesses which would like to make use of Office Improvements' marketing skills. The main difficulty encountered by the firm is in its marketing to organizations that want to make use of the products and services it has to offer. As John Grant says: 'When you are a small company trying to make your way in the world, you encounter all kinds of problems when it comes to getting new contracts. In our case it isn't a case of hiring sales people to call on wholesalers or retailers, you have to actually get out yourself and talk to your customers. Finding the right person to talk to can often be a nightmare. We define our business as that of helping firms to create healthy working environments for their employees. This means that we actually sell industrial solvents and cleaning materials as well as a variety of different types of equipment—ranging from fans and air extractor units to heating appliances for offices and workshops. We are essentially a marketing outfit and get our products from a variety of sources both in this country and abroad. We do not sell in small quantities but aim to equip other organizations as comprehensively as we can. 'Our major difficulty is locating the decision makers. When you want to get a local authority as one of your customers, whom do you approach? I can tell you it is not that easy. It is not always straightforward when you are dealing with a central buying office. Often the person you approach cannot make the decisions and has to consult with other people. You have a real job on your hands I can tell you.'

a. Develop the marketing research process that needs to be carried out to help Mr Grant understand his customers' needs. (10 marks)

b. For the two sets of customers he has identified, what data collection tools and analysis techniques are best suited? Justify. (10 marks)

	Syllabus
Module 1	**Introduction to Strategic Marketing Intelligence**: Strategic Marketing Intelligence Framework, SMI for decision Making; Market Research Process: Problem, Design, Data Collection and Proposals; Primary and Secondary Data Resources; Qualitative Methods of Market Research: Ethnographies, Focus Groups and Depth Interviews, Data Preparation and Descriptive Statistics.
Module 2	**Quantitative Methods of Market Research**: Regression & Analysing Behavioural/Transactional Data, Analysing Behavioural/Transactional Data & Analysing Survey Data, Factor & Key Driver Analysis, Correspondence Analysis, Cluster Analysis, Multiple Discriminant Analysis and Conjoint Analysis, Building Regression Based Models, Market Response Models, Causal Methods (Marketing Response/Marketing Mix Models).
Module 3	**Strategic intelligence through comprehending consumer behaviour:** Strategic intelligence & understanding and measuring consumers; Measuring trends in consumer behaviour; Intelligence on changes in customer behaviour, consumer groups and Associations; Customer Segmentation, Targeting and Positioning: Segmenting by behaviours, values and attitudes; Customer based marketing and value metrics; Forecasting: Pricing and Elasticity, Using Linear Regression to Forecast; Customer Lifetime Value.
Module 4	**Cognitive drivers of consumer behaviour:** Models of consumer buyer behaviour; Analytical tools in gaining customer insight; Measurement & Modelling; Perceptual Mapping; Customer Choice Modelling; Sales force size determination; Sales force allocation.
Module 5	**Marketing strategy implementation systems**: Market Intelligence on competitors and Strategic Profiling: Measuring competitive reactions; Various Software in the development of strategic marketing intelligence; Digital Media Monitoring; Digital Marketing Metrics.

Textbooks

1. Managing Strategic Intelligence: Techniques and Technologies. (2007). United Kingdom: Information Science Reference.
2. Mathur U.C., (2008) *Strategic Marketing,* Macmillan Publishers India Limited.
3. Malhotra, Naresh (2012), *Basic Marketing Research (4th ed.)*, Prentice Hall.

References and Suggested Readings

1. Hedin H., Vaarnas, M., Hirvensalo, I. (2014). *The Handbook of Market Intelligence: Understand, Compete and Grow in Global Markets.* Germany: Wiley.
2. Aaker, D. A., Kumar, V., & Day, G. S. (2008). *Marketing research.* John Wiley & Sons.
3. Jenster, P. V., Søilen, K. S. (2009). *Market Intelligence: Building Strategic Insight.* United States: Copenhagen Business School Press.
4. Liebowitz, J. (2006). *Strategic Intelligence: Business Intelligence, Competitive Intelligence, and Knowledge Management*. Ukraine: CRC Press.

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Introduction to Strategic Marketing Intelligence**	
	1.1	Overview of Strategic Marketing Intelligence Framework	2 Hours
	1.2	Interpret the market research process	2 Hours
	1.3	Illustrate the qualitative methods of market research	3Hours
2		**Quantitative Methods of Market Research**	
	2.1	Analysing Behavioural/Transactional Data	2 Hours
	2.2	Explain Cluster Analysis, Multiple Discriminant Analysis and Conjoint Analysis	2 Hours
	2.3	Building Regression Based Models	3 Hours
3		**Strategic intelligence through comprehending consumer behaviour**	
	3.1	Measuring trends in consumer behaviour	2 Hours
	3.2	Segmenting by behaviours, values, and attitudes	2 Hours
	3.3	Applying Linear Regression to Forecast	3 Hours
4		**Cognitive drivers of consumer behaviour**	
	4.1	Assess the Models of consumer buyer behaviour	2 Hours
	4.2	Elucidate the importance of Analytical tools in gaining customer insight	2 Hours
	4.3	Interpreting the importance of Perceptual Mapping in Market Intelligence	3 Hours
5		**Marketing strategy implementation systems**	
	5.1	Applying Market Intelligence on competitors and Strategic Profiling	2 Hours
	5.2	Measuring competitive reactions	3 Hours
	5.3	Assessing Digital Marketing Metrics in interpreting market scenarios	3 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA253	B2B MARKETING	Elective	3	0	0	3

Preamble: The course enables the student to have a thorough understanding of the industrial market, its consumer buying behaviours and means to segment, target and position the business users to develop the most appropriate marketing communications depending upon the product life cycle.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	To identify the distinction between B2B and B2B Product and Services
CO 2	To classify different form of B2B demand patterns
CO 3	To identify the role of Partnering/Relationship in business marketing and select suitable firms for B2B collaboration
CO 4	To develop an understanding about Industrial Marketing Communication and choose an appropriate training programme for sales force performance
CO 5	To examine the special meaning of price in industrial marketing and also know the product life cycle theory and its application to marketing strategies.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	3	2
CO 2	3	3	2	2	3
CO 3	3	2	3	2	3
CO 4	3	3	2	2	2
CO 5	3	3	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA253- B2B MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define industrial marketing.

2. Explain the concept of Modified rebuy?

3. Briefly explain the need for a CRM in a B2B scenario?

4. Identify the relevance of transfer pricing?

5. Compare and contrast between personal selling and advertising?

(5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6. Compare and contrast on consumer and industrial marketing.

7. Elucidate on the concept of Buy grid model and the relevant buying phases.

8. Elaborate on the essential requirements for effective segmentation?

9. What steps would you follow for developing product strategies for existing products? What alternative strategies are available to industrial marketers for existing products?

10. Outline the reasons for channel conflicts and how they can be managed?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Vodafone Idea Ltd (VIL) launches 5G-ready IoT solutions for enterprises. Internet of Things (IoT) solutions comprising connectivity, hardware, network, application, analytics, security and support for enterprises that seek to digitize their businesses. You are currently designated as a business development manager VIL. Hence it is required that you develop appropriate strategy for its b2b market expansion.

   a) Explain the different aspects of management of sales force. Give a brief account of the different approaches to organizing sales force?
   b) Discuss the major decisions involved in designing a promotion strategy?

(1x20 marks=20 Marks)

	Syllabus
Module 1	**Overview of B2 B Marketing** Meaning and scope of B2B Marketing; classification of business goods; industrial customers; components of industrial market; comparison between industrial and consumer market/marketing - why and what of business marketing; product and demand characteristics; customer characteristics; product/service mix characteristics; market characteristics; marketing mix characteristics.
Module 2	**Demand for Industrial Goods and Buyer Behaviour** Demand for Industrial Goods - derived demand; joint demand; price insensitivity; price sensitivity; reverse elasticity; cross elasticity. Industrial Buying and Buyer Behaviour - purchasing practices of industrial customers, purchasing objectives of industrial buyer, purchasing activities of industrial buyers, Factors affecting industrial buying decision; environmental factors; organizational environment; buying centre factors; roles in buying process; structural dimensions; individual factors; buying objectives/criteria; non-economic objectives; Webster-Wind model; Sheth model; the Buygrid model; buy classes; buy phases; appropriate marketing strategies over various buying situations and phases; business buying process complexity, modern purchasing activities
Module 3	**Industrial Market Segmentation, Targeting & Positioning and Relationship Marketing** Industrial Market Segmentation - requirements for effective segmentation; macro and micro segmentations; intermediate segmentation; nested approach to segmentation; other bases of segmentation; benefits of market segmentation; criteria for segmentation variables; market targeting; differentiation; positioning. Partnering/Relationship Marketing and CRM - Characteristics of adversarial and partnership models; lifecycle models of buyer-supplier relationship; stages of buyer seller relationship models; selection of firms for collaboration; production linkages and industrial marketing; CRM.
Module 4	**Industrial Marketing Communication and Logistics** Industrial Marketing Communication - Communication mix; salient features of business marketing communication; major decisions in industrial marketing communication; trade fairs and exhibitions. Personal Selling - Types of industrial salesmen; management of sales force; knowledge/training for sales force; organising sales force; personal selling process; summary. Industrial Marketing Logistics - Components of logistics; importance of logistic; business-to-business logistical services; supply chain management; types of distribution; channel systems; multi-channel marketing system; channel conflicts; factors influencing channel design.
Module 5	**Industrial Product and Pricing Decisions** Product Decisions – Industrial product; product lifecycle; new product development; classification of new products; product revitalisation/ elimination. Industrial Pricing - Characteristics of industrial prices; factors affecting pricing; pricing objectives; costs in industrial pricing; pricing methods/approaches approaches; new product pricing; pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing.

Text Book
1. Havaldar, K. K. (2005). *Industrial marketing: text and cases*. Tata McGraw-Hill Education.
2. Cherunilam, F. (2011). *Industrial Marketing.* Himalayan Books.
References and Suggested Readings
1. Peter M. Chisnall (1985), *Strategic Industrial Marketing*, Prentice-Hall International.
2. Woodruffe, Helen (2000), *Service Marketing: Operation, Management and Strategy,* Macmillan India Limited, New Delhi.
3. Robert R. Reeder, Edward G. Brierty & Betty H. Reeder (2001), *Industrial Marketing (2nd ed.)*, Prentice-Hall of India Private Limited, New Delhi.

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Overview of B2B Marketing**	
	1.1	Meaning and scope of B 2 B Marketing; classification, Comparison between B2B and B2C	2 hours
	1.2	Components of industrial market	1 hour
	1.3	Product and demand characteristics; customer characteristics	2 hours
	1.4	Marketing mix characteristics	1 hour
2		**Demand for Industrial Goods and Buyer Behaviour**	
	2.1	Demand for Industrial Goods & Factors affecting industrial buying decision	2 hours
	2.2	buying centre factors; roles in buying process	1 hour
	2.3	buying objectives/criteria; non-economic objectives	1 hour
	2.4	Webster-Wind model, Sheth model, the buygrid model	1 hour
	2.5	Buy classes; buy phases, appropriate marketing strategies over various buying situations and phases	2 hours
	2.6	Business buying process complexity, modern purchasing activities	1 hour
3		**Industrial Market STP and Relationship Marketing**	
	3.1	Market Segmentation – Meaning, benefits, requirements for effective segmentation	1 hour
	3.2	Macro and micro segmentations; intermediate segmentation; nested approach to segmentation	1 hours
	3.3	Criteria for segmentation variables; market targeting; differentiation; positioning.	1 hours
	3.4	Adversarial and partnership models & lifecycle models of buyer-supplier relationship	1 hours
	3.5	Stages of buyer seller relationship models; selection of firms for collaboration;	2 hours
	3.6	Production linkages and industrial marketing	1 hour
4		**Industrial Marketing Communication and Logistics**	
	4.1	Industrial Marketing Communication mix; salient features of business marketing communication	1 hours
	4.2	major decisions in industrial marketing communication; trade fairs	1 hours

		and exhibitions.	
	43	Personal Selling - Types of industrial salesmen; management of sales force;	1 hour
	4.4	knowledge/training for sales force; organising sales force; personal selling process	1 hour
	4.5	Industrial Marketing Logistics - Components; importance of logistic; business-to-business logistical services;	1 hours
	4.6	Supply chain management; types of distribution; channel systems; multi-channel marketing system;	1hours
	4.7	channel conflicts; factors influencing channel design.	1 hour
5		**Industrial Product and Pricing Decisions**	
	5.1	Industrial Product Decisions; product lifecycle	1 hours
	5.2	new product development; classification of new products; product revitalisation/elimination	1 hours
	5.3	Industrial pricing - Characteristics; factors affecting pricing; pricing objectives;	2 hours
	5.4	Costs in industrial pricing; pricing methods/approaches; new product pricing;	2 hours
	5.5	Pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing;	2 hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA255	**CONSUMER BEHAVIOUR**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The objective of the course is to acquaint the students with latest trends in consumer behaviour. The different paradigms discussed in the course are careful blend of several theories and practices propagated by behavior theorists in understanding the contemporary practices of consumer behavior. The course also gives due importance in discussing the various models of consumer behavior which shall be helpful in building a concrete basement for the student understanding.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the concepts of consumer behaviour and its application in marketing management
CO 2	Assess the environmental and individual determinants of consumer behaviour.
CO 3	Analyse the intricacies of consumer buying behaviour and strategies of consumer attitude formation and change
CO 4	Explain the concept of diffusion of innovation
CO 5	Appraise the various consumer decision making models.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	2	2	-
CO 2	3	3	2	3	3
CO 3	3	3	1	3	3
CO 4	3	3	1	3	1
CO 5	3	3	1	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA255- CONSUMER BEHAVIOUR

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List the various qualitative methods of consumer behaviour research.
2. Define subculture.
3. What is tri-component model of attitude?
4. Recall the meaning of consumer adoption.
5. What is the economic model of consumer behaviour?

(5x2   marks   =   10

marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Outline the scope and application of consumer behaviour.   (5)
    b. Explain psychographic segmentation with examples.   (5)
7. a. Summarise the traits and characteristics of opinion leaders.   (6)
    b. Explain the influence of culture on consumer behaviour.   (5)
8. a. Illustrate the various stages involved in the consumer decision making   (5)
        process with suitable examples.
    b. Outline the various perspectives to consumer decision making.   (5)
9. a. Explain the diffusion process.   (5)
    b. Outline the profile of consumer innovator.   (5)
10. a. Explain the Howard Sheth Model of consumer behaviour with suitable   (5)
        example.
    b. Summarise the limitations of Nicosia Model.   (5)

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. You are the Vice President (Marketing) of a large retail chain. Your company's advertising agency is in the process of hiring a film star to promote the retail chain. Describe the reference group factors that you would consider before the celebrity is hired.

(1x20 marks =20marks)

	Syllabus
Module 1	**Introduction to Consumer Behaviour:** Consumer Behaviour-Scope and Application of Consumer Behaviour, Evolution of Consumer Behaviour as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behaviour. **Market Research and Consumer Behaviour:** Approaches to Consumer Behaviour Research, Quantitative Research, Qualitative Research; **Market Segmentation and Positioning:** Demographics and Market Segmentation, Lifestyle and psychographic segmentation, Usage Segmentation, Benefit Segmentation, Product Positioning
Module 2	**Environmental Influence on Consumer Behaviour:** Culture, Subcultures, Social Class, Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement, Family **Individual Determinants of Consumer Behaviour:** Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning, Personality, Self-concept and Self-image, Consumer Perception, Risk and Imagery.
Module 3	**Consumer Attitude Formation and Change:** Structural Models and Theories, Attitude Formation, Strategies of Attitude Change. **Consumer Decision Making Process:** Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behaviour; Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behaviour
Module 4	**Diffusion of Innovation:** Diffusion Process, Adoption Process, Categories of adopters, Consumer Innovators, Profile of Consumer Innovator, Buying Decision Process towards new Products.
Module 5	**Models of Consumer Behaviour:** The Economic model, Learning model, Psychoanalytic model, The sociological model, The Howard Sheth model, The Nicosia model, EBM Model, Consumer Black Box Model

Textbook
1. Schiffman L.G., Kanuk, L. L. & Kumar S. R (2015). *Consumer Behaviour (10th edn)*. Prentice Hall.   2. Loudon D. L., Della Bitta A. (1992). *Consumer Behaviour*, Tata McGraw-Hill   3. Batra S, K. & Kazmi S.H.H. (2009). *Consumer Behaviour*, Excel Books.   4. Nair Suja R. (2015). *Consumer Behaviour*, Himalaya Publishing House, Mumbai.
References and Suggested Readings
1. Majumdar R., (2010). *Consumer Behaviour: Insights from Indian Market.* Prentice Hall India.   2. Hawkins Del I., Best R. J. and Mothersbaugh D. L. (2007) *Consumer Behaviour – Building Marketing Strategy*, Tata McGraw-Hill.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Consumer Behaviour, Market Research & Market Segmentation**	
1.1	Consumer Behaviour-Scope and Application of Consumer Behaviour, Evolution of Consumer Behaviour as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behaviour.	2 Hours
1.2	Approaches to Consumer Behaviour Research, Quantitative Research, Qualitative Research	2 Hours
1.3	Demographics and Market Segmentation, Lifestyle and psychographic segmentation, Usage Segmentation, Benefit Segmentation, Product Positioning	3 Hours
2	**Consumer Behaviour - Environmental Influence & Individual Determinants**	
2.1	Culture, Subcultures, Social Class, Family	2 Hours
2.2	Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement	2 Hours
2.3	Consumers Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning,	2 Hours
2.4	Personality, Self-concept and Self- image, Consumer Perception, Risk and Imagery.	2 Hours
3	**Consumer Attitude Formation & Consumer Decision Making Process**	
3.1	Consumer Attitude Formation and Change: Structural Models and Theories, Attitude Formation, Strategies of Attitude Change.	2 Hours
3.2	Consumer Decision Making Process: Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behaviour;	3 Hours
3.3	Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behaviour	2 Hours
4	**Diffusion of Innovation**	
4.1	Diffusion Process, Adoption Process, Categories of adopters,	2 Hours
4.2	Consumer Innovators, Profile of Consumer Innovator,	2 Hours
4.3	Buying Decision Process towards new Products.	2 Hours
5	**Models of Consumer Behavior**	
5.1	The Economic model, Learning model, Psychoanalytic model, The sociological model	3 Hours
5.2	The Howard Sheth model, The Nicosia model,	2 Hours
5.3	EKB Model, EBM Model, Consumer Black Box Model	3 Hours
Total		**36 hours**

Course Code	Course Name	Category	L	T	P	Credit
20MBA257	**SERVICES MARKETING**	**Elective**	**3**	**0**	**0**	**3**

Preamble: Services marketing is increasingly assuming importance in today's world as marketers have identified whether its products or services, relationship is the key to making profits in business. Services marketing focus on how to make such relationships and every point of contact with customers meaningful and generate opportunities. So the course holds a prominent place both in academia as well as in business. Service sector accounts for 60% of GDP in India and 54% globally (Statisticstimes.com, 2020). So this has to be taught at much deeper level in a service dominant economy like ours. The course thus exposes the students to understanding the service products, consumers and markets how to apply the 4Ps of marketing to services, manage the customer interface and implement profitable service strategies.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO1	Apply knowledge of management theories and practices to solve business problems
CO2	Foster Analytical and critical thinking abilities for data-based decision making.
CO3	Develop Value based Leadership ability
CO4	Understand, analyze and communicate global, economic, legal, and ethical aspects of business
CO5	Develop the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	-	2	3	2
CO 2	2	3	-	2	1
CO 3	2	1	2	2	3
CO 4	2	-	3	1	3
CO 5	2	2	2	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA257 – SERVICES MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List any two characteristics of services
2. What is meant by Role and script?
3. What is the relevance of 'flower of service'?
4. Explain any two types of servicescapes.
5. What is service guarantee?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the challenges of people processing services   (4)
    b. How is it different from mental stimulus processing services?   (6)

7. a. What is meant by a positioning strategy?   (5)
    b. How can a positioning map help managers to better understand and respond   (5)
       to competitive dynamics?

8. a. What are the three components of a service concept?   (3)
    b. Illustrate a service offering for a motel   (7)

9. a. Explain the service blueprint and its use. Develop a service blue print for a   (10)
       restaurant experience.

10. a. What is the role of Franchising in services?   (5)
    b. How does the nature of service product affect the distribution?   (5)

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Consider your own recent experiences as an online banking customer. On which
    dimensions of service quality have you most often experienced a large gap
    between your expectations and your perceptions of the service performance?
    What do you think the underlying causes might be? What steps should the
    management take to improve quality? How can you use SERVQUAL to measure
    the service quality here?

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Understanding Service Products:** New perspective on marketing in service industry- Four board categories of services, Traditional marketing mix applied to Services, The extended services marketing mix for managing the customer interface, Characteristics of services- Product vs Services- Tangibility Spectrum; Services Sector in Indian Economy- Characteristics of Services Sector Industries.
Module 2	**Consumer Behaviour in Services Context-** Three stage model of Service consumption- Servuction Model - Expectation Development by Consumers- Zone of Tolerance- Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception; Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels- Developing and effective positioning strategy.
Module 3	**Service Demand Management:** Demand Situation- Demand Patterns, Demand Variations- Demand Forecasting Methods- Demand Management –Capacity Management; Developing service products: Planning and creating service products- The flower of service - Branding service products and experiences - New Service Development-Steps in development of a New Service. The Service Product Mix- Service Differentiation-Service Lifecycle Management
Module 4	**Managing the Customer Interface:** Flowcharting customer service process- Service Blue prints – Physical Evidence- Servicescapes- Types of Servicescapes- Mehrabian-Russell Stimulus Response Model- Russel's Model of Affect Servicescape Model- Dimensions of Service Environment- Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit- GAP Model of Service Quality- SERVQUAL- Total Quality Services Marketing- Service Excellence
Module 5	**Delivery of Services:** Delivering Service through intermediaries-distribution growth options- Internationalization in distribution. Service Failures and Recovery: Types of service encounters- Deviations in services - Types of service encounters - Customer response to failures - Service Failures - Failure types - Complaint Management- Service Recovery – Service Guarantee.

| Text Book |
|---|
| 1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: *Services Marketing*: *People, Technology and Strategy*, Pearson Education, 2011 |

References and Suggested Readings
1. K. Rama Mohana Rao, *Services Marketing*, Pearson Education, 2011.
2. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2011
3. Rajendra Nargundkar, *Services Marketing: Text and Cases*, McGraw Hill Education India Private Limited, 2003

4. John E.G. Bateson and K. Douglas Hoffman, *Services Marketing*, Cengage Learning, 2012

5. C Bhattacharjee, *Services Marketing: Concepts, Planning and Implementation*, Excel Books, 2010

6. V. Zeihthaml, Mary JB, Dwyane DG and Ajay Pandit, *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw Hill Education India Private Limited, 2013

7. Leonard L Berry, *On Great Service: A Framework for Action*, The Free Press, 1995

8. Jauhari and Dutta, *Services: Marketing, Operations and Management*, Oxford University Press India, 2009

9. Lusch and Vargo, *The Service - Dominant Logic of Marketing: Dialog, Debate and Directions*, PHI Learning Private Limited, 2006...

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Understanding Service Products: New perspective on marketing in service industry**	
1.1	Four board categories of services, Traditional marketing mix applied to Services	2 Hours
1.2	The extended services marketing mix for managing the customer interface	3 Hours
1.3	Characteristics of services- Product vs Services, Tangibility Spectrum	1 Hour
1.4	Services Sector in Indian Economy- Characteristics of Services Sector Industries.	1 Hour
2	**Consumer Behavior in Services Context**	
2.1	Three stage model of Service consumption- Servuction Model	2 Hours
2.2	Expectation Development by Consumers- Zone of Tolerance	1 Hour
2.3	Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception	2 Hours
2.4	Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels	2 Hours
2.5	Developing and effective positioning strategy	1 Hour
3	**Developing service products &Service Demand Management**	
3.1	Planning and creating service products-The flower of service, Branding service products and experiences	1 Hour
3.2	Steps in development of a New Service	1 Hour
3.3	The Service Product Mix, Service Differentiation	1 Hour
3.4	Service Lifecycle Management.	1 Hour
3.5	Demand Situation- Demand Patterns, Demand Variations	1 Hour
3.6	Demand Forecasting Methods	1 Hour
3.7	Demand Management, Capacity Management	1 Hour

4	**Managing the Customer Interface**	
4.1	Flowcharting customer service process- Service Blue prints –	1 Hour
4.2	Physical Evidence- Servicescapes- Types of Servicescapes	1 Hour
4.3	Mehrabian-Russell Stimulus Response Model- Russel's Model of Affect Servicescape Model- Dimensions of Service Environment	1 Hour
4.4	Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit- GAP Model of Service Quality- SERVQUAL	2 Hours
4.5	Total Quality, Services Marketing- Service Excellence	1 Hour
5	**Delivery of Services& Service Failures and Recovery**	
5.1	*Delivering* Service through intermediaries-distribution growth options	1 Hour
5.2	Internationalization in distribution.	2 Hours
5.3	Types of service encounters- Deviations in services - Customer response to failures - Service Failures.	2 Hours
5.4	Failure types - Complaint Management- Service Recovery	2 Hours
5.5	Service Guarantee.	1 Hour
	Total	36 Hours
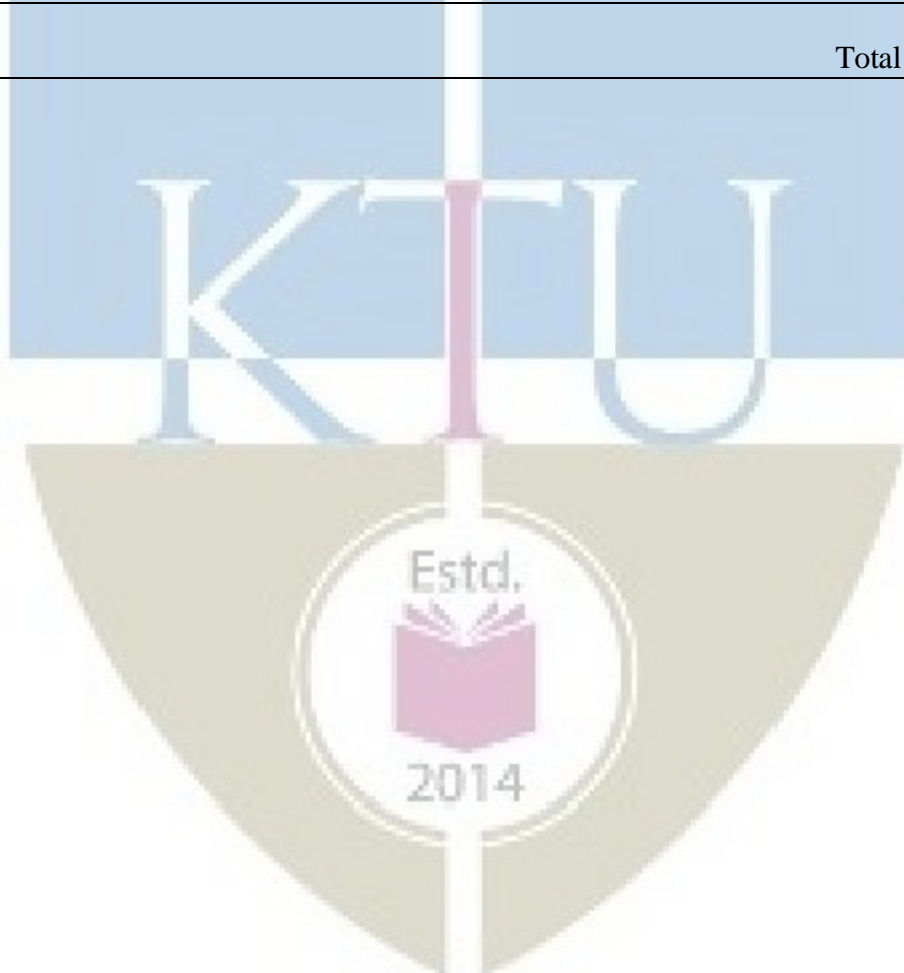
Course Code	Course name	Category	L	T	P	Credit
20MBA259	**INTEGRATED MARKETING COMMUNICATIONS**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The objective of the course is to understand the principles and practices of marketing communications, which involves the tools used by marketers to facilitate a managerial framework for integrated marketing communications planning.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Explain the elements and planning process of integrated marketing communications.
CO 2	Evaluate the Integrated Marketing Communication Mix and establish monitoring, evaluation and control measures.
CO 3	Analyse the characteristics of Advertisements and Advertising Agency operations, and to assess the ethical and social impact of Marketing Communication.
CO 4	Compare the various media management styles and evaluate the importance of message strategy and message design in marketing communication.
CO 5	Elucidate the concepts of other elements of Marketing Communications Strategy and International Marketing communications and its influences on promotional activities.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	-
CO 2	3	2	1	1	1
CO 3	3	3	2	3	2
CO 4	3	3	2	2	2
CO 5	3	3	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA259 – INTEGRATED MARKETING COMMUNICATIONS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Discuss the importance of Media Reach.
2. Explain the role of e-commerce in marketing communication.
3. Give an account of the Elements of media strategy.
4. Briefly explain components of AIDA Model.
5. Enumerate the factors to be taken care of while designing an Advertisement Copy.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Explain in detail Economic, Social and Legal implications of Advertising. (6)
   b. Describe the basic philosophy underlying integrated marketing communications (IMC), and discuss reasons why firms have not practiced IMC all along and why there is a reluctance to change. (4)

7. a. Distinguish between communication strategy and promotional strategy. (4)
   b. Discuss the various elements in the planning process of promotional strategy taking the example of any consumer durable product of your choice. (6)

8. a. Explain the different types of media and their characteristics available to advertisers. (6)
   b. Briefly explain the Message strategy design considerations for specialty goods. (4)

9. a. Compare and contrast the major differences between internet advertising and conventional form of mass advertising? Explain giving suitable examples. (6)
   b. Elucidate the criteria of selection and evaluation of advertising agency? (4)

10. a. Discuss the importance & factors affecting communication mix in present Indian Scenario with suitable examples. (4)
    b. Choose one of the following marketing communication functions, describe its features, processes, strengths and weaknesses, and its role in the field of integrated marketing communications. (6)
       a. Sales promotions b. Personal selling c. Direct marketing d. Sponsorship

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Read the following case carefully and answer the questions given at the end:

M/S ABC, a major automobile firm in India and a leader in passenger car segment has recently launched an entry level car at a price of Rs. 2.50 Lakhs. The other two main competitors had also launched similar models earlier. These companies are coming out in mass media with comparative advertising suggesting how these models are superior to ABC's new launch. These companies are also offering attractive exchange offers and freebies corresponding to the festive season. Such aggressive moves by the competitors have negatively affected the expected sales of ABC's new launch.

Questions:

a. Suggest a sales promotion strategy for ABC and give reasons for your recommendations. (10)

b. Also suggest the other Marketing communication tools to ABC so as to build its market share. (10)

Syllabus	
Module 1	**Introduction to Integrated Marketing Communication (IMC):** Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC; Planning and organizing the Integrated Marketing Communication Processes.
Module 2	**Developing a Theoretical understanding of Marketing Communications:** Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications; Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications; Measuring the Effectiveness of Marketing Communication elements; Role of E-Commerce in Marketing Communication;
Module 3	**Advertising:** Definition, Importance and Scope; Types of Advertising (Online & Offline); Advertising Planning and Objective; Budgeting; Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns; Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship; Advertising Management: Preparation and Choice of Methods of Advertising Budget. **Regulation of Advertising and Promotion:** Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC;
Module 4	**Message Strategy:** Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation; **Message Design:** The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. **Media Management:** Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship;
Module 5	**Other elements in Marketing Communications Strategy:** Below-the-line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Communication. Corporate Advertising, Direct Marketing, Personal Selling; **International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications, Organizing for international marketing communication;

Text Book
1. Purani, K., Belch, G. E., & Belch, M. A. (2013), *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Tata McGraw-Hill. 2. Dutta K. (2016), *Integrated Marketing Communications*. Oxford University Press

References and Suggested Readings

1. Blair, M., Armstrong, R. and Murphy, M. (2003), *The 360 Degree Brand in Asia: Creating More Effective Marketing Communications,* Singapore: John Wiley & Sons.
2. Clow, K. E. (2004). *Integrated advertising, promotion, and marketing communications.* Pearson Education India.
3. Smith, P. R., & Taylor, J. (2004). *Marketing communications: an integrated approach.* Kogan Page Publishers.
4. Andrews, J. C., & Shimp, T. A. (2017). *Advertising, promotion, and other aspects of integrated marketing communications*. Cengage Learning.
5. Jain, S. (2008). *Integrated Marketing Communication: Trends and Innovations.* Global India Publications.
6. Kazmi, S. H. H., & Batra, S. K. (2009). *Advertising and sales Promotion*. Excel Books India.
7. Shah, K., & D'Souza, A. (2009). *Advertising & Promotions an IMC Perspective*. Tata McGraw-Hill
8. Jethwaney, J. N., & Jain, S. (2012). *Advertising management*. Oxford University Press.

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Introduction to Integrated Marketing Communication (IMC)**	
1.1	Marketing Communication, Objectives of Marketing Communication	2 Hours
1.2	Factors contributing to IMC, Participants in IMC	2 Hours
1.3	Planning and organizing the Integrated Marketing Communication Processes	2 Hours
2	**Developing a Theoretical understanding of Marketing Communications**	
2.1	Marketing Communications Mix; Factors Affecting Marketing Communications Mix	1 Hour
2.2	Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications	2 Hours
2.3	Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications	2 Hours
2.4	Measuring the Effectiveness of Marketing Communication elements; Role of E-Commerce in Marketing Communication	1 Hour
3	**Advertising**	

3.1	Importance and Scope; Types of Advertising (Online & Offline); Advertising Management: Preparation and Choice of Methods of Advertising Budget	2 Hours
3.2	Advertising Planning and Objective: Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns;	2 Hours
3.3	Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship	2 Hours
3.4	**Regulation of Advertising and Promotion:** Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC	2 Hours
4	**Message Strategy and Media Management**	
4.1	Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation	2 Hours
4.2	The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution,	2 Hours
4.3	Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting	2 Hours
4.4	Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship	2 Hours
5	**Other elements in Marketing Communications Strategy**	
5.1	Sales Promotion, Public Relation, Direct Marketing, Personal Selling	2 Hours
5.2	Event management, Publicity, Corporate Communication. Below-the-line Communications Corporate Advertising,	2 Hours
5.3	**International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences,	2 Hours
5.4	Global Vs. localized marketing communications, Organizing for international marketing communication;	2 Hours
	Total Hours	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA261	MARKETING RESEARCH	Elective	3	0	0	3

Preamble: Marketing Research is a powerful mechanism that helps to provide key insights and information to the business decisions. The majority of product or company failures come from the fact that little to no marketing research was done beforehand. Marketing Research is the process of gathering, recording, analysing and reporting qualitative and quantitative data in the domain of marketing. This course will provide a platform for the students to learn and implement the methodologies and techniques in the field of marketing research. The syllabus is designed with the intention to practice the students to be successful marketing researcher.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Explain the fundamentals of Marketing Research
CO 2	Identify the research design and techniques
CO 3	Classify the sampling techniques, scales and measurement
CO 4	Justify the data collection instrument and hypotheses
CO 5	Apply the research tools and techniques in the area of marketing

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	2
CO 2	3	3	2	3	3
CO 3	2	2	1	3	3
CO 4	2	2	2	3	2
CO 5	1	1	1	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA261– MARKETING RESEARCH

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Marketing Research.

2. Write short note on research design.

3. Define sampling.

4. What is data instrument?

5. List the importance of project report.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6   a. Explain the role of marketing research in decision making.   (5)
    b. Illustrate the marketing information system.   (5)

7   a. Determine the role of secondary data in marketing research.   (4)
    b. Explain the qualitative research techniques.   (6)

8   a. Describe the types of scaling.   (5)
    b. Explain the components of measurement   (5)

9   a. Explain the process of questionnaire design.   (4)
    b. Illustrate non-parametric tools for testing hypotheses.   (6)

10 a. Explain the elements of quality project report.   (5)
    b. Describe the layout of report writing.   (5)

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. You have been appointed as marketing researcher in a Luxury Goods company. Apply tools and techniques to conduct research on social media marketing and develop research report.

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Fundamentals of Marketing Research** Marketing Research–Meaning and Definition, Scope, Importance, Classification, Functions, Marketing Research Process, Role of Marketing Research in Decision Making – Marketing Information System, Marketing Decision Support System, Marketing Research Industry, Status of Marketing Research Industry in India, The International Marketing research, Challenges.
Module 2	**Research Design and Data Source** Research Design – Concept, Types of Research Design- Exploratory Research, Descriptive Research, Causal Research Design, Qualitative Research Techniques. Sources of Data–Secondary Data–Internal Sources, External Sources, International Secondary Data, Role of Secondary Data in Marketing Research, Primary Data – Survey and Observation, Experimentation.
Module 3	**Sampling and Scaling** Sampling – Meaning, Basic Concepts, Methods – Probability Sampling Methods, Non– probability Sampling Methods, Online Sampling Techniques, Determination of Sample Size. Scaling – Definition, Types of Scaling, Measurement – Concept, Scale of Measurement, Components of Measurement, Measurement Development
Module 4	**Data Instrument and Hypotheses Testing** Data Instrument – Questionnaire – Meaning, Nature, Designing Questionnaire, Questions Content, Question Phrasing, Response Format, Questions Sequence, Physical Characteristics of the Questionnaire, Pre-test. Hypotheses Testing - Meaning, Setting Hypothesis, Techniques for Testing Hypotheses – Parametric Tests and Non-Parametric Tests, Statistical Software.
Module 5	**Research Report and Applications** Research Report – Concept, Importance of Report Presentation, Elements of Quality Report, Report Layout. Applications of Marketing Research – Product Research, Advertising Research, Market and Sales Analysis Research, Marketing Research and Social Media Marketing, Branding Research, Recent Trends in Marketing Research

Text Books

1. Alvin C. Burns, Ann Z Veek, Ronald F. Bush (2017). *Marketing Research, Eighth Edition,* Pearson Publication.
2. Naresh K Malhotra, Saty Abhusan Dash. (2017). *Marketing Research- An Applied Orientation,* Pearson Publication

References and Suggested Readings

1. Donald S Tull, Dell I. Hawkins. (2011). *Marketing Research- Measurement and Method, 6e*, PHI Learning Private Ltd.
2. Paul E. Green and Donald S. Tull, *Research for Marketing Decisions*, PHI Learning Private Limited.
3. Harper W. Boyd, Ralph Westwall, Stanley F. Stasch (2014), *Marketing Research – Text and Cases*, AITBS Publishers, India.
4. Rajendra Nargundkar (2008), *Marketing Research:Text and Cases*, McGraw-Hill Edn.
5. Mustafa A., (2012), *Marketing Research – Text and Cases*, AITBS Publishers.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Fundamentals of Marketing Research**	
1.1	Marketing Research	3 Hours
1.2	Role of Marketing Research in Decision Making	2 Hours
1.3	Marketing Research Industry	2 Hours
2	**Research Design and Data Source**	
2.1	Research Design- concept, types of research design	3 Hours
2.2	Secondary Data- sources of data, role in marketing research	2 Hours
2.3	Primary Data- survey and observation, experimentation	2 Hours
3	**Sampling and Scaling**	
3.1	Sampling- Concept, Methods of sampling	3 Hours
3.2	Scaling – Definition, Types of scaling	2 Hours
3.3	Measurement- concept, components, measurement development	2 Hours
4	**Data Instrument and Hypotheses Testing**	
4.1	Data Instrument – Questionnaire	2 Hours
4.2	Hypotheses Testing	3 Hours
4.3	Statistical Software	2 Hours
5	**Research Report and Applications**	
5.1	Research Report	2 Hours
5.2	Applications of Marketing Research	3 Hours
5.3	Marketing Research and Social Media Marketing	3 Hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA263	**RETAIL MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The objective of this course is to familiarize the students with basic operational practices and concepts associated with modern retail organizations. The course also intends to ensure that the students understand the importance of total retail experience, customer service, and relationship retailing.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO1	Recall the basic concepts pertaining to retail and its operations
CO2	Explain the strategies and decisions involved in locating a retail store and its operations
CO3	Analyze the various decision relating to the operations of retail store
CO4	Evaluate the retail strategy involved in successful store operations pertaining to Indian concepts
CO5	Develop the merchandise management plans and pricing strategies

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	2	3
CO2	3	3	2	2	3
CO3	3	3	2	3	3
CO4	3	3	2	3	3
CO5	2	3	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA263 – RETAIL MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define life cycle in Retail
2. E-Retailing
3. What is the relevance of visual merchandising in retail?
4. What are the key drivers of retail chain in India?
5. Define Wheel of retailing

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the challenges faced by retailers worldwide.   (5)
   b. How will you outline strategies to overcome them?   (5)

7. "Explain a non-store-based strategy adopted by Fashion boutique   (10)

8. Discuss the elements of store design   (10)

9. Develop a retail promotion mix for each of the following,

   a. A new fast-food chain
   b. An exclusive luxury furniture brand   (10)

10. Discuss the various factors to be considered for selecting a location for starting a retail store.   (10)

(3x10 marks = 30 marks)

PART C

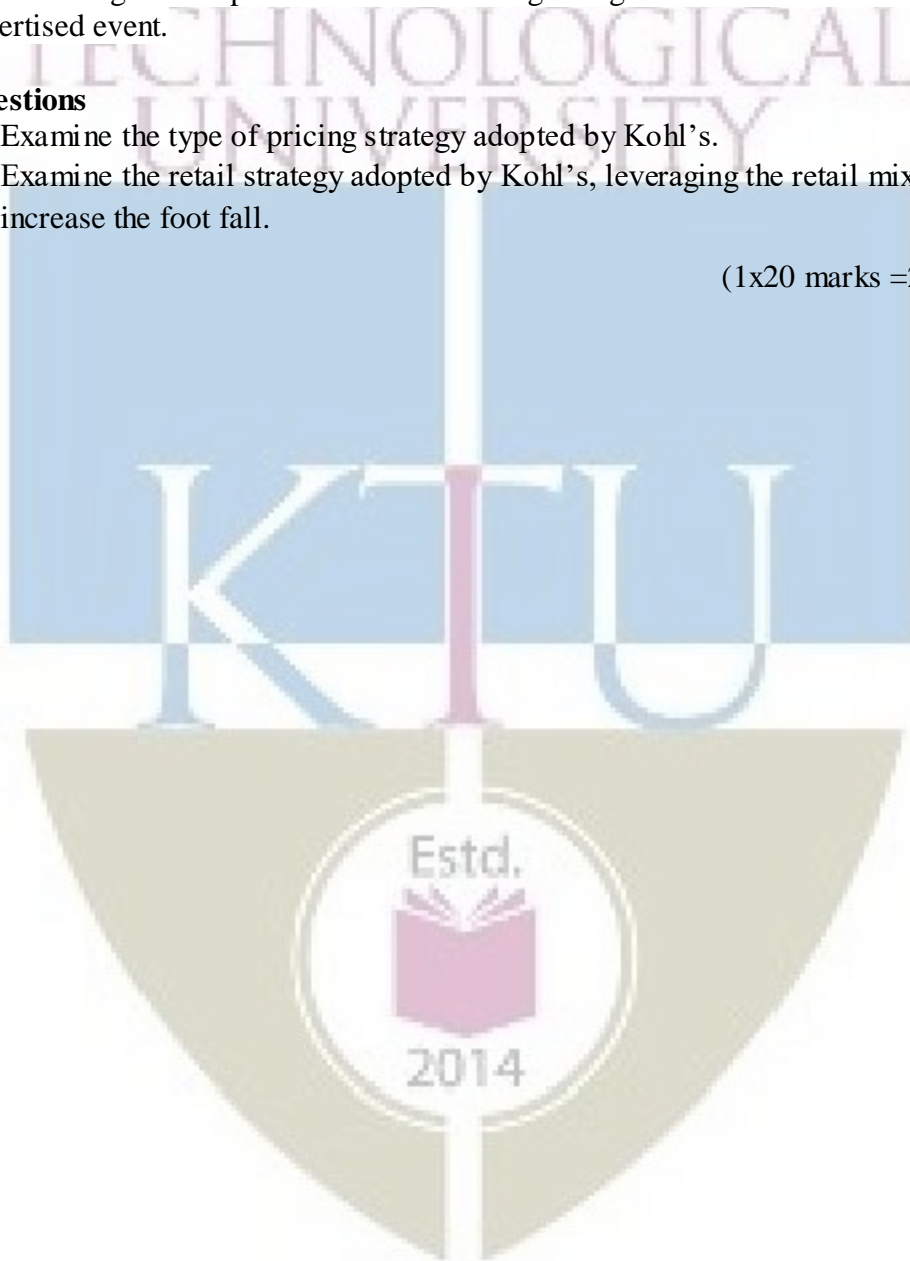Compulsory question. This question carries 20 marks

11. Kohl's is a popular general merchandise retailer capitalizing on its quality goods. Key components of its approach include: the sale of moderately priced private–label merchandise; exclusive and national brand apparel; and footwear and accessories for women, men & children. Kohl's has a consistent merchandise mix across all its stores. At Kohl's they believe their purpose is to inspire and empower families to lead fulfilled lives. They want their customers to support the causes they care about, and Kohl's in-turn makes it easy for them.

Kohl's works hard to provide low prices on this Site as well as in Kohl's stores. However, merchandise and promotional offers available online at Kohls.com may vary from those offered in Kohl's stores. Prices and availability are subject to change without notice. "Sale" prices and percentage savings offered by Kohl's are discounts from Kohl's "Regular" or "Original" prices. The "Regular" or "Original" price of an item is the former or future offered price for the item or a comparable item by Kohl's or another retailer. Actual sales may not have been made at the "Regular" or "Original" prices, and intermediate markdowns may have been taken. "Original" prices may not have been in effect during the past 90 days or in all trade areas. Merchandise on this Web site could be offered at the same or lower "Sale" prices during future promotional events beginning on or after the last day of this advertised event.

Questions
1. Examine the type of pricing strategy adopted by Kohl's.
2. Examine the retail strategy adopted by Kohl's, leveraging the retail mix to increase the foot fall.

(1x20 marks =20 marks)

	Syllabus
Module 1	Retail Management: Rise of the retailer, Growth of global retail market, Challenges Faced by Retailers World Wide; Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail, Understanding Retail Formats, Non- store and Non-Traditional Retail Formats, Service Retail.
Module 2	*Retailing in India:* Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail, Foreign Direct Investment in Indian Retail, Rural Retailing in India. *Strategic Planning in Retailing*: Situational Analysis, Objectives, Identification of Consumer Characteristics and Needs, Overall Strategy, Control & Feedback.
Module 3	*Retail Institution by Ownership:* Independent, Chain, Franchising, Leased Department, Vertical Marketing System, Consumer Cooperative, Horizontal Marketing System. Retail Institution by Store-Based Strategy Mix: The Wheel of Retailing, Scrambled Merchandising, The Retail Life Cycle. Web, Non-Store Based, and other Forms of Traditional Retailing: Direct Marketing, Direct Selling, Vending Machines, E-Retailing, Other Non-Traditional Forms of Retailing. Targeting Consumers and Gathering Information – Identifying and Understanding Consumers, Consumer needs and desires, Shopping Attitudes and Behaviour
Module 4	*Choosing a Store Location:* Trading- Area Analysis, Characteristics of Trading Area; *Site Selection* – Types of Location, Location and Site Evaluation; Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery *Store Management*: Retail Business –HRM in Retail Organization, Financial Management in Retailing-Profit Planning, Asset Management and Budgeting, , Compensating and rewarding store employees.
Module 5	*Merchandise Management and Pricing:* Merchandising Philosophy, Buying organization format and process, Devising Merchandising Plans, Category Management, Implementing Merchandise Plans, Logistics, Inventory Management, External Factors Affecting Retail Price Strategy, Developing a Retail Price Strategy. Promotional Strategy: Elements of Retail Promotional Mix, Planning a Retail Promotional Mix

Text Books
1. Barry Berman, Joel Evans and Mini Mathur, (2016). *Retail Management: A Strategic Approach,11th Edn.*, Pearson
2. Swapna Pradhan, (2012). *Retail Management: Text and Cases,4th Edn.* McGraw-Hill

References and Suggested Readings

1. Bajaj, Tuli and Srivastava, *Retail Management*, New Delhi: Oxford University Press.
2. Gibson G. Vedamani, *Retail Management*, Mumbai: Jaico Publishing House.
3. Lewison, D. M. and Delozier, W. M., *Retailing*, Columbus: Merrill Publishing Co.
4. Dunne Patrick M., Lusch Robert F, Griffith David A, (2002) *Retailing,* 4th Ed, Thomson South Western
5. Levy Michael, Weitz Barton A. (2001) *Retailing Management*, (5th Edn) McGraw-Hill.
6. Sinha Piyush Kumar and Uniyal Dwarika, (2005) *Retail Management - An Asian Perspective*, Thomson Learning, Singapore.
7. Gerasimos Marketos, Evangelos E. Kotsifakos and Yannis Theodoridis, *Rethinking Decision Making: Measuring and Managing Performance*, http://infolab.cs.unipi.gr/pubs/confs/NTmarketing07.pdf
8. *Types of Retail Locations,* http://retail.about.com/od/location/a/retail_location.htm
9. *Retail Location Strategies,* http://www.ccim.com/cire-magazine/articles/retail-location-strategies
10. *Ethical and Legal Issues in Retailing,* http://www.icmrindia.org/courseware/Retail%20Management/Ethical-Legal%20Issues-Retailing.htm

Course Contents and Lecture Schedule

No	Topic		No. of Lectures
1	**Introduction to Retail Management**		
1.1	Rise of the retailer, Growth of global retail market		2 Hours
1.2	Challenges Faced by Retailers World Wide, Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail,		3 Hours
1.3	Understanding Retail Formats, Service Retail		2 Hours
2	**Retailing in India**		
2.1	Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail		3 Hours
2.2	Foreign Direct Investment in Indian Retail, Rural Retailing in India.		2 Hours
2.3	Strategic Planning in Retailing: Situational Analysis,		3 Hours
3	**Retail Institution**		
3.1	Ownership		2 Hours
3.2	Store Based, and other Forms of Traditional Retailing		3Hours
3.3	Non-Store Based		2Hours
4	**Choosing a Store Location:**		
4.1	Store design elements, Visual merchandising		2 Hours
4.2	Customer service quality, Service recovery		2 Hours
4.3	Store Management -HRM in Retail Organization, Financial Management in Retailing		2 Hours
5	**Merchandise Management and Pricing**		
5.1	Merchandising Philosophy, Buying organization format and process		2 Hours
5.2	Logistics, Retail Price Strategy.		3 Hours
5.3	Retail Promotional Strategy		3 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA265	**SALES & DISTRIBUTION MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The main objective of the course is to impart skills and knowledge needed to manage sales force and distribution function so as to gain a competitive advantage. As a successful marketer, the sales and distribution function need to be properly managed which incorporates understanding of various concepts the course aims to provide to the student participants. The unique mixture of theory and practice incorporated in the course helps the students to understand the different paradigms and to practically implement it during their stint as a sales person. On completion of the course, the students are expected to be familiar with the concepts and framework of Sales and Distribution and a conceptual clarity on selling process, distribution system which shall be a value addition.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO1	Apply knowledge of management theories and practices to solve business problems
CO2	Foster Analytical and critical thinking abilities for data-based decision making.
CO3	Ability to develop Value based Leadership ability
CO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
CO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	1	2	2
CO 2	1	3	1	2	2
CO 3	1	2	2	-	1
CO 4	1	1	2	2	-
CO 5	2	-	3	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA265 SALES & DISTRIBUTION MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List any two objectives of sales management
2. What is meant by Line and Staff sales organization?
3. What is the relevance of sales quotas?
4. Enumerate the steps in Personal selling
5. What is Logistics?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the challenges of sales managers   (4)
   b. How is it different from other departmental roles?   (6)

7. a. What is meant by top down approach in budgeting   (5)
   b. How can one choose among the right approach for budgeting?   (5)

8. a. What is a sales territory?   (3)
   b. Good territorial designs help in low selling expenses. Substantiate   (7)

9. a. Explain the role of intermediaries   (4)
   b. What is Channel conflict?   (6)

10. a. What is the role of Physical distribution in sales?   (5)
    b. How can logistics take a customer centric approach?   (5)

(3x10 marks = 30 marks)

PART C
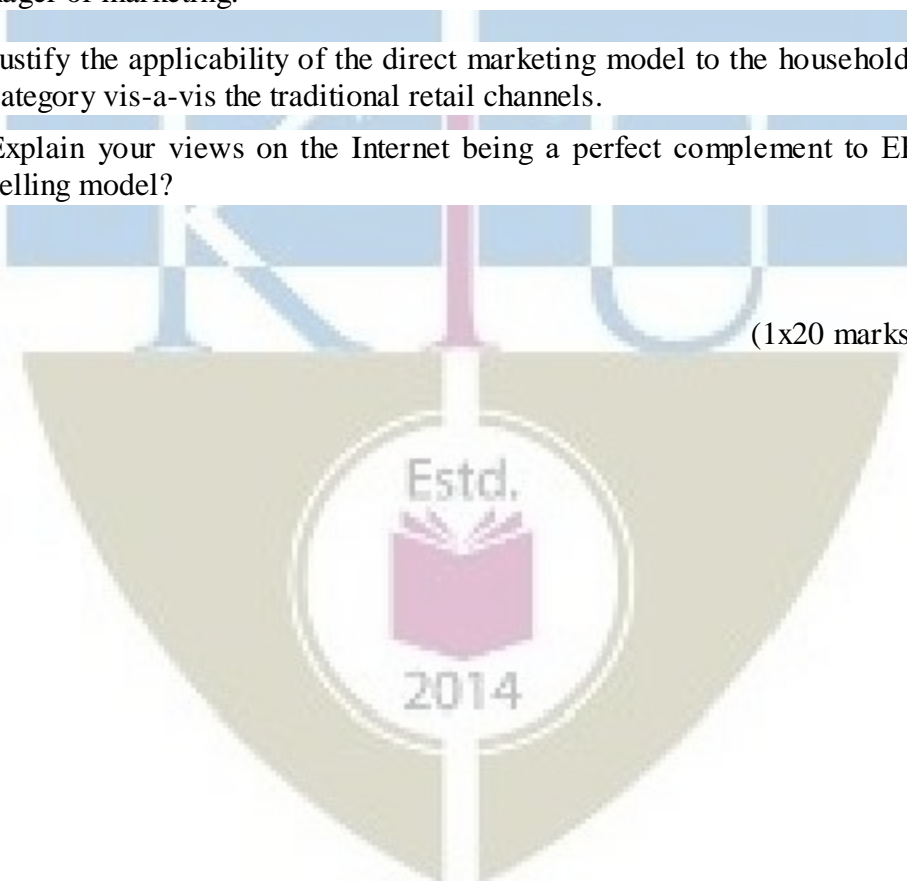Compulsory question. This question carries 20 marks

11. **Eureka Forbes - Moving beyond Direct Selling:** According to a report, members of India's top socio-economic class spent an average of 87 minutes each day on the Internet et Eureka Forbes's digital initiative in motion, compelling Shroff's (Marzin Shroff, CEO of direct sales and senior vice-president of marketing) team to consider two strategic initiatives. "[First,] how do we stay relevant to the consumer of tomorrow and, second, how do we expand our presence in person-to-person selling?" Shroff says. "There was definite need to imbibe new technology." Until then, all the

consumer durables company had was a basic website. Eureka Forbes focused solely on its direct sales model with its iconic Eurochamp, "the friendly man from Eureka Forbes," going door-to-door selling the firm's primary products - water purifiers and vacuum cleaners, which respectively account for 75% and 22% of the company's sales.

Eureka Forbes, a Shapoorji Pallonji Group company (the younger son has recently been appointed heir to Tata Group chairman Rata Tata), was started in 1982 as a joint venture between Electrolux of Sweden and the Forbes Group of India. Goklaney, who has been with the company since 1987, spearheaded the then floundering firm's growth story from a single office in Mumbai with 20 sales representatives to a US$250 million organization with a presence in 590 cities and towns across India. Its 7,500-strong sales force, the largest direct-selling sales force in Asia, knocks on over 60 million doors a year. But EFL's traditional model needed a digital impetus. "We needed to generate more demo requests for our Eurochamps, reach out to the younger generation as they are spending an increasing amount of time on the Internet and ride the e-commerce wave coming into the country," says Siddhartha Singh, Senior manager of marketing.

1. Justify the applicability of the direct marketing model to the household appliances category vis-a-vis the traditional retail channels.

2. Explain your views on the Internet being a perfect complement to EFL's direct-selling model?

(1x20 marks =20marks)

Syllabus	
Module 1	**Overview of Sales Management & Understanding Personal Selling and Sales Force Management** Overview of Sales Management - Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers Understanding Personal Selling and Sales Force Management: Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force
Module 2	**Selling Process and Sales Organization & Channel management**: Selling Process and Sales Organization: Prospecting, Pre approach, Approach, Presentation, Objection Handling, Sales Close, Sales Organization Design Channel management- Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels
Module 3	**Sales force control system & New Trends in Sales Management:** Sales force control system: Sales Quota setting, Sales Territory, Sales Budget, Sales Analysis and Audit and evaluating sales person performance New Trends in Sales Management- Sales Management Information System, Relationship Marketing, Role of Ecommerce in Selling, International Sales Management, Challenges Faced by International Sales Managers
Module 4	**Distribution Planning and Control**: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management
Module 5	**Distribution System and Logistics**: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics-Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

Text Book

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. *Sales Management*. Pearson Education, 2007

References and Suggested Readings

1. Pingali Venugopal, *Sales and Distribution Management*, SAGE Response, 2008
2. Tapan K Panda and Sunil Sahadev*: Sales and Distribution Management:* Oxford University Press, 2011
3. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), *Marketing Channels*, Pearson Education, 2007
4. Still, Cundiff and Govoni: *Sales Management*, PHI, 2008

5. Rosann Spiro, Stanton, William J. and Gergory Rich, *Management of Sales Force*. McGraw Hill Education India Private Limited, 2003
6. Spiro, R, *Management of a Sales Force*, McGraw Hill Education India Private Limited, 2015
7. Gary Gagliardi and Sun Tzu, *Sales Management Strategy: Sun Tzu's The Art of War for Sales Force Success, (Kindle edition),* Clearbridge Publishing, 2012
8. Tony Carter, *Sales Force Management: A Contemporary Approach*, Jaico Publishing House, 2008
9. Mukesh Bhatia, S*ales Force Management: Creating & Controlling Winning Sales Teams,* Regal Publications, 2014

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Sales Management & Understanding Personal Selling and Sales Force Management**	
1.1	Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Managers	1 Hour
1.2	Nature and Responsibilities of Sales Management	1 Hour
1.3	Careers in Sales Management	1 Hour
1.4	Modern Roles and Required Skills for Sales	1 Hour
1.5	Three stage model of Service consumption- Servuction Model	1 Hour
1.6	Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling,	1 Hour
1.7	Organization Design and Staffing	1 Hour
1.8	Sales Planning, Time and Territory Management, Managing the Sales Force	1 Hour
2	**Selling Process and Sales Organization & Channel Management**	
2.1	Prospecting, Pre approach, Approach	1 Hour
2.2	Presentation, Objection	1 Hour
2.3	Handling, Sales Close	1 Hour
2.4	Sales Organization Design	1 Hour
2.5	Marketing Channels, Designing Channels	1 Hour
2.6	Selection and Recruitment of Channel Partners, Channel Motivation	1 Hour
2.7	Channel Relationships Management, Channel Evaluation, Information Systems for Channels	1 Hour
3	**Sales force control system & New Trends in Sales Management**	
4.1	Sales Quota setting, Sales Territory	1 Hour
4.2	Sales Budget, Sales Analysis and Audit	1 Hour
4.3	Evaluating sales person performance	1 Hour
4.4	Sales Management Information System, Relationship Marketing, Role of Ecommerce in Selling	1 Hour
4.5	International Sales Management	1 Hour
4.6	Challenges Faced by International Sales Managers	1 Hour
4	**Distribution Planning and Control**	

	5.1	Role and Function of Intermediaries; Selection and Motivation of Intermediaries	2 Hours
	5.2	Distribution Analysis; Control and Management	2 Hours
	5.3	Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems	2 Hours
	5.4	Channel Conflict and Management	2 Hours
5		**Distribution System and Logistics**	
	4.1	Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics	1 Hour
	4.2	Logistics- Functional Areas of Logistics; Logistics Integration for Customer Satisfaction	1 Hour
	4.3	Distribution Costs; Control and Customer Service	1 Hour
	4.4	Supply Chain Management (SCM)	2 Hour
	4.5	Integration of Sales and Distribution Strategy.	2 Hour
		Total	36 Hours
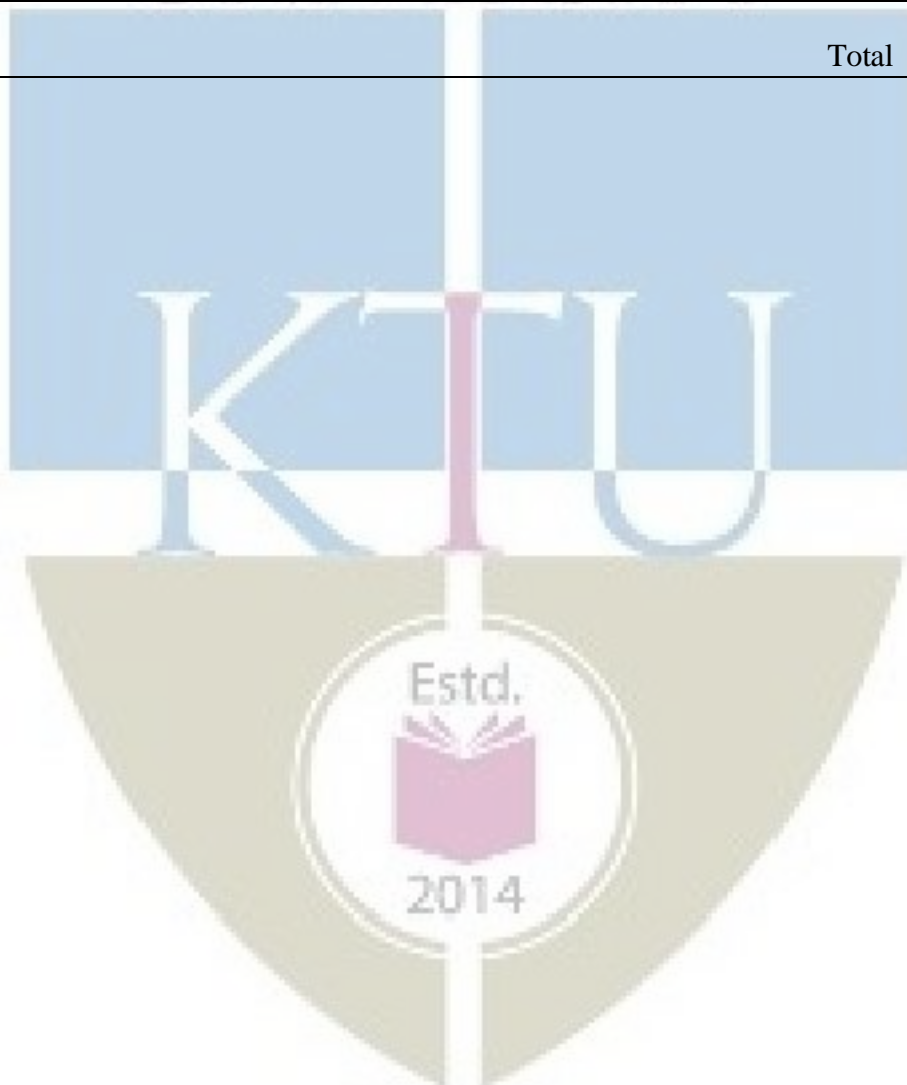
Course Code	Course Name	Category	L	T	P	Credit
20MBA267	**BRAND MANAGEMENT**	Elective	3	0	0	3

Preamble: This course intends to create awareness so as to enable the use of branding as a key differentiator. This course is designed to get familiarized with the different contemporary branding theories and practices.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Explain the Branding concepts and the various implications of Strategic Brand decisions
CO 2	Examine the methods for choosing brand elements and in building and assessing brand equity models
CO 3	Evaluate Brand Positioning and values, and to appraise the planning and implementation strategies of Brand Marketing Programmes
CO 4	Assess the various methods of measuring and interpretation of Brand Performance and the applications of sustaining Brand Equity in Organizations
CO 5	Analyze global business opportunities and its implications on a firm's product and branding strategy and to identify the concepts and tools for managing brands over time

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	-
CO 2	3	2	1	1	1
CO 3	3	3	2	2	2
CO 4	3	3	2	2	2
CO 5	3	3	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

SEMESTER MBA DEGREE EXAMINATION

20MBA267 – BRAND MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the different types of co-branding?

2. Differentiate between revitalization and reinforcement of the brands.

3. What are the various symbols used in branding? What should be the elements of good symbol?

4. Identify the steps in the strategic brand management process.

5. How would you select brand elements and their role in brand building?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. (a) Define the different types of brand extensions.
    (b) Summarize how consumers evaluate extensions and how extensions contribute to parent brand equity.

7. (a) What is Brand Equity? Explain with examples how brand equity is built through different brand management methods.
    (b) Elucidate on how effective launching brand extensions can be done by parent brands.

8. (a) Positioning the image of brand in the mind of customers is an art "do you agree with the statement?
    (b) Discuss with examples how would you differentiate it with re-launch of brand?

9. (a) Critically examine the branding strategies for global markets in detail.
    (b) Outline the main advantages and disadvantages of developing a standardized global marketing program.

10. (a) Summarize the guidelines for developing a good brand portfolio.
    (b) Discuss what factors contribute to the success or failure of a brand in the marketplace by picking up one example each from an FMCG and Consumer Electronics your choice.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Case Study:

Mother Dairy Fruits & Vegetables, a company with a billion dollar (Rs. 4,200 crore) turnover, has been a well-established player in NCR. known for products the firm has been largest seller of milk in NCR, with 65% of the revenue being contributed by milk. Amul entered Delhi market five years back and in 2011 with in a span on 4 years it defeated mother dairy in terms of market share. Amul procures fresh milk and packages it. Mother dairy adds powder milk in its products to the tune of 40%. This spoils the taste of the product. Also, Amul is credited with more awareness and knowledge about its products amongst consumers. Amul is a leader in the ice cream segment of the country. Their capacity to develop products and gain market leadership helped them gain substantial share in the NCR region in the milk segment raising question marks on the brand equity of the company. Mother Dairy has been market leader in NCR for 35 years. Losing ground to Amul in 2011 in the milk segment is forcing company to rethink its strategy. They plan to increase their capacity and also expand procurement of the milk. One of the regions because consumer shifted to Amul has been difference in the taste of the milk. Amul milk is fresh whereas a portion of mother dairy milk is reconstituted. Mother dairy sells through its own outlets and home delivery is not possible whereas Amul used channel and home delivery of the milk is possible. Mother dairy milk price has been less than the price of Amul milk, still a huge number of mother dairy loyal moved to Amul. Now, 'Mother dairy' is restructuring its strategy and systems to combat Amul.

Questions:

a) Explain the brand strategy of Mother Dairy and what challenges you foresee for the firm. (10 Marks)

b) What suggestions can you offer to revitalize its brand equity? Apply the different approaches and which strategies would seem to work best? (10 Marks)

Syllabus	
Module 1	**Introduction to Brand Management:** Brand, Brand elements, Branding Challenges and Opportunities; Brand equity concepts; Brand concepts: Brand value, Brand Identity, Brand personality, Brand image; Strategic brand Management Process. **Brand strategy decisions:** Sustaining a brand long-term, Branding at different stages of market; Brand Architecture, Multi-Brand Portfolio.
Module 2	**Managing Brand Equity:** Choosing brand elements to build brand equity – Building a strong brand: The four steps of brand building, Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicum, Interbrand methodologies (methods of brand valuation); Monitoring brands; Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations); The Brand Report Card; Managing Brand Extensions.
Module 3	**Identifying and Establishing Brand Positioning and Values:** Sources of brand equity, Identifying and establishing brand positioning, Defining a brand mantra, Brand repositioning; Brand resonance and the brand value chain. **Planning & Implementing Brand Marketing Programs:** Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of Integrated Marketing Communication for Brand Building, Leveraging Secondary Brand Associations to Brand building.
Module 4	**Measuring & Interpreting Brand Performance:** Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity; Measures – The Brand Equity Ten, Brand value based upon future earnings. **Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Co-branding; Brand revitalizing; Brand Systems Audit.
Module 5	**Managing brands across geographical boundaries:** Global branding strategies – global brand planning process, creating cross-country synergy; Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands; Brand building in Indian context; Brand building on the web, e-branding, online vs. offline brand building.

| Text Book |
|---|
| 1. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.
2. Johansson, J. K., & Carlson, K. A. (2014). *Contemporary brand management*. Sage Publications. |

References and Suggested Readings

1. Kapferer, J.N. (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 5th Ed. Kogan Page
2. Aaker, D.A. (2010) *Building Strong Brands*. Simon & Schuster.
3. Aaker, D. A. (2011). *Brand relevance: Making competitors irrelevant*. John Wiley & Sons.
4. Sengupta, S. (2005). *Brand positioning: Strategies for competitive advantage*. Tata McGraw-Hill Education.
5. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). *Strategic brand management*. Oxford University Press, USA.
6. Roper, S. & Fill, C. (2012.) *Corporate Reputation; Brand and Communication*. Pearson Education Ltd.
7. Aaker, D. A., & Joachimsthaler, E. (2000). *Brand leadership: the next level of the brand leadership*. Free Press.

Course Contents and Lecture Schedule

	Topic	No. of Lectures
1	**Introduction to Brand Management:**	
1.1	Brand, Brand elements, Branding Challenges and Opportunities; Brand equity concepts	2 Hours
1.2	Brand concepts: Brand value, Brand Identity, Brand personality, Brand image; Strategic brand Management Process	2 Hours
1.3	**Brand strategy decisions:** Sustaining a brand long-term, Branding at different stages of market; Brand Architecture, Multi-Brand Portfolio	3 Hours
2	**Managing Brand Equity**	
2.1	Choosing brand elements to build brand equity – Building a strong brand: The four steps of brand building,	2 Hours
2.2	Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicum, Interbrand methodologies (methods of brand valuation);	2 Hours
2.3	Monitoring brands; Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations); The Brand Report Card; Managing Brand Extensions.	3 Hours
3	**Identifying and Establishing Brand Positioning and Values:**	
3.1	Sources of brand equity, Identifying and establishing brand positioning, Defining a brand mantra, Brand repositioning; Brand resonance and the brand value chain.	2 Hours
3.2	**Planning & Implementing Brand Marketing Programs:** Criteria for Choosing Brand Elements, Options & tactics for Brand Elements	2 Hours
3.3	Use of Integrated Marketing Communication for Brand Building,	3 Hours

		Leveraging Secondary Brand Associations to Brand building.	
4		**Measuring & Interpreting Brand Performance**	
	4.1	Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity;	2 Hours
	4.2	The Brand Equity Ten, Brand value based upon future earnings.	2 Hours
	4.3	**Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Co-branding; Brand revitalizing; Brand Systems Audit.	3 Hours
5		**Managing brands across geographical boundaries:**	
	5.1	Global branding strategies – global brand planning process, creating cross-country synergy;	2 Hours
	5.2	Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands,	3 Hours
	5.3	TOM (Top of mind recall) brands; Brand building in Indian context; Brand building on the web, e-branding, online vs. offline brand building.	3 Hours
		Total Hours	36 Hours
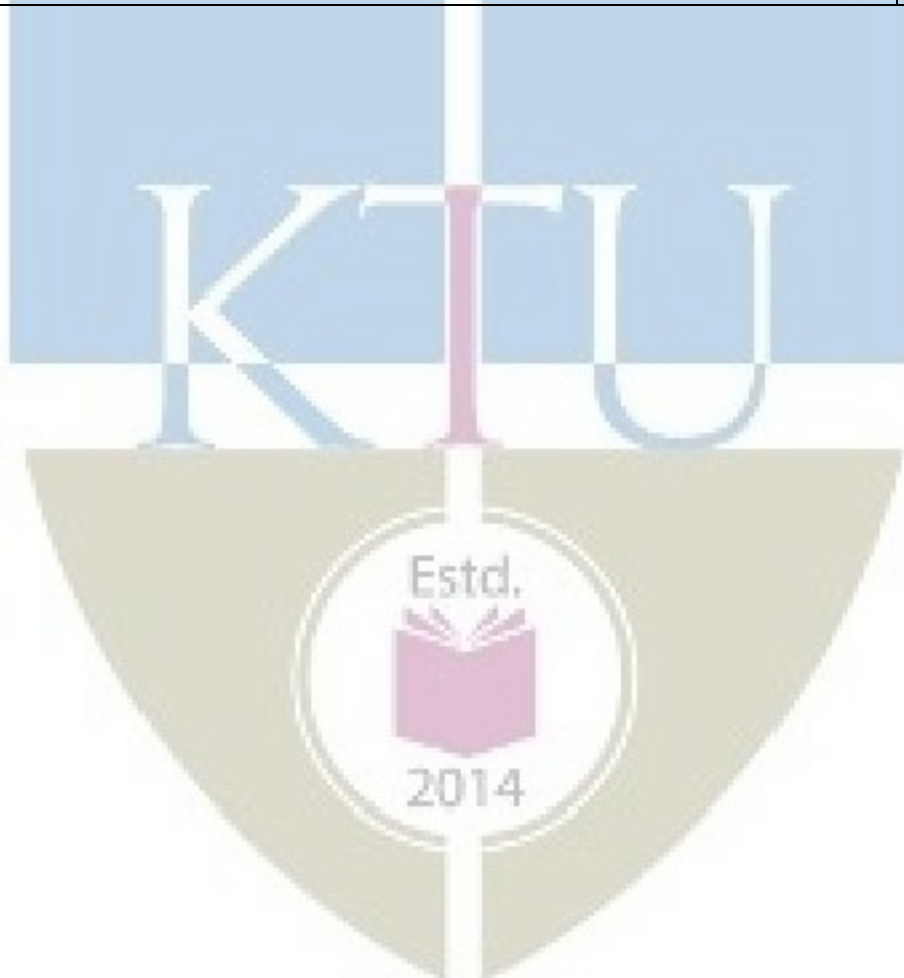
Course Code	Course Name	Category	L	T	P	Credit
20MBA269	**HOSPITALITY AND TOURISM MARKETING**	**Elective**	3	0	0	3

Preamble: This course offers an understanding of marketing theory and practice in the hospitality and tourism industry. It highlights with the fundamental principles of the marketing of tourism along with the principles of marketing planning. Understanding the approaches associated with market segmentation and the marketing mix is given significant attention. Focus is also imposed on the purchasing behaviour and to study suitability of latest marketing methodologies, to formulate marketing plans and promotional schemes in tourism and other related organizations.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Elucidate the characteristics of the tourism and hospitality industry and how it is affected by Hospitality and Tourism Marketing environment at different scale and scope.
CO 2	Assess the Consumer markets and consumer buying behaviour of Hospitality and Tourism sector
CO 3	Evaluate the Cognitive factors of Measuring and Forecasting Tourism Demand in relation to the STP strategies of hospitality and tourism markets
CO 4	Assess the aspects of marketing plan and marketing mix elements in designing and managing products in Tourism and Hospitality.
CO 5	Appraise the new marketing approaches and paradigms in hospitality and Tourism sector

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	3	2
CO 2	3	3	2	3	2
CO 3	3	3	2	2	2
CO 4	3	3	2	3	3
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation (CIE) Pattern:

Attendance : 4 marks
Continuous Assessment Test (2 numbers) : 16 marks
Assignment/Quiz/Course project : 10 marks
Seminar and Discussion : 10 marks

End Semester Examination (ESE) Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA269 HOSPITALITY AND TOURISM MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define service characteristics of hospitality industry.
2. How are relationship marketing strategies used in tourism sector?
3. What are determinants of tourism demand?
4. Show how roles of different travel intermediaries affect tourism sector.
5. List and explain social media marketing options for the tourism sector

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. In the present context of COVID illustrate how micro and macro environments impact tourism industry. (6)
    b. What changes in travel marketing system can be done to overcome this? (4)
7. a. Explain the differences in buyer decision process with respect to travellers, group business markets and meeting planners. (6)
    b. How can customer satisfaction of travellers be improved by internal and external marketing? (4)
8. a. Outline the sales process in the hospitality and tourism sector. (6)
    b. Compare and contrast the possible positioning strategies for tourism products. (4)
9. a. Explain the contents and steps of a marketing plan in the hospitality sector with specific reference to home stay owners. (6)
    b. Show how online travel services have boosted home stay sector in Kerala Tourism. (4)
10. a. Demonstrate how the following tourism concepts- Ayurvedic Tourism, Backwater Tourism and Wildlife tourism have been successfully implemented in the Kerala context. (10)

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. **Case Study: Coronavirus scare hits Kerala's tourism sector, triggers wave of cancellations.** One of the most sought after tourist destinations in Asia, "the God's Own Country" Kerala has been hit by coronavirus scare just when it was on the recovery path after the Nipah outbreak and back-to-back flood havoc in the past three years. Kerala's serene beaches, tranquil stretches of backwaters, lush hill stations and exotic wildlife offer an enchanting experience to travellers worldwide and the tourism industry is a major contributor to the state's economy. The industry was gearing up to beckon more visitors to

showcase its unexplored inland locales, trekking trails and new romantic destinations in 2020, when it suffered the latest setback with all three positive cases of coronavirus in India being reported from the state, triggering "mass cancellations" of bookings.

Key players in the field have claimed that mass cancellations of hotel bookings and tour packages have already begun across the state. After the Kerala government declared the coronavirus outbreak as a 'state calamity', as the three positive cases were detected from Thrissur, Alapuzha and Kasaragod, the sector had aggressively launched promotional advertisements in the domestic and international markets after the floods to revive the sector. However, all the efforts took a beating as there has been mass cancellations of hotel bookings after the outbreak of the infection in the state was reported.

According to the Tourism department sources, during the 2019 calendar year, it was projected that there would be an 18 % growth in the domestic and 8 % in foreign tourist arrivals. In the first nine months of 2019, (January to September) domestic visitors to the southern state touched 16.48 % against 4.8 % in the foreign tourist arrivals. The peak season for foreign tourists is from November- February while for the domestic guests it is during April-May, August-September (Onam festival) and December-January. Tour programmes& packages are being cancelled widely from the state.

Industry experts said "We completely appreciate the steps taken by the government to protect the infected persons, create awareness among the public and tackle the situation. But, as far as the tourism industry is concerned, such measures will scare the people. Not only tourism but all the business activities of the state will be affected. The state's reputation of having a robust healthcare system would help in such situations. Though people were worried about the development, the state generally has a reputation that the safest place to be in India, especially during the time of a health calamity, is Kerala, We have a reputation that we will put travellers' health first before commercial interest"

As of now, the exact numbers are not available. But industry sources said that many hotel bookings, including that of KTDC (Kerala Tourism Development Corporation) have been cancelled. The help desks of Kerala tourism at various centres were receiving several enquiries from people wanting to know the situation in the state. Many confirmed hotel bookings, event, conferences got cancelled. The industry is extremely worried about the business. There is uncertainty looming over the industry.

Managing Director of the Bekal Resorts Development Corporation (BRDC), said that despite the floods and Nipha, they had recorded a remarkable increase in tourist arrivals. There was a 40 per cent growth in foreign tourist arrivals in 2019 (upto September) in North Kerala districts of Kasaragod and Kannur. Malabar Tourism was expected to record an uptrend though more efforts have to be put in. Kerala Tourism attracting international and domestic tourists played a significant role in the economy of the state by contributing to over 10 % of GSDP and providing employment to over 1.5 million people in the State.

(Credits: India today Live TV, Feb 6,2020)

QUESTIONS:

a) Summarize the case study about the effect of COVID 19 on the tourism sector with your perspectives on the situation. – the major stakeholder groups, issues facing them in the long and short term and the long-term prospects of the industry- Suggest any four tactical marketing actions to help the sector. (10)

b) Develop a modified sales process for Kerala tourism department that considers the health based needs and macro and micro environment changes in the sector. (10)

Syllabus	
Module 1	**Overview of Hospitality and Tourism Marketing**: Role of Hospitality and tourism marketing, Service characteristics of the hospitality and tourism industry; Hospitality and Tourism Marketing Environment (Micro and Macro Environment): Internal and external environment affecting the hospitality and tourism industry; Hospitality and travel marketing system
Module 2	**Consumer markets and Consumer Buying behaviour**: Buyer decision process of travellers, group business markets and meeting planners; Customer satisfaction and related strategies in internal and external marketing, Interactive and relationship marketing; Service characteristics of tourism.
Module 3	**Measuring and Forecasting Tourism demand**: Forecasting Methods; Market Segmentation, Targeting and Positioning (STP): Marketing Segmentation and the Hospitality Industry, Positioning in Line with Consumer Preferences. Managing Capacity and Demand: Determinants of tourism demand, Visitor segments, Tourism strategies for creating and investing in tourism attractions; Unique features of tourist demand and tourism product, Sales process in the hospitality and tourism industry.
Module 4	**Designing and Managing products**: Hospitality and Tourism Marketing Mix and Marketing Plan, New product development, Product life cycle; Strategic and tactical marketing planning; Contents and steps of a marketing plan in hospitality and tourism industries; Distribution Mix: Types of distribution channels, The travel trade, Online travel services, Global distribution channel, Roles of different travel intermediaries; Competitive strategies: Competitive differentiation, competitive marketing strategies.
Module 5	**Applying key Marketing methodologies, the New Paradigm**: Sustainable Development -Prospects, Problems and Challenges; Destination Marketing and its Importance; Technology and Marketing in Perspective: Database Marketing, Electronic Marketing, Interactive and Relationship Marketing.

Textbooks

1. Kotler, P., Makens, J. C., Bowen, J. T. (2008). *Marketing for Hospitality and Tourism*, 4/E. India: Pearson Education.
2. Chaudhary, M. (2010). *Tourism Marketing. India*: Oxford University Press.

References and Suggested Readings

1. Kotler, P., Makens, J. C., Baloglu, S., Bowen, J. T. (2016). *Marketing for Hospitality and Tourism, Global Edition. United Kingdom*: Pearson Education Limited.
2. Hernández-Mogollón, J. M., Folgado-Fernández, J. A. (2018). *Best Practices in Hospitality and Tourism Marketing and Management: A Quality-of-Life Perspective. Germany*: Springer International Publishing.
3. Shukla U. N. and Sharad Kumar (2019). *Emerging Trends in Indian Tourism and Hospitality: Transformation and Innovation.* Copal Publishing Group.
4. Wang, Y., Frochot, I., Fyall, A., Legohérel, P. (2019). *Marketing for Tourism and Hospitality: Collaboration, Technology and Experiences. United Kingdom*: Taylor & Francis.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Hospitality and Tourism Marketing**	
1.1	Role of Hospitality and tourism marketing	2 Hours
1.2	Hospitality and Tourism Marketing Environment	3 Hours
1.3	Hospitality and travel marketing system	2 Hours
2	**Consumer markets and Consumer Buying behaviour**	
2.1	Buyer decision process of travellers	2 Hours
2.2	Customer satisfaction and related strategies	3 Hours
2.3	Service characteristics of tourism	2 Hours
3	**Measuring and Forecasting Tourism demand**	
3.1	Forecasting Methods	3 Hours
3.2	Market Segmentation, Targeting and Positioning	3 Hours
3.3	Determinants of tourism demand	2 Hours
4	**Designing and Managing products**	
4.1	Hospitality and Tourism Marketing Mix	3 Hours
4.2	Distribution Mix	2 Hours
4.3	Competitive strategies	2 Hours
5	**Applying key Marketing methodologies, the New Paradigm**	
5.1	Sustainable Development	2 Hours
5.2	Destination Marketing and its Importance	2 Hours
5.3	Technology and Marketing	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA271	SUPPLY CHAIN MANAGEMENT	Elective	3	0	0	3

Preamble: The course on Supply Chain Management helps the students to comprehend the concepts of supply chain with reference to the recent trends. The course equips students to apply the concept of strategic fit, delineate the supply chain drivers and the supply chain metrics, appraise supply chain network decisions, analyse the impact of uncertainty in supply chain and decipher the importance of demand and supply planning in supply chain with reference to the global and Indian context.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the importance of Supply Chain Strategic Framework.
CO 2	Analyse the Supply Chain Network Decisions.
CO 3	Appraise the significance of planning demand and supply in Supply Chain.
CO 4	Explain the impact of uncertainty in a Supply Chain.
CO 5	Evaluate the impact of Transportation, Sourcing and Pricing Decisions in Supply Chain Success.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	2
CO 2	3	3	2	3	2
CO 3	3	3	3	3	3
CO 4	3	3	3	3	2
CO 5	3	3	2	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA271- SUPPLY CHAIN MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List out the drivers of supply chain management

2. State the factors influencing decisions regarding network design.

3. Interpret the term 'Bull whip effect'.

4. State the role of cycle inventory in a supply chain.

5. State the relevance of fourth party logistics.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the goal of a supply chain and explain how supply chain decisions affect the success of a firm.

7. Interpret the term Global Supply Chain. Demonstrate how you will implement global supply chain decisions in the post Covid Indian Scenario.

8. Demonstrate the role forecasting plays in the supply chain of a build-to-order manufacturer like Dell.

9. Why is it important to consider uncertainty while evaluating supply chain design decision? Explain.

10. Compare the different transportation network design options in supply chain.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Critically examine how supply chain flows affect the success or failure of a firm like Flipkart? Recommend some supply chain decisions that have a significant impact on the supply chain Profitability.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Supply chain strategic framework**– Concept of Supply Chain, Objectives and Importance of Supply Chain, Supply Chain Process, Supply Chain Decisions, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, Obstacles to achieving strategic Fit, Achieving and Maintaining Strategic Fit in the current Indian Scenario, Supply Chain Drivers and Metrics.
Module 2	**Designing the supply chain network** - Role of Distribution in the Supply Chain, Factors influencing Distribution Network Design Decisions, Design Options for a Distribution Network, Distribution Decisions in Indian FMCG Sector. Network Design – Components of Network Design, Factors affecting Network Design Decisions, Impact of Uncertainty on Network Design, Global Supply Chain – Making Global Supply Chain Design Decisions with reference to Indian Scenario.
Module 3	**Planning demand and supply in a supply chain** – Role of Forecasting in a Supply Chain, Characteristics of a Forecast, Forecasting Methods, Role of Aggregate Planning in Supply Chain, Aggregate Planning Problem, Aggregate Planning Strategies, Managing Supply and Demand, Predictive Variability in Practice, Lack of Supply Chain Coordination and Bull Whip Effect, Obstacles to Supply Chain Coordination, Managerial levers to achieve coordination.
Module 4	**Planning and managing uncertainty in supply chain** – Role of Cycle Inventory in a Supply Chain, Cycle Inventory Optimisation with reference to Indian Distribution Channels, Role of safety Inventory in a Supply Chain, Impact of Supply Chain Uncertainty on Safety Inventory, Impact of Aggregation on Safety Inventory, Impact of Replenishment Policies on Safety Inventory, Managing Uncertainty in Supply Chain through Postponement, Role of IT in Inventory Management, Supply Chain IT Framework and Transaction Management Foundation.
Module 5	**Designing and planning transportation, sourcing and pricing decisions in a supply chain** - Role of Transportation in Supply Chain, Modes of Transportation and their performance characteristics, Transportation Network Design Options in Supply Chain, Transportation Decisions in Practice. Role of Sourcing in Supply Chain, In-house or Outsource, 3PL and 4PL, Pricing and Revenue Management in a Supply Chain.

Text Book

1. Sunil Chopra, Peter Meindl, Kalra D.V. (2018). Supply Chain Management: Strategy, Planning and Operation (7th edition). Pearson Education Ltd.

2. Donald J. Bowersox, David J Closs, Bixby Cooper M. (2014). Supply Chain Logistics Management. McGraw Hill Education.

3. Nada R. Sanders (2013). Supply Chain Management: A Global Perspective. John Wiley & Sons.

References and Suggested Readings

1. Sahay B.S. (2012). Supply Chain Management for Global Competitiveness. MacMillan India Ltd.

2. David N Burt, Donald W. Dobler, Stephen L Starling (2012). World Class Supply Chain Management: The Key to Supply Chain Management. McGraw Hill Education.

3. Sople V.V. (2013). Logistics Management: Supply Chain Imperative. Pearson Education.

4. Alan. E. Branch (2008). Global Supply Chain Management and International Logistics. Routledge.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to supply chain**	
1.1	Enumerate the objectives and concepts of Supply Chain	2 Hours
1.2	Interpret the fundamental concepts in Strategic fit	2 Hours
1.3	Compare Supply Chain Drivers and Impact on Supply Chain Performance	2 Hours
2	**Designing the supply chain network**	
2.1	Illustrate the Distribution Network Design Options	3 Hours
2.2	Factors affecting Network Design	2 Hours
2.3	Compare and contrast the Domestic and Global Supply Chain	2 Hours
3	**Planning demand and supply in a supply chain**	
3.1	Enumerate the forecasting methods	3 Hours
3.2	Describe the Aggregate Planning Problem and Strategies.	3 Hours
3.3	Demonstrate the effects of Lack of Supply chain coordination.	2 Hours
4	**Planning and managing uncertainty in supply chain**	
4.1	Relate the Cycle Inventory Optimisation in Indian Distribution Channels	3 Hours
4.2	Appraise the Impact of Uncertainty on Safety Inventory.	3 Hours
4.3	Appraise the IT Supply Chain framework and TMF	2 Hours
5	**Designing & planning transportation, sourcing and pricing decisions in a SC**	
5.1	List down the various Transportation Network Design Options	3 Hours

5.2	Describe the Sourcing Strategies	2Hours
5.3	Appraise the Pricing and Revenue Management in a Supply Chain.	2 Hours
	Total	36 Hours
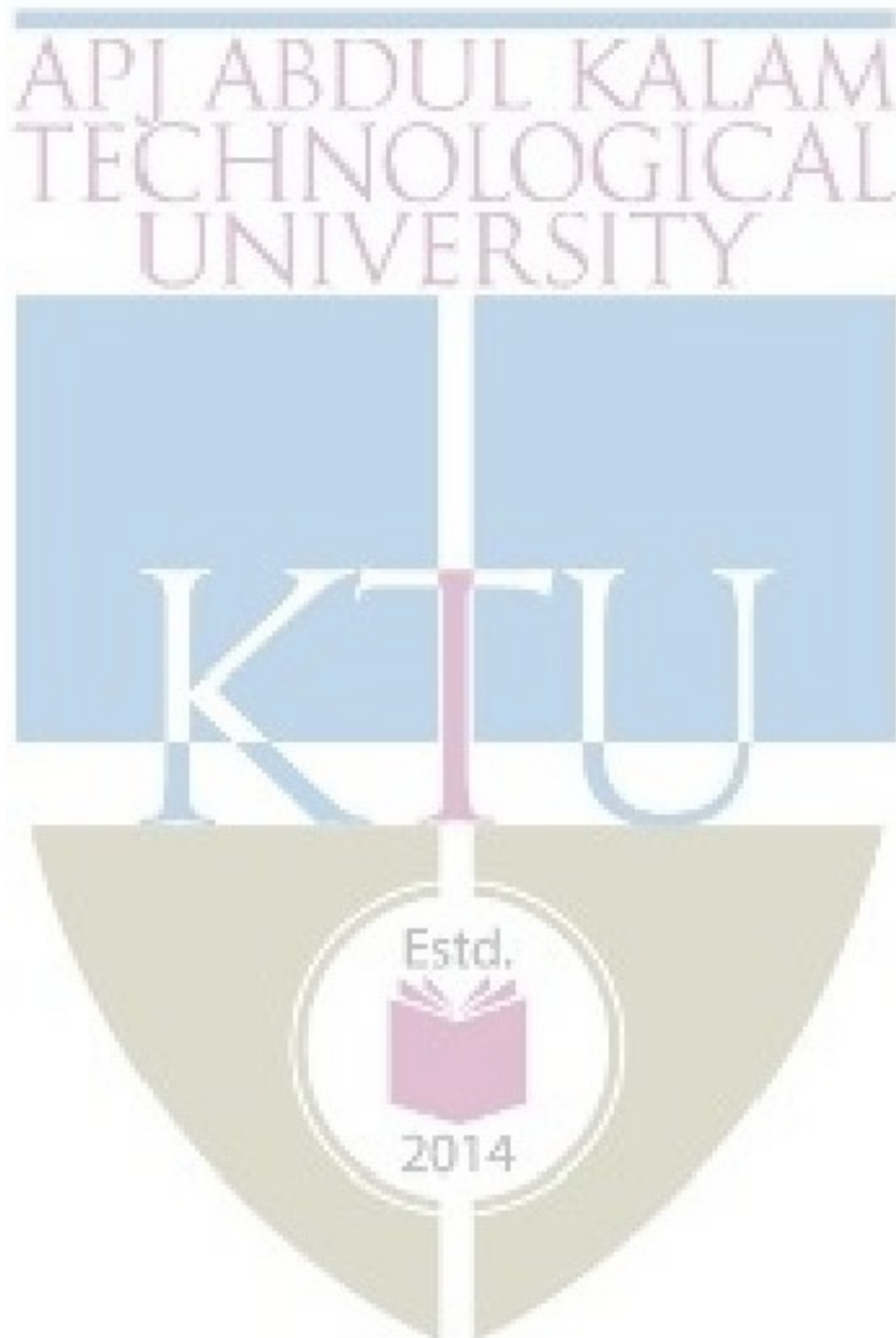
Course Code	Course Name	Category	L	T	P	Credit
20MBA273	**FACILITIES & LOCATION MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The objective of this course is to develop an in-depth understanding of product, process and schedule design as well as facilities location, layout design and material handling. The course is expected to provide a balanced exposure in facility management, layout design and material handling. After successful completion of the course, the students will be able to define and analyse product, process and schedule design interactions by studying the functions involved in the product development cycle.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Identify the elements of facility management and various transformation processes
CO 2	Design and improve existing and new layouts
CO 3	Understand techniques of location and facility planning
CO 4	Explore technology enabled designs and facility layouts
CO 5	Understand basics of maintenance and safety measures in industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	1
CO 2	3	2	2	2	1
CO 3	3	2	2	1	1
CO 4	3	2	2	1	2
CO 5	3	2	2	1	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA273 - FACILITIES & LOCATION MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Interpret the term 'lifecycle analysis' with respect to facility management.

2. Define the term 'business transformation'.

3. Elucidate 'office 2.0'.

4. Define 'facility audit'.

5. What is an 'energy flow diagram'?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Evaluate the factors influencing the location of warehouses.

7. Why is designing a proper layout for a new or existing facility is important? Compare the different types of facility layout.

8. Explain the term 'facility condition assessment'. "FCAs are an important tool to help support sustainable decisions." Justify the statement.

9. "Smart buildings have increased the productivity of the facility staff, supported sustainability efforts and enhanced decision-making across the organization". Critically evaluate the statement.

10. What is energy audit? What are the different types of energy audit?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. The hospitals in Maharashtra had been flooded with Covid patients in the second wave of the novel pandemic. To help contain the spread of COVID-19 and to treat the large number of patients, the Government of Maharashtra wanted to set up temporary facilities including trains to treat Covid patients. If you are appointed as a facility consultant, how will you help the government in setting up the facilities?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Facilities Management**: Principles and Theories, Organisational Models, Different Types of Facilities Layout– Product, Process, Benchmarking, Maturing, Survey Facilities and Asset Management, Facilities Asset Management, Life Cycle Analysis, different types of facilities–Product, Process, combination, fixed and cellular layouts. Production facilities location decisions factors; warehouse location decision methods.
Module 2	**Business Transformation and Facilities Management**: Changing Environment, Business Transformation process, Three Key Issues of Facilities Management Transformation, Three Obstacles of Facilities Management Transformation, comparison of layouts and the factors affecting the layout decisions.
Module 3	**Facilities Condition Assessment**: Facilities Audit, Technology for Capital Planning, Alternative Work Places, Rethinking Office 2.0, Business Centres, Changing Political and Economic Boundaries, Changing Technology, Changing Social and Environmental Awareness, Sustainable Designs-Occupant Health and Comfort, warehousing and employee services– office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity.
Module 4	**Smart and Intelligent Buildings**: Smart Building – Beyond Technology, Network and Central Management Systems, Smart Interior Systems, Smart HVAC Systems, Smart Lighting System, Lighting Ergonomics, Interior Lighting, Exterior Lighting, Lighting Analysis, Space Management, Energy in building design – Energy efficient and environment friendly building – Thermal phenomena – thermal comfort–Indoor Air quality–Climate, sun and Solar radiation, Psychometrics – passive heating and cooling systems.
Module 5	**Energy Management & Industrial Safety**: Energy management, Energy audit – Types of Energy audit – Analysis of results – Energy flow diagram – Energy Consumption, Unit Production – Identification of wastage Priority of conservative measures, Maintenance of energy management programme, Hazards and Health Standards, NIOSH Guidelines. Stress & Preventions, Pollution and Environmental Consideration, Occupational Safety.

Text Book

1. Tomkins J. A., White J. A., Bozer Y. A. and Tanchoco J., (2013). Facilities Planning, N J: John Wiley & Sons.
2. McGinnis F., Richard L. Francis and White, J.A., (2015). Facilities Layout and Location: An Analytical Approach, Pearson Education.
3. Agarwal G. K., (2008). Plant Layout and Material Handling, Jain Brothers.

References and Suggested Readings

1. Stevenson W. J., (2015). Operations Management, McGraw Hill Education India Private Limited.
2. Fred E. Meyers and Matthew P. Stephens, (2013). Manufacturing Facilities Design and Material Handling, Purdue University Press.
3. Eric Tiecholz, (2001). Facility Design and Management Handbook, McGraw-Hill Professional.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Facilities Management**	
1.1	Different Types of Facilities Layout	3 Hours
1.2	Different types of facilities	3 Hours
1.3	Location decisions factors	2 Hours
2	**Business Transformation and Facilities Management**	
2.1	Business Transformation process	3 Hours
2.2	Key Issues of Facilities Management	2 Hours
2.3	Obstacles of Facilities Management	2 Hours
3	**Facilities Condition Assessment**	
3.1	Facilities Audit	3 Hours
3.2	Rethinking Office2.0	2 Hours
3.3	Office layout techniques	2 Hours
4	**Smart and Intelligent Buildings**	
4.1	Smart Building	2Hours
4.2	Smart HVAC Systems	2 Hours
4.3	Thermal phenomena	3 Hours
5	**Energy Management & Industrial Safety**	
5.1	Energy audit	3 Hours
5.2	Maintenance of energy management programme	2 Hours
5.3	Stress & Preventions	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA275	**QUALITY MANAGEMENT**	Elective	3	0	0	3

Preamble: This course deals with primary tools and methods used to monitor and control quality in organizations and the ways in which quality can be improved. It comprises of historical development of quality management, the seven basic tools for quality improvement, and management strategies for implementing world class quality improvement strategies. Emphasis is also given to control chart analysis and process capability study. On successful completion of the course, the student should be able to identify concepts of quality management and improvement. It is aimed at developing abilities to apply tools and techniques of Total Quality Improvement including, statistical process control, control charts and quality function deployment techniques. It also builds the ability to utilize data gathering and analysis tools in process control and six sigma, benchmark organizations in Quality Management and helps understand the ethical issues in quality of services and products.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Correlate various concepts of quality management and its improvement in organizations.
CO 2	Examine primary tools and methods used to monitor and control quality in organizations.
CO 3	Develop abilities to apply tools and techniques of Total Quality Management for data gathering and its analysis.
CO 4	Manage application of analysis tools in process control and six sigma in quality management.
CO 5	Appraise the ethical issues if quality in products and services.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	2
CO 2	3	3	2	2	2
CO 3	3	3	2	2	3
CO 4	3	3	2	2	3
CO 5	1	1	3	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA275 - QUALITY MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Elucidate the term 'FMEA'.

2. State the functional significance of Cause-and-Effect diagram.

3. Define acceptance sampling.

4. Interpret the term 'root cause analysis'.

5. Define ISO 9001. State the current version of the ISO 9001 standard.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Distinguish between customer satisfaction and customer perception of quality.

7. Discuss about 'Process Decision Program Chart'. Bring out when an organisation will use a PDPC and also describe the procedure of PDPC.

8. Identify the role of Benchmarking in Quality Management? Explain various approaches used for Benchmarking?

9. Justify how six sigma can be used for continuous quality improvement in service sector.

10. Develop a process for conducting quality audit in a hospital.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. You are appointed as the new manager for Quality Development in a premier PC and Laptop manufacturing Co at Chennai. Your CEO has recently Instructed you to submit a report on enabling, establishing and conducting innovative Quality Circle (QC) programs in your firm. As required, submit a comprehensive Action Plan Report on QC suggesting at least two ideal QC programs for your firm, duly highlighting the nature of the problems, QC Teams design, scouting for right solutions and implementation steps. Relevant data, if necessary, can be assumed.

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Quality:** Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus. Concept of Costs of Quality, TQM strategies, Customer satisfaction, Employees participation- Quality function deployment, Failure mode Effect Analysis.
Module 2	**Quality Tools:** Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Kaizen practice.
Module 3	**Acceptance Sampling and Bench Marking:** Single sampling, double sampling plans, Process capability studies, Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking.
Module 4	**Six Sigma**: Origin, Goals of six Sigma, Root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation ,cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology- DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector- Successful implementation of six sigma in global companies
Module 5	**Quality Systems**: Quality management principles, ISO 9001, ISO 14000, Future of quality system audit, Audit objectives, types of quality audit, Quality Auditor, Audit performance

Text Book

1. David L. Goetsch and Stanley B. Davis. (2015). *Quality Management for Organizational Excellence: Introduction to Total Quality*, (7th Edn.) Pearson Education, Inc.
2. Eugene Grant, (2005). *Statistical Quality Control*, McGraw-Hill.
3. Juran, J. M. & Gryna, F.M., (1993). *Quality Planning and Analysis*, McGraw-Hill.
4. Joel E. Ross, Susan Perry (1999). *Total Quality Management: Text, Cases, and Readings*, Third Edition, CRC Press.
5. Charantimath, P.M., (2011). *Total Quality Management*, Pearson Education.

References and Suggested Readings

1. Crosby Philip B., (1979) *Quality Is Free*, (4th edn.) McGraw-Hill Books, NY.
2. Subburaj Rama Swamy, (2011). *Total Quality Management*, Tata McGraw-Hill, New Delhi.
3. Juran Joseph M., (1995), *A History of Managing for Quality: The Evolution, Trends, And Future Directions of Managing for Quality*, ASQC/Quality Press.
4. Gupta N. S. & Velamathi B., (2007). *Total Quality Management*, McGraw-Hill Publications.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Quality**	
1.1	TQM	3 Hours
1.2	Costs of Quality	2 Hours
1.3	QFD, FMEA	3 Hours
2	**Quality Tools**	
2.1	7 old tools	3 Hours
2.2	7 new tools	3 Hours
2.3	Kaizen	2 Hours
3	**Acceptance Sampling and Bench Marking**	
3.1	Acceptance Sampling	3 Hours
3.2	Process capability studies	2 Hours
3.3	Bench Marking	2 Hours
4	**Six Sigma**	
4.1	Root cause Analysis, Belts	2 Hours
4.2	Six Sigma Methodology	2 Hours
4.3	Cost of quality at various levels of sigma, Problems	3 Hours
5	**Quality Systems**	
5.1	ISO 9001, ISO14000	2 Hours
5.2	Quality audit	2 Hours
5.3	Audit performance	2 Hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA277	SIX SIGMA & TQM	Elective	3	0	0	3

Preamble: The objective of this course is to understand the concept and culture of total quality management and to develop skills to use Statistical Quality Control techniques and other quality tools in solving quality-related problems. Approaches to achieve customer satisfaction at a competitive price are the core of lean concept. After successful completion of the course, the students will be able to understand the Total Quality Management and Six Sigma practices, able to prepare and analyse quality control techniques for better decision making.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	To understand the concept of six sigma quality.
CO 2	To understand the implication of quality on business.
CO 3	Identify the requirements of quality improvement programs.
CO 4	To implement quality implementation programs.
CO 5	To manage quality improvement teams.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	2	2
CO 2	3	3	3	2	1
CO 3	3	3	2	2	2
CO 4	3	2	2	1	2
CO 5	3	2	2	1	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA277 - SIX SIGMA & TQM

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the fundamental factors that affect quality?

2. List the applications of a Paretto chart.

3. Illustrate Taguchi's Quality Loss Function.

4. Define benchmarking process.

5. What is Kano analysis?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Describe the principles of six sigma. Explain its application in a small organisation.

7. With the help of a diagram discuss the SIPOC process map for a car service centre.

8. Explain the building blocks of TQM.

9. Show all the seven basic tools for enabling Quality in Firms and explain any three of them with relevant charts or diagrams.

10. Discuss the various quality-documentation requirements for ISO 9000 certification.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. a) Distinguish between DMAIC and DMADV.

b) A carpet manufacturer wants to set up a control chart for irregularities (Example, oil strains, shop soil, loose threads and tears) per 100 square meters of carpet. The following data were collected from a sample of fifteen 100 square meter pieces of carpet.

Sample	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
No of defects	16	14	24	10	12	17	16	15	12	13	11	14	16	17	10

Using the data, set up a C-chart and comment.

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Introduction**: Quality definitions and dimensions; Reliability and maintenance; Quality costs; Quality and productivity; Quality policies and goals, Six Sigma – Definition, Key Concepts of Six Sigma –Critical to Quality, Defect, Process Capability, Variation, Origin of Six Sigma, Myths about Six Sigma, Benefits of Six Sigma.
Module 2	**Six Sigma and Quality:** Key Elements in Six Sigma- Customers, processes, employees, Organisation- Leadership, Sponsors, Team Leaders, Methodology - DMADV Methodology, DFSS Methodology, Project Team Formation, SIPOC Process Map, Measure Phase, Analyse Phase, Improve Phase, Control Phase – Quality Control, Standardisation, Control Methods and Alternatives, Technical tools- Critical-to-quality tree, Process Map, Histogram, Pareto Chart.
Module 3	**Quality Philosophies and Practices**: Quality gurus and their contributions; Three major philosophies of quality management, Strategic QM; TQM and its building blocks; TQM vs. traditional organizations; Benefits and obstacles in TQM. Practices leading to TQM-QCs, QTs, TPM, 5S, ZDc, Poka-yoke, QFD, Taguchi's QF. Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.
Module 4	**Basic Quality Tools and Techniques:** Seven tools- flow charts, check sheets, histograms, Pareto chart, scatter diagram, control chart, cause-and-effect diagram; Continuous improvement techniques; benchmarking process; Six-sigma approach.
Module 5	**Quality Awards and Certification**: Malcolm Baldrige award and its criteria, ISO-9000 principles, ISO-9000 series and certification., e-Six Sigma, Division Six Sigma Council, Global Six Sigma Council, KANO Analysis, Leading Six Sigma Training (LSS), Leading Teams Training (LT).

Text Book

1. Mikel Harry and Richard Schroeder, (2006). *Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations*, RHUS.
2. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield , Mary Besterfield-Sacre., (2018) Total Quality Management, Pearson Education.
3. Juran J.M. and Gryna F.M, (1993). *Quality Planning and Analysis*, McGraw-Hill Higher Education.
4. Schroeder R.G., (1999). *Operations Management: Contemporary Concepts and Cases,* McGraw- Hill Education (ISE Editions).

References and Suggested Readings

1. William J. Stevenson (2010). *Operations Management*, McGraw Hill Education (India) Private Limited.
2. Thomas Pyzdek (2015). *Six Sigma Handbook*, McGraw Hill Education India Pvt Ltd.
3. Kubiak T.M., (2009). *The Certified Six Sigma Black Belt Handbook*, Pearson Education.
4. Panneerselvam R. and Sivasankaran P. (2014). *Quality Management (Kindle Edition)*, PHI Learning.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Quality and productivity	3 Hours
1.2	Key Concepts of Six Sigma	2 Hours
1.3	Process Capability, Variation	2 Hours
2	**Six Sigma and Quality**	
2.1	Elements in Six Sigma	3 Hours
2.2	Methodology	2 Hours
2.3	Tools	3 Hours
3	**Quality Philosophies and Practices**	
3.1	Quality gurus and their contributions	3 Hours
3.2	TQM and its building blocks	3 Hours
3.3	Acceptance sampling	2 Hours
4	**Non-statistical Quality Tools and Techniques**	
4.1	Seven tools	2 Hours
4.2	Benchmarking process	2 Hours
4.3	Six-sigma approach.	2 Hours
5	**Quality Awards and Certification**	
5.1	ISO-9000	3 Hours
5.2	e-Six Sigma	2 Hours
5.3	KANO Analysis	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA279	**BUSINESS PROCESS REENGINEERING**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The objective of this course is to make the students understand the role of Business Process Reengineering technique in an organisation and to gain insight on BPR tools and techniques. Students who successfully complete this course will be able to get insight on Business Process Reengineering tools and techniques to focus on customer, innovation and quality management, to speed up the processes and improve the productivity of an organisation.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the importance of processes and BPR in bridging the business operations and engineering of system
CO 2	Integrate technology-based information processing into business workflows
CO 3	To model current business processes and diagnose problems
CO 4	To model and develop improved business processes that require IT and organizational redesign
CO 5	To develop compelling business-value driven business cases for change

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	2
CO 2	3	3	2	2	1
CO 3	3	3	2	2	1
CO 4	3	3	2	1	1
CO 5	3	3	2	1	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA279 - BUSINESS PROCESS REENGINEERING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Express the benefits of business process reengineering.

2. State the three pillars of BPR.

3. Name the critical success factors of BPR.

4. Illustrate the term 'value chain analysis'.

5. What is AS-IS analysis?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the pitfalls of BPR and how they can be overcome?

7. Explain how Business Process Reengineering can be integrated to Enterprise Resources Planning.

8. Discuss the strategies adopted to manage BPR success.

9. "Information Technology works as the soul of BPR". Describe the role of IT in BPR.

10. Discuss the change management tools which are used in BPR.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. What aspects would you keep in mind while reengineering a service organisation? How does it differ from reengineering a manufacturing organisation? Discuss various metrics that must be used for establishing the benefits of such a reengineering.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Business Process Reengineering**- Need for reengineering, Benefits of BPR, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR and Myths of BPR, Business Process Redesigning.
Module 2	**BPR and Other techniques:** Total Quality Management, Kaizen, Just – in-Time, Six Sigma, Quality Function Deployment, ISO Standards and Certifications, Enterprise Resource Planning
Module 3	**BPR Implementation Methodology**: BPR Strategies, BPR Success and Failures, Factors Relating to BPR Success, Change Management, Culture, Leadership, Organisation Structure, Factors related to Business Process Failure – Communication and Organisational Resistance
Module 4	**BPR, TQM & IT:** Information Technology and Value Chain, IT Value and Business Alignment, IT Infrastructure, IT Networking Infrastructure, Key Elements of BPR, Establishing a Responsible Team, Redesigning the Business Process, BPR Methodologies – Implementation Phases.
Module 5	**Process Change Management**: Nature, Process of Change, Management of Change in BPR, Planning for Reengineering, Analyse AS-IS Process, Case studies.

Text Book

1. Radhakrishnan R. and Balasubramanian S., (2008). *Business Process Reengineering: Text & Cases,* PHI Learning Private Limited.
2. Dey B. R., (2004). *Business Process Reengineering and Change Management,* Dreamtech Press.
3. Vikram Sethi and William King, (1998). *Organisational Transformation through Business Process Reengineering*: *Applying the Lessons Learned*, Pearson Education.

References and Suggested Readings

1. Henry J. Johansson, Patrick McHugh, A. John Pendlebury and William A. Wheeler, (2007). *Business Process Reengineering: Break Point Strategies for Market Dominance*, Wiley Wiley.
2. John Jeston and Johan Nelis, (2008). *Business Process Management: Practical Guidelines to Successful Implementations*, Butterworth-Heinemann.
3. Joe P. and Philip R., (1995). *Essence of Business Process Reengineering*, Financial Times/ Prentice Hall.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Business Process Reengineering**	
1.1	Benefits of BPR	3 Hours
1.2	BPR and Performance Improvement	2 Hours
1.3	Business Process Redesigning	2 Hours
2	**BPR and Other techniques**	
2.1	Total Quality Management	2 Hours
2.2	Quality Function Deployment	3 Hours
2.3	Enterprise, Resource Planning	2 Hours
3	**BPR Implementation Methodology**	
3.1	BPR Strategies	3 Hours
3.2	Change Management	2 Hours
3.3	Communication and Organisational Resistance	2 Hours
4	**BPR, TQM & IT**	
4.1	Information Technology and Value Chain	3Hours
4.2	Key Elements of BPR	2 Hours
4.3	BPR Methodologies	3 Hours
5	**Process Change Management**	
5.1	Process of Change	2 Hours
5.2	Planning for Reengineering	2 Hours
5.3	Case studies.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA281	SERVICES & OPERATIONS MANAGEMENT	Elective	3	0	0	3

Preamble: This course enlightens the concepts, principles, problems, and practices of successful service operations management. Emphasis is on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence. Upon completion of this course, the students will be able to obtain an overview of the successful Service Operations Management (SOM) function through the introduction of the topics traditionally associated with the study of Service Operations Management and to formulate and describe the function of the Service Operations Management discipline in various sectors.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the critical perspectives on the nature of service.
CO 2	Understand the demand and capacity issues in service systems.
CO 3	Explain and apply the principles, tools and techniques of service design.
CO 4	Implement statistical methods and 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.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	2
CO 2	3	3	2	2	1
CO 3	3	2	2	2	2
CO 4	3	3	2	2	1
CO 5	3	3	2	1	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION
20MBA281 - SERVICES & OPERATIONS MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define 'Service Positioning'.
2. Infer the meaning of 'Yield Management' in the context of service operations?
3. Interpret the term 'Data Envelope Analysis'.
4. Illustrate the term 'service guarantee'.
5. Summarize the meaning of the term 'Performance based logistics'.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Design a service blueprint map for a hospital, mapping all the transactions constituting the service delivery process.

7. a. Identify few characteristics of service organizations that make forecast accuracy important?

   b. The first-week demand for a new mobile dealership agency at Kochi on daily basis is as follows:

Day	Monday	Tuesday	Wednesday	Thursday	Friday
Demand	22	27	38	32	34

   What is the demand forecast for next Monday using a smoothing constant $\alpha= 0.3$?

8. Evaluate the application of simulation in any two service scenarios of your choice.

9. Compare customer expectation and customer perception as in the SERVQUAL instrument.

10. A company wants to open a warehouse. The company distributes its products to 4 markets A, B, C & D. The coordinates of the markets are as follows:

Warehouse	A	B	C	D
Coordinates	(58,96)	(80, 70)	(30,120)	(90,110)

    Plot the markets. Use centre of gravity method to identify the location of the warehouse.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. a. Illustrate the use of walk-through audit as a diagnostic instrument to evaluate the gaps in the service delivery system.

    b. Elaborate the different methods of managing capacity with the example of any industry you are familiar with.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Understanding Services Economy:** Overview and imperatives of Services; Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum; Recent trends in manufacturing, increased role of services in manufacturing; Developing an overall vision for the service system; Developing a service strategy; Service Positioning & Implications for Service Delivery - Design Degree of customer contact, divergence, customization; Service blue printing; Service Enhancement using Internet; Pricing strategies in Services; Performance issues in service systems; value of self-service in an economy; roles of front-line employees, customers, operations, and marketing in the service innovation process.
Module 2	**Demand and Capacity issues in service systems:** Forecasting Capacity demand in services; - Smoothing Customer Demand In Services; Service Capacity Management; Yield management; Resource and Workforce Scheduling in Services; Capacity, Capacity build up strategies Capacity Vs System Performance; Introduction to Queuing System; Queuing Theory Applications in Service Systems; Characteristics of Queuing system; Queuing Models; Demand and capacity issues related to growth, expansion strategies, franchising. Offshore operations; Services Management in IT/ITES Sectors Capacity Management Issues.
Module 3	**Service Inventory and Supply Chain Management:** Service inventory management; Service supply chains; Processes in Service Supply Chain; Data Envelopment Analysis; Simulation as a tool for design of services; Use of simulation software for modeling; Nature of design issues addressed using simulation; Simulation Applications in Service System Design; Vehicle Routing and Scheduling; Inventory Pooling.
Module 4	**Dimensions in Quality**: Service Quality Five Gap Model; Kano's Model; Measuring Service Quality – SERVQUAL, Walk-through Audit; Service Recovery – Service Guarantees, Service encounter – triad, service culture, Service profit chain – Service consolidation; Critical Fractiles: The Newsvendor Model (Optimal Service Levels).
Module 5	**Process behaviour** – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem; Ford's Auto collection concept; Product Support – Customer Centric strategy, repairable parts inventory management, Performance based logistics. **Service Improvement** – a mini-consulting project. It involves use of the methodologies introduced in class to analyze a real-life service operations system, diagnose its problems, identify opportunities for improvement and quantify potential costs, benefits, risks and service impacts (at a nearby service station or Car dealership or automobile workshop or the like).

Text Book

1. Fitzsimmons B., James A. and Mona J. Fitzsimmons, (2014). *Service Management: Operations, Strategy, and Information Technology*, McGraw Hill Education (India) Private Limited.

2. Robert Johnston, (2007). *Service Operations Management*, Pearson Education.

3. Haksever C. and Render B., (2013). *Service Management, Student Workbook: An Integrated Approach to Supply Chain Management and Operations*, Financial Times/Prentice Hall.

4. Richard D Metters, (2012). *Successful Service Operations Management*, Cengage.

5. Earl Sasser W. Jr., Leonard A. Schlesinger and James L. Heskett, (1997). *The Service Profit Chain*, Free Press.

References and Suggested Readings

1. Silei Shan, (2012). *Analysis of Hospital Pharmacy Inventory Consolidation Decision Using Multi- Echelon News vendor Inventory Model*, ProQuest, Umi Dissertation Publishing.

2. William J. Hollins, (2006). *Managing Service Operations: Design and Implementation*, Kindle Edition, SAGE Publications Ltd.

3. Nevan Wright J. and Peter Race (2003). *The Management of Service Operations*, Engage Learning EMEA.

4. Bitran G. and Lojo M. (1993). *A framework for analyzing service operations*, European Management Journal, 11(3),271 – 282.

5. Nambisan S. (2001). *Why service e-businesses are not product businesses*, MITS Sloan Management Review, Summer 2001, 72–80.

6. Sawhney M., Balasubramanian S. and Krishnan V.V. (2004). *Creating growth with services*, MIT Sloan Management Review, Winter 2004, 34–43.

7. Heskett J. L. (1991). *Lessons in the service sector in The Service Management Course: Cases & Reading*, Free Press, 47–64.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Understanding Services Economy**	
1.1	Overview and imperatives of Services	3 Hours
1.2	Service Positioning & Implications for Service Delivery	2 Hours
1.3	Performance issues in service systems	3 Hours
2	**Demand and Capacity issues in service systems**	
2.1	Forecasting Capacity demand in services;	3 Hours
2.2	Queuing System	2 Hours
2.3	Demand and capacity issues	3 Hours
3	**Service Inventory and Supply Chain Management**	
3.1	Service inventory management;	2 Hours
3.2	Use of simulation software for modelling	2 Hours
3.3	Vehicle Routing and Scheduling;	2 Hours
4	**Dimensions in Quality**	
4.1	Service Quality Five Gap Model	2 Hours
4.2	Service Recovery	2 Hours
4.3	The Newsvendor Model	2 Hours
5	**Process behaviour – Service Improvement**	
5.1	Service Facility Location	3 Hours

5.2	Product Support	2 Hours
5.3	Project	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA283	**HEALTHCARE MANAGEMENT**	Elective	3	0	0	3

Preamble: The course is designed to understand management of key activities in a hospital like front desk operation and to understand Health care systems and its features. It also helps in knowing more about different lab certifications and waste management. It is focused on how to establish and sustain global competitiveness in healthcare services. By completing the course, student should be able to understand and handle the functions at the front desk in an automated environment. It sheds light on lab certifications to go global for wider acceptance and standardization. Green Hospital Concept is stressed to save energy and proper waste management while designing new hospital layouts. Features of Hospital Information Systems and its benefits also form part of this course.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Provide an environment to learn the principles of Hospital Management.
CO 2	Demonstrate a clear understanding of concepts, information and techniques at the forefront of the hospital management.
CO 3	Recognize how operational problems and situations are handled in practice.
CO 4	Formulate ideas, and develop and participate in implementation of plans.
CO 5	Critically analyze the various components of health care delivery system.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	3	3
CO 2	3	3	2	3	3
CO 3	3	3	3	3	3
CO 4	2	2	3	3	3
CO 5	2	2	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA283 - HEALTHCARE MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Interpret the term 'tertiary hospital'.

2. Identify the qualities required for receptionist in hospitals.

3. Interpret 'EHR'.

4. Illustrate the need for hygiene in hospitals.

5. What is meant by a 'green hospital'?   (5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the functional areas in hospital service management.

7. Discuss duties and responsibilities of a Front Office in a Corporate Multi-specialty Hospital.

8. Develop a Hospital Information System (HIS) that automates clinical, electronic medical records (EMR), administrative and inventory functions.

9. Examine the procedure for obtaining ISO certification for medical laboratories.

10. Discuss the various automated patient handling and equipment handling systems used in modern hospitals.

                                                         (3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. A leading corporate want to start a world class super speciality hospital in Kerala. As a consultant suggest suitable location, facilities needed with action plan for the construction of the hospital.

                                                         (1x20 marks = 20 marks)

	Syllabus
Module 1	**Introduction:** Hospital types such as Government, Private, Corporate and public. Functional areas in hospital services management, services offered in hospitals, skills needed in Human capital in hospitals, Characteristic features of hospital services and Principles of hospital planning and execution.
Module 2	**Front office management**- outpatient and inpatient admissions and discharge – Admission and discharge procedures -Emergency services
Module 3	**Classification of medical records:** significance, their automation using EHR, its maintenance for Medical statistics, materials records, management of patient records and personnel records electronically, functionality of computerized hospital information systems (HIS), merits and demerits of CHIS, trends in HIS, Legal and other operational records including Discharge summaries.
Module 4	**Lab classification**: managing laboratories, their functions and management, accreditation of labs NABL, ISO certification of laboratory procedure and process. Maintaining hygiene in hospital environment. Basic and special cleaning, Odour control- solid, liquid waste disposal, Safety, Pest control, Interior decoration, outsourcing hospital housekeeping services.
Module 5	**Location decision and layout decision of hospitals**: Green hospital concept and designing for low energy consumption, Department allocation criteria in the building for improved productivity, Designing easy scale-up, Automated patient handling and equipment handling systems-e-alert systems with e-checking and e-checkout facility.

Text Books

1. Kunders G.D., *Designing for Total Quality in Healthcare* Prism Books Pvt. Ltd., Bangalore.

2. Goel S.L and Kumar R. (2004). *Hospital supportive services* Deep and Deep Publications, New Delhi.

3. NHS Guide to good *Practices in Hospital Administration* National Health Services, London.

4. Syed Amin Tabish, *Hospital and Health Services Administration*, Jaypee Brothers Medical Publishers, New Delhi.

References and Suggested Readings

1. Goel S.L., (2004). *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd. New Delhi.

2. Srinivasan, A.V. (2008). *Managing a Modern Hospital*, Response Books, New Delhi.

3. Liewellyne Davis and Macacaulay H.M., (2001). *Hospital Administration and Planning*, JP Brothers, New Delhi.

4. Arun Kumar (2002) *Encyclopaedia of Hospital Administration and Development*, Anmol Publications, Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Hospital types	3 Hours
1.2	Functional areas in hospital services management	2 Hours
1.3	Principles of hospital planning and execution	2 Hours
2	**Front office management**	
2.1	Outpatient and inpatient admissions	2 Hours
2.2	Admission and discharge procedures	2 Hours
2.3	Emergency services	2 Hours
3	**Classification of medical records**	
3.1	Medical statistics	3 Hours
3.2	Computerized hospital information systems (HIS)	3 Hours
3.3	Legal and other operational records	2 Hours
4	**Lab classification**	
4.1	Accreditation of labs	3Hours
4.2	ISO certification of laboratory procedure	3 Hours
4.3	Maintaining hygiene in hospital environment.	2 Hours
5	**Location decision and layout decision of hospitals**	
5.1	Green hospital concept	3 Hours
5.2	Automated patient handling and equipment handling systems	2 Hours
5.3	e-checking and e-checkout facility	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA285	DECISION ANALYSIS FOR MANAGEMENT	Elective	3	0	0	3

Preamble: The course on Decision Analysis for Management helps the students to comprehend the concept of decision analysis to aid managerial decision making. The course imparts knowledge about framing problems and performing logical analyses, and provides a foundation for ethical decision making. The course helps students to perform decision tree analysis, sensitivity analysis, risk analysis, comparative investment decision analyses through NPV and IRR concepts, determine optimal order quantities under uncertain demand and make or buy decisions.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Assess the styles and stages of business decision making.
CO 2	Evaluate the systems for decision support in varying business conditions.
CO 3	Analyse the decision-making environments and decision trees in practical situations.
CO 4	Examine break even, sensitivity, Monte Carlo and inventory analyses for managerial decisions.
CO 5	Evaluate the impact of decision making and analysis in various functional areas of management.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	1	3	2
CO 2	3	3	1	2	3
CO 3	3	3	1	3	3
CO 4	3	3	2	3	3
CO 5	3	3	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA285 - DECISION ANALYSIS FOR MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Interpret 'rational decision making'.

2. What is a web based DSS?

3. List the different decision-making environments.

4. Differentiate between NPV and IRR.

5. Outline the barriers to effective decision making.   (5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Evaluate the different factors that influence a decision model.

7. Examine the application of DSS in decision making.

8. A confectionery shop in a hypermarket is faced with the problem of how many cakes to make in order to meet the day's demand. The bakery prefers not to sell day-old cakes; leftover cakes are therefore a complete loss. The past sales for a 100-day period are as shown in the table below:

Sales per day	250	260	270	280
No of days	10	30	50	10

Construct the payoff table and the opportunity loss table. What is the optimal number of cakes that should be bought each day? Apply both EMV and EOL criteria. Also find and interpret EVPI. A cake cost ₹. 80 and sells for ₹. 100.

9. A local distributor for a National Tyre company expects to sell approx. 9600 steel belted radial tyres of a certain size and tread design next year. Annual carrying cost is $16 per tyre, and ordering cost is $75. The distributor operates 288 days a year. a. What is EOQ? b. How many times per year does the store reorder? c. What is the length of an order cycle? d. What is the total annual cost if the EOQ quantity is ordered?

10. Evaluate the product mix decisions with reference to product width, length, depth and consistency

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. a. A property owner is faced with a choice of:

    i. A large-scale investment A to improve her flats. This could produce a substantial pay-off in terms of increased revenue net of costs but will require an investment of ₹ 1,400,000. After extensive market research it is considered that there is a 40% chance that a pay-off of ₹2,500,000 will be obtained, but there is a 60% chance that it will be only ₹800,000.

    ii. A smaller scale project B to re-decorate her premises. At ₹500,000 this is less costly but will produce a lower pay-off. Research data suggests a 30% chance of a gain of ₹1,000,000 but a 70% chance of it being only ₹500,000.

    iii. Continuing the present operation without change C. It will cost nothing, but neither will it produce any pay-off. Clients will be unhappy and it will become harder and harder to rent the flats out when they become free.

How will a decision tree help in the taking of decision? (12 marks)

b. List the main advantages of group decision making. (8 marks)

Syllabus	
Module 1	**Decision making concepts:** Introduction to decision making- decision making styles-Stages of Decision making – decision making skills –Process of decision making – Types of managerial decisions – Models of decision making- Rational decision making-assumptions-decision making factors.
Module 2	**Systems for decision support:** MIS and decision making – Decision making styles at different levels of management- -decision support system (DSS)-purpose-components-types of DSS-advantages and disadvantages of DSS-Application of DSS in decision making-data driven decision making-decision support system examples-GDSS-EDSS
Module 3	**Decision theory and decision tree analysis:** Decision making environments-Decision making under certainty- Decision making under uncertainty – Decision making under risk- develop and evaluate risk profiles-risk preferences and biases--value of information-expected monetary value-expected value of perfect information- translating verbal description into a decision tree - decision tree analysis-influence diagram.
Module 4	**Managerial decision analysis:** Concept of decision analysis - Make or buy decisions — Breakeven analysis - pricing decisions – comparative investment decision analyses through NPV and IRR concepts - Monte Carlo analysis for estimating risk-Sensitivity Analysis-Determination of optimal order quantities under certain and uncertain demand.
Module 5	**Decision making applications:** Decision Making in the context of Human Resources-barriers to effective decision making-Understanding marketing decision making - product-mix decisions - market expansion decisions-divesting decisions - financial decision making –investment decisions-financing decisions - decision making areas in operations.

Text Book
1. Peter Macnamee and John Selona (2001). *Decision Analysis for the Professional,* Smartorg.Inc 2. Render Barry, Stair Ralph M., Hanna Michael E. (2011). *Quantitative Analysis for Management*– Prentice-Hall. Inc 3. Sharma J.K., (2009). *Operations Research*, Macmillan India Ltd.
References and Suggested Readings
1. Pratt John, Raiffa H., & Schlaifer R., (2008). *Introduction to Statistical Decision Theory,* MIT Press. 2. Charlesworth, David - *Decision Analysis for Managers: A Guide for Making Better Personal and Business Decisions* -Business Expert Press 3. Raiffa Howard- *Decision Analysis: Introductory Lectures on Choices Under Uncertainty*- McGraw Hill.

OPERATIONS

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Decision making concepts**	
1.1	Introduction to decision making, decision making styles, Stages of Decision making.	3 Hours
1.2	Decision making skills, Process of decision making, Types of managerial decisions	2 Hours
1.3	Models of decision making, Rational decision making, decision making factors.	2 Hours
2	**Systems for decision support**	
2.1	MIS and decision making, Decision making styles at different levels of management, decision support system.	3 Hours
2.2	Types of DSS, advantages and disadvantages of DSS, Application of DSS in decision making, data driven decision making.	3 Hours
2.3	Decision support system examples, GDSS, EDSS.	2 Hours
3	**Decision theory and decision tree analysis**	
3.1	Decision making environments, Decision making under certainty, Decision making under uncertainty, Decision making under risk.	3 Hours
3.2	Develop and evaluate risk profiles, risk preferences and biases, value of information, expected monetary value, expected value of perfect information.	2 Hours
3.3	Translating verbal description into a decision tree, decision tree analysis, influence diagram.	2 Hours
4	**Managerial decision analysis**	
4.1	Concept of decision analysis, Make or buy decisions, Breakeven analysis.	3 Hours
4.2	Pricing decisions, comparative investment decision analyses through NPV and IRR concepts.	2 Hours
4.3	Monte Carlo analysis for estimating risk, Sensitivity Analysis, Determination of optimal order quantities under certain and uncertain demand.	2 Hours
5	**Decision making applications**	
5.1	Decision Making in the context of Human Resources, barriers to effective decision making.	3 Hours
5.2	Understanding marketing decision making, product-mix decisions, market expansion decisions, divesting decisions	2 Hours
5.3	Financial decision making, investment decisions, financing decisions, decision making areas in operations.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA287	ADVANCED MAINTENANCE MANAGEMENT	Elective	3	0	0	3

Preamble: Reducing down time of machines by applying proper maintenance management tools and techniques forms the major objective of this course. Later developments like Reliability Centered Maintenance, Expert Systems applications in maintenance, Maintenance Management Information system, Predictive maintenance and signature analysis are included to make the student aware of the latest practices in Maintenance Management. The student should be able to suggest a suitable maintenance management technique to reduce cost arising out of machine down time for practical situation in an organization. Also, the student will be aware of computer-based maintenance management systems and contemporary techniques in maintenance management

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Analyse the significance of maintenance on equipment's down time by applying proper maintenance management tools and techniques.
CO 2	Plan for assessing the reliability of an equipment.
CO 3	Arrive at better replacement decision.
CO 4	Decide on maintenance policies.
CO 5	Design the recent techniques in maintenance management.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	3	3	3
CO 2	3	2	3	3	3
CO 3	3	2	3	3	3
CO 4	2	2	3	3	3
CO 5	2	2	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA287- ADVANCED MAINTENANCE MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Interpret the meaning of Five zero concept.

2. Define MTBF.

3. What do you understand by the term optimal overhaul?

4. Explain the concept of opportunity maintenance.

5. List the features of terotechnology.   (5x2 marks = 10marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the key issues affecting maintenance organisation structure.

7. Illustrate the failure time distributions using Poisson, Exponential and Normal distributions.

8. Explain in detail the concept of group replacement with an example. In what circumstances group replacement is advised?

9. Compare condition-based maintenance and total productive maintenance.

10. Elaborate the process of signature analysis in maintenance management.

                                                      (3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. a) A firm is considering replacement of a machine whose cost price is ₹. 180,000 and the scrap value is ₹. 10,000. The maintenance costs (in ₹.) are found from experience to be as follows:

Year	1	2	3	4	5	6	7	8
Maintenance cost	2000	3000	3500	12000	18000	24000	33000	45000

When should the machine be replaced?   (10 marks)

b) "100% reliability of all the components of a machine or equipment is not always aimed to achieve". Elucidate. Explain reliability centred maintenance with example.   (10 marks)

	Syllabus
Module 1	**Maintenance**: Need/purpose, basic and composite functions of maintenance - Principles, objectives and benefits of maintenance – Preventive, Breakdown - Predictive Maintenance Strategies – Five Zero Concept - Organization for Maintenance
Module 2	**Reliability of equipment**: Time to Failure Analysis - Bath Tub Curve, MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential, and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.
Module 3	**Replacement Decision**: Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Group replacement. Optimal interval between preventive replacement of equipment subject to break down.
Module 4	**Maintenance Policies**: Fixed Time Maintenance – Condition based Maintenance -Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance.
Module 5	**Recent Techniques**: Reliability Centered Maintenance (RCM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology –Expert Systems-Maintenance Management Information Systems-Reengineering Maintenance process.

Text Book
1. Mishtra R.C. and Pathak K., (2012). *Maintenance Engineering and Management*, PHI.
2. Sushil Kumar Srivatsava (2005). *Industrial Maintenance Management*, S. Chand and Company.
3. Gopalakrishnan P. and Banerji, A. K., (1991). *Maintenance and Spare Parts Management*, Prentice Hall of India.
References and Suggested Readings
1. Jardine A.K.S., (2002) *Maintenance Replacement and Reliability*, Pitman Publishing.
2. Kelly A. and Harris M. J., (1978) *Management of Industrial Maintenance*, Butterworth and Company Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Maintenance**	
1.1	Objectives and functions	3 Hours
1.2	Predictive Maintenance Strategies	2 Hours
1.3	Five Zero Concept	2 Hours
2	**Reliability of an equipment**	
2.1	Time to Failure Analysis	3 Hours
2.2	Bath Tub Curve	2 Hours
2.3	Design for Maintainability	2 Hours
3	**Replacement Decision**	
3.1	Overhaul and repair	3 Hours
3.2	Repair policies	2 Hours
3.3	Group replacement	2 Hours
4	**Maintenance Policies**	
4.1	Fixed Time Maintenance	3Hours
4.2	Condition based Maintenance	2 Hours
4.3	Total Productive Maintenance	3 Hours
5	**Recent Techniques**	
5.1	Reliability Centered Maintenance	3 Hours
5.2	Concept of Terotechnology	2 Hours
5.3	Reengineering Maintenance process.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA289	**ADVANCED PROJECT MANAGEMENT**	**Elective**	3	0	0	3

Preamble: The objective of this course is to sensitize the students to apply the latest principles of advanced project management to explore problems, solutions, and best practices in diverse industrial settings. After successful completion of the course, the students will be able to focus on projects to create a learning organisation which foster excellence in project management by developing and justifying project management strategies.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine the various project management concepts.
CO 2	Compare and contrast the various roles of project managers, clients and project organisations.
CO 3	Justify the various project appraisals and budgeting methods.
CO 4	Estimate project scheduling through network models and importance of managing time, cost and quality in projects.
CO 5	Devise the best practices in project management and value the application of project management software.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	1	1
CO 2	2	1	3	1	3
CO 3	3	2	2	1	1
CO 4	3	3	2	1	1
CO 5	3	2	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA289- ADVANCED PROJECT MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Define project lifecycle.

2. List out the various types of project organizations.

3. Identify the four categories of attributes on which DPCI is built.

4. Interpret the meaning of Goldratt's Critical Chain.

5. Illustrate the term 'Virtual team'.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain the process of project portfolio and project formulation.

7. "In addition to the relevant technical skills, a project manager needs a combination of business management and leadership skills to ensure a project's success". Analyse the role and responsibilities of a project manager. Explain how a project manager is selected.

8. Discuss the concept of cost estimating and cost improvement in project budgeting.

9. The time and cost estimates and precedence relationship of the different activities constituting a project are given below:

Activity	Predecessor Activities	Time (in weeks)		Cost (in Rupees)	
		Normal	Crash	Normal	Crash
A	-	3	2	8000	19000
B	-	8	6	600	1000
C	B	6	4	10000	12000
D	B	5	2	4000	10000
E	A	13	10	3000	9000
F	A	4	4	15000	15000
G	F	2	1	1200	1400
H	C, E, G	6	4	3500	4500
I	F	2	1	7000	8000

(a) Draw a project network diagram and find the critical path.   (5 marks)

(b) If a dead line of 17 weeks is imposed for completion of the project, what activities will be crashed, what would be the additional cost and what would be the critical activities of the network after crashing?   (5 marks)

10. "Being good at managing projects is usually a matter of following project management best practices". Discuss some of the best practices in project management.

PART C

Compulsory question. This question carries 20 marks

11. A company wishes to start 'e -commerce' during the Covid time, so that their customers can buy their products online. Considering this as a project, answer the following questions:

a) Define the scope of the project. Conduct a feasibility study.   (5 marks)

b) What are the problems expected? If you are the project manager, how will you solve them?   (5 marks)

c) What are the risk factors in the project?   (5 marks)

d) Which organization structure should be followed and why?   (5 marks)

Syllabus	
Module 1	**Introduction**: Project and Project Management, Categories, Project Management – Definition – Goal, Lifecycles. Project Selection Methods. Project Development Cycle, Project Selection Methods, Project Portfolio, Project Teams.
Module 2	**Project Organization:** Project Organization, Project Manager- Roles and Responsibilities, Selecting Project Manager, Project formulation, Types of Project Organizations, Conflict management, Resolving Conflicts, Client-Values & Expectations, - Application of Project Management software.
Module 3	**Project Planning and Budgeting**: Planning, Project Identification, Project Appraisal, - Technical, financial, Legal, Social Appraisal, Project Profiling Models, Darnall- Preston Complex Index, Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty andrisk management.
Module 4	**Project Scheduling & Allocation:** Scheduling and Resource Allocation-PERT& CPM Networks- Crashing– Goldratt's Critical Chain, Time Management, Estimate Cost, Budget & Budgetary Control, Managing Project Risk, Project Management & Closure, Procurement Plan, Project Closure.
Module 5	**Emerging Issues**: Best Practices in Project Management, Fostering Excellence in PM, Project Management Office, Project Portfolio Management, Team Organisation and People Management, Complex Issues in Communication and Virtual Teams.

Text Book

1. Harold Kerzner (2015). *Project Management Best Practices*: *Achieving Global Excellence*, Wiley India Private Limited.

2. Cliffor G. and Larson E., (2014). *Project Management*, McGraw Hill Education (India) Private Limited.

3. Venkataraman K., (2007). *Maintenance Engineering and Management*, PHI Learning Private Limited.

4. Jack Gido and James Clements (2002). *Successful Project Management*, South-Western.

References and Suggested Readings

1. Meri Williams, (2008). *Principles of Project Management*, Site Point.

2. Subba Rao K. V., (2009). *Project Management*, Adhyayan Publishers & Distributors.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Project and Project Management	3 Hours
1.2	Project Selection Methods	2 Hours
1.3	Project Portfolio, Project Teams	2 Hours
2	**Project Organisation**	
2.1	Project Organisation	3 Hours
2.2	Types of Project Organisations	2 Hours
2.3	Application of Project Management software.	2 Hours
3	**Project Planning and Budgeting**	
3.1	Planning	3 Hours
3.2	Project Profiling Models	2 Hours
3.3	Cost Estimating and Budget uncertainty	2 Hours
4	**Project Scheduling & Allocation**	
4.1	PERT& CPM	3Hours
4.2	Crashing– Goldratt's Critical Chain	2 Hours
4.3	Project Management & Closure	3 Hours
5	**Emerging Issues**	
5.1	Best Practices in Project Management	3 Hours
5.2	Best Practices in Project Management	2 Hours
5.3	Complex Issues in Communication and Virtual Teams	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA291	SYSTEM ANALYSIS AND DESIGN	Elective	3	0	0	3

Preamble: This course has been designed to enrich the business management students with deeper understanding and practical wisdom on various aspects of system analysis and design (SAD) including the different methodologies, processes, techniques and tools in developing organizational information systems. Upon successful completion of the course a participant is expected to have deeper understanding on the theoretical concepts of SAD, and should be able to confidently apply their knowledge learned in an organizational context.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the tools used for system analysis and design
CO 2	Illustrate methods for structured system analysis and design.
CO 3	Explain I/O design and object oriented system modeling.
CO 4	Outline the control measures for performance and security of information system
CO 5	Summarize the applications of system analysis and design in e-commerce

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1		2			
CO 2		2			
CO 3		2			
CO 4		2			
CO 5	2	2		2	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   :16 marks

Assignment/Quiz/Course project   :10 marks

Seminar and Discussion   :10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA291- SYSTEM ANALYSIS AND DESIGN

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Differentiate data and information
2. Point out the relevance of decision tables in an information system development process
3. What do you mean by validation of input data?
4. List out the different types of testing conducted during system analysis and design process
5. Explain digital signature.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the concept of feasibility study with appropriate examples.
7. Explain the concept of Entity Relationship Model with suitable examples
8. Elaborate object-oriented systems modeling techniques from an information system development perspective
9. "Disaster recovery and business continuity has high relevance in organizational sustainability." Discuss the disaster recovery and business continuity practices followed and implemented by the corporate enterprises.
10. .How do you enhance the security of e commerce transactions? Discuss the legal implications of e commerce transactions.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. The three major stakeholders in an information system development projects are the end users, system/ business analysist and the management. Discuss the critical role of each of these stakeholders in the requirement identification and feasibility study stage of system development.

(1x20 marks =20marks)

Syllabus	
Module 1	**Overview of Data, Information, Systems Analysis and Design Life Cycle** Data and Information –Organizational need for information systems – qualities of information. Systems Analysis and Design Life Cycle -. Role of systems analyst – attributes of a systems analyst – Information gathering – system requirements specification – Feasibility analysis – Tools for systems analysts – data flow diagrams – leveling of DFDs – leveling rules – logical and physical. DFDs – software tools to create DFDs.
Module 2	**Structured systems analysis and design** Procedure specifications in structured English – examples and cases – decision tables for complex logical specifications – specification-oriented design vs procedure-oriented design; Data oriented systems design – entity relationship model – E-R diagrams – relationships cardinality and participation – normalizing relations – various normal forms and their need – some examples of relational data base design.
Module 3	**Data I/O methods and Object-oriented systems modeling** Data input methods – coding techniques – requirements of coding schemes – error detection of codes – validating input data – input data controls – interactive data input; Designing outputs – output devices – designing output reports – screen design – graphical user interfaces – interactive I/O on terminals – Object oriented systems modeling – composition and usefulness of objects– objects and their properties – classes – inheritance – polymorphism–how to identify objects in an application–how to model systems using objects – some cases of object-oriented system modeling.
Module 4	**Control** Control – audit and security of information systems – need for controls – objectives of control – techniques used in control – auditing information systems – auditing around, through and with the computer – testing information systems – types of tests – how to generate tests – security of information systems – disaster recovery – business process continuity.
Module 5	**Applications in e-commerce** Systems analysis and design in the era of electronic commerce – B2B, B2C and C2C e-commerce – advantages and disadvantages of e-commerce. E- commerce system architecture – physical networks, logical network, world wide web, web-services –html, XML; Electronic data interchange – EDI standards – virtual private networks – XML and EDI; Security of e-commerce transactions, firewalls – encryption methods – symmetric and asymmetric encryption – digital signature – certifying authorities for signatures – legal status of e-commerce transactions; software engineering and implementation - quality assurance through software engineering; Implementation of an information system.

Text Book
1. V Rajaraman. (2011), Analysis and Design of Information Systems, PHI Learning Private Limited 2. Preeti Gupta (2005), Structured System Analysis and Design, Firewall Media, Laxmi Publications Private Limited 3. J B Dixit and Rajkumar (2007), Structured System Analysis and Design, Laxmi Publications Private Limited

References and Suggested Readings

1. Tilley and Rosenblatt (2016), System Analysis and Design, Shelly Cashman series, Cengage Learning
2. Dennis, Wixom and Roth (2018), System Analysis and Design, Wiley
3. Charles S Wasson (2005), System Analysis, Design and Development: Concepts, Principles and Practices, John Wiley & Sons Inc.

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Overview of Data, Information, Systems Analysis and Design Life Cycle**	
1.1	Data and Information	1 Hour
1.2	Systems Analysis and Design Life Cycle	2 Hours
1.3	Information gathering & Requirement analysis	1 Hour
1.4	Feasibility analysis & Documentation	1 Hour
1.5	DFD	2 Hours
2	**Structured systems analysis and design**	
2.1	Decision tables for complex logical specifications	2 Hours
2.2	Specification-oriented design vs procedure-oriented design	2 Hours
2.3	Data oriented systems design	3 Hours
3	**Data I/O methods and Object-oriented systems modeling**	
3.1	Data input methods	2 Hours
3.2	Designing outputs	2 Hours
3.3	Object-oriented systems modelling	3 Hours
4	**Control**	
4.1	System Control and Audit	3 Hours
4.2	System Testing	2 Hours
4.3	System security and business process continuity	2 Hours
5	**Applications in e-commerce**	
5.1	E- commerce system architecture	2 Hours
5.2	Electronic data interchange	1 Hour
5.3	Digital signature	1 Hour
5.4	Legal status of e-commerce transactions	1 Hour
5.5	Software engineering and implementation	2 Hours
5.6	Implementation of Information systems	1 Hour
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA293	GLOBAL INFORMATION SYSTEM	Elective	3	0	0	3

Preamble: The course on Global Information Systems introduces the participants on various technological aspects that supports business excellence while operating in a digitalized economic scenario. The concepts related to Information Systems in Global Business, Strategic connectivity, Physical connectivity, Emerging technologies, Managing global systems and Outsourcing opportunities & challenges are discussed in detail to empower the participants to gain knowledge and acquire related skill sets. Upon completion of the program, a participant should be able to appreciate, analyze and assess global information systems

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the importance of information system in global business.
CO 2	Identify the challenges of data storage and security
CO 3	Outline the communication technologies required for physical connectivity in global business
CO 4	Analyse business requirements for selecting appropriate information systems to achieve organizational excellence.
CO 5	Assess outsourcing of organization's IT function from strategic and governance perspective.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1					
CO 2				2	
CO 3					
CO 4	3	3		2	
CO 5	3	3		2	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   :16 marks

Assignment/Quiz/Course project   :10 marks

Seminar and Discussion   :10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA293- GLOBAL INFORMATION SYSTEM

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks

1. Define e_business.
2. List out the benefits of Firewalls
3. What do you mean by Network Protocols
4. Give three examples for business requirements in information system projects
5. Give few benefits of Micro-sourcing.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the challenges faced in the rollout of multi-site global information system projects.
7. Elaborate the implications of Moore's Law in information systems projects.
8. Critically examine the emerging technologies used in information system projects.
9. What are the major challenges faced while managing global information systems?
10. IT outsourcing has been always risky and challenging for corporate enterprises. Do you agree with this statement? Discuss your views with appropriate examples from the industry.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. ABC Inc., is a global market leader in COCOA industry and operates in 16 different countries in MENA region. In the recent board meeting the management decided to integrate the software solutions used in 16 different countries and develop a global information system. The Chief IT Officer (CITO) has been entrusted the responsibility to develop a strategic plan and explain the competitive advantage. Discuss in details about the various aspects that the CITO must consider while preparing his report to the board.

(1x20 marks =20marks)

Syllabus	
Module 1	**Information Systems in Global Business** Information Systems in Global Business Today – systems in businesses, why it's important; Global IT workforce vs Domestic Workforce; Global e- business and collaboration; obstacles in rollout, challenges in Multi site projects; tools and techniques to increase productivity; implications of poor global information systems management.
Module 2	**Data storage and security** Moore's Law; Law of Mass Storage; Implications of laws in reducing costs and improving performance; Cloud computing; Cloud in multinational enterprise; Firewalls, hacking, ethical hacking, role of systems managers, system administrators.
Module 3	**Technologies for physical connectivity in global business** Information Technology, Corporate Strategy, and Competitive Advantage (Interlinked Value Chains); Basic Communications Technology and Concepts, Local Area Networks, Wide Area Networks (Packet Networks), Network Protocols (ISO OSI); *Emerging technologies* Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.
Module 4	**Managing global systems** Key business drivers and challenges in the global environment; strategies for success in the global market; "connectivity" as a driver for global information system; software be designed to fit the business requirements Vs. business requirements be modified to fit existingsoftware.
Module 5	**Outsourcing** B2B Exchange Model; Micro-sourcing; Outsourcing from Service Provider Viewpoint; Producer/Consumer Perspective in Outsourcing; Voluntary/Involuntary Perspective in Outsourcing; Need to outsource; challenges and risks, advantages and disadvantages associated with outsourcing an organization's IT function; different kinds of outsourcing currently in use in today's global economy.

Text Book

1. Dorothy E Leidner and Tim Kayworth (2008), Global Information Systems: The Implications of Culture for IS Management, A Butterworth-Heinemann Title
2. Jawadekar. (2013) Management Information Systems: A Global Digital Enterprise Perspective, McGraw Hill Education (India) Private Limited
3. Yi chen Lan. (2006), Global Information Society: Operating Information Systems in a Dynamic Global Business Environment, Idea Group Publication.

References and Suggested Readings

1. Ash Bisaria, What's next for outsourcing? –http://outsourcemag.com/whats-next-for-outsourcing/
2. Nigel Chisnall, All sides are winners as IT outsourcing deals get shorter and less costly – http://outsourcemag
3. Arshdeep Bahga and Vijay Madisetti. (2014), Cloud Computing: A Hands-on Approach, Orient Blackswan Pvt Ltd,India.
4. Thorsten Blecker. (2007), Mass Customization Information Systems in Business, IGI Global.
5. Emily Nagle Green (2010), Anywhere: How Global Connectivity is Revolutionizing

the Way We Do Business, McGraw Hill Education (India) Private Limited.
6. Andrew S Tanenbaum and Herbert Bos (2015), Modern Operating Systems: Global Edition, Kindle Edition, Pearson Education.
7. Mary C. Lacity, Leslie P. Willcocks, Mary Cecelia Lacity, and Leslie Willcocks (2000), Global Information Technology Outsourcing: In Search of Business Advantage, John Wiley & Sons.
8. Erran Carmel and Paul Tjia (2005), Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce, Cambridge University Press.

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Information Systems in global business**	
1.1	Information Systems in global business today	1 Hour
1.2	Global e-business and collaboration	2 Hours
1.3	Tools and techniques to increase productivity	2 Hours
1.4	Implications of poor global information systems management;	2 Hours
2	**Data storage and security**	
2.1	Moore's Law	2 Hours
2.2	Cloud computing	2 Hours
2.3	Firewalls, hacking, ethical hacking	3 Hours
2.4	Role system managers and administrators	1 Hours
3	**Technologies for physical connectivity in global business**	
3.1	Corporate strategy, and Competitive advantage (Interlinked Value Chains)	3 Hours
3.2	Physical connectivity	2 Hours
3.3	Emerging technologies	2 Hours
4	**Managing global systems**	
4.1	Key business drivers and challenges in the global environment	1 Hour
4.2	Strategies for success in the global market	2 Hours
4.3	"Connectivity" as a driver for global information system	2 Hours
4.4	Software design for business requirement v/s business requirement modification for existing software	2 Hours
5	**Outsourcing**	
5.1	Outsourcing models	2 Hours
5.2	Outsourcing Organization's IT function	3 Hours
5.3	Outsourcing currently in use in today's global economy	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA295	**BUSINESS DATABASE SYSTEM**	Elective	3	0	0	3

Preamble: Developing and managing efficient and effective database applications requires understanding the fundamentals of database management systems, techniques for the design of databases, and principles of database administration. The objective of this course is to deliver the fundamentals of database. A variety of topics will be covered that are important for modern databases in order to prepare the students for real life applications of databases.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the fundamental elements of business database environment.
CO 2	Demonstrate the ability to design Database models to represent business scenarios
CO 3	Examine File organization in DBMS
CO 4	Develop Conceptual data models
CO 5	Appraise on Distributed data models and security

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1		2		2	
CO 2		2		2	
CO 3		2			
CO 4		2			
CO 5		2			

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION
20MBA295– BUSINESS DATABASE SYSTEMS

Max. Marks: 60   **Duration: 3 Hours**

PART A
Answer *all* questions. Each question carries 2 marks

1. List the components of a database environment
2. Define a Relational databases
3. What is a hash index?
4. What are the different types of Entities?
5. What are the components of a DDBMS?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Compare traditional File Systems with Database Management Systems   (6 marks)
    b. Explain advantages and disadvantages of DBMS   (4 marks)
7. a. Explain in details various data models   (5 marks)
    b. Explain Data abstraction and schema architecture   (5 marks)
8. a. Detail on Hashing Techniques   (6 marks)
    b. Explain Buffering of blocks.   (4 marks)
9. a. With an example, develop an ER Model with relevant components   (7 marks)
    b. What are database design challenges   (3 marks)
10. a. Analyze on Distributed database design security and integrity violations (6 marks)
    b. Develop distributed database design concepts   (4 marks)

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Develop an ER diagram for keeping track of information about a company database taking into account atleast five entities. With a neat block diagram, represent the architecture of a typical DBMS required for the company.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Database Environment**, functioning of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of DBMS, Applications
Module 2	**Data Model**, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems, DDL, DML and use of SQL in relational Databases and normalization.
Module 3	**File Organization-**Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks, Placing File Records on Disk, Operation on Files, Files of Unordered Records (Heap Files), Files of Ordered Records, Hashing Techniques- primary index and clustering index
Module 4	**Conceptual Data model** - ER Model Concept using example, Components of an ER Model, Relationships, Roles and Structural constraints, Constraints on Relationship Types
Module 5	**Distributed DBMS Concepts**, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design Security and Integrity Violations, Authorization, Granting of Privileges

Text Book
1. C. J. Date, A. Kannan and S. Swamynathan, An Introduction to Database Systems, Pearson Education. 2. Raghu Ramakrishnan, Johannes Gehrke, Database Management Systems, McGraw-Hill Higher Education

References and Suggested Readings
1. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database System Concepts, McGraw-Hill Education (Asia). 2. Shio Kumar Singh, Database Systems Concepts, Designs and Application, Pearson Education. 3. Peter Rob and Carlos Coronel, Database Systems Design, Implementation and Management, Thomson Learning-Course Technology. 4. Patrick O'Neil and Elizabeth O'Neil, Database Principles, Programming and Performance, Harcourt Asia Pvt. Ltd

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Database Environment**	
	1.1	Centralized Database System, Traditional File Systems vs. Modern Database Management Systems	2 Hours
	1.2	Properties of Database, Types of Database Users, Advantages of DBMS,	3 Hours
	1.3	Applications	2 Hours
2		**Data Model**	
	2.1	Schemas, three schema architecture, Languages and Interfaces	2 Hours
	2.2	DBMS Components, Classification of Database Management Systems	3 Hours
	2.3	DDL, DML and use of SQL in relational databases and normalization	2 Hours
3		**File Organization**	
	3.1	Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks	2 Hours
	3.2	Placing File Records on Disk, Operation on Files, Files of Unordered and Ordered Records,	3 Hours
	3.3	Hashing Techniques- primary index and clustering index	2 Hours
4		**Conceptual Data model - ER Model**	
	4.1	ER Model Concept using example	3 Hours
	4.2	Components of an ER Model, Relationships,	3 Hours
	4.3	Roles and Structural constraints, Constraints on Relationship Types	2 Hours
5		**Distributed DBMS Concepts**	
	5.1	Client-Server Model, Data Fragmentation, Replication	2 Hours
	5.2	Allocation Techniques for Distributed Database Design Security and Integrity Violations	3 Hours
	5.3	Authorization, Granting of Privileges	2 Hours
		TOTAL	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA297	KNOWLEDGE MANAGEMENT AND IT/ITES CONSULTING	Elective	3	0	0	3

Preamble: Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieve organisational objectives by making the best use of knowledge. Knowledge management is important because it boosts the efficiency of an organization's decision-making ability. In making sure that all employees have access to the overall expertise held within the organization, a smarter workforce is built who are more able to make quick, informed decisions that benefit the company.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Define the concepts, theories, terminologies associated with knowledge management and knowledge creation
CO 2	Explain the organisational knowledge creation theories
CO 3	Apply the knowledge management assessment tools to solve business problems.
CO 4	Analyse strategies developed using knowledge management tools with the help of Information Technology
CO 5	Evaluate the application of knowledge management in IT and ITES for strategic development

Mapping of course outcomes with program

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1		2			
CO 2		2		2	
CO 3	3	3			
CO 4		3		2	
CO 5		3			

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA297 KNOWLEDGE MANAGEMENT AND IT/ITES CONSULTING

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Define knowledge management
2. What is multi dimensional organisational learning?
3. Define GPO-WM implementation mode
4. What is content analysis.
5. What is system life cycle?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain in detail technological vs pre technological knowledge.
7. Illustrate in detail about knowledge diversity and knowledge creation?
8. Explain in detail knowledge auditing and its impact.
9. Explain in detail regarding methods of structuring knowledge and Information.
10. Illustrate how knowledge management is done in a manufacturing company with an example.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Imagine that you are having an online E-Commerce B2C market. Analyse how you will be utilising knowledge management with IT support to a) Increase the customer base b) Engaging customers and developing good customer relationship

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Overview of Knowledge Management** - Human cognition from the technology manager's perspective; Knowledge creation at the level of the individual, group and organization; The nature of technical problem solving, Formulating knowledge, Explicit and codified knowledge Tacit, implicit and sticky knowledge; Technological versus pre- technological knowledge; Experts and expertise.
Module 2	**Managing organizational knowledge, learning and intellectual capital**-Developing metrics for knowledge, learning and intellectual capital; Knowledge quality; Organizational knowledge creation theories and their application; Experimentation strategies for knowledge creation; Knowledge diversity and knowledge integration; Multi-dimensional organizational learning; Knowledge transfer; Value-of-ownership models
Module 3	**The knowledge management core process -** The Knowledge Management Design Fields; Business Process Oriented Knowledge Management – The GPO-WM Implementation Mode, KM Strategy, The GPO-WM Analysis of Business Process, KM Solutions, KM-Implementation Phase; The Fraunhofer Knowledge Management Audit (FKM Audit), Audit approaches for the evaluation of Knowledge Management – The Knowledge Audit (According to Liebowitz), Knowledge Management Assessment Tool (KMAT), Knowledge Management Diagnostic (KMD), Knowledge Audit (According to Pfeifer), Knowledge Management Maturity Model (KMMM)..
Module 4	**Knowledge Management Tools** - Diagnostic technologies and their value Structuring Knowledge and Information – Definition of knowledge structure, Search strategies and knowledge structures, methods of structuring knowledge and Information Data management, information technology and organizational productivity; Web-centric knowledge management, Global, joint, simultaneous problem solving in a value network; Content Analysis
Module 5	**Applications of knowledge management in IT & ITES** - Application - Information Technology – Intranets; Best Practices; Systems Analysis Techniques; Systems Lifecycle; Design & Evaluation; Knowledge management in manufacturing and the service sector; Knowledge Management: Retaining Knowledge in IT/ITES Companies – Dissatisfied customers – breaches in SLAs; Productivity challenges; Increased competition; Knowledge scarcity; KM Solution - Nephila.

| Text Book |
|---|
| 1. Kai Mertins, Peter Heisig and Jens Vorbeck (2003), *Knowledge Management – Concepts and Best Practices*, Springer. |
| 2. Davenport, Thomas and Laurence Prusak. (2000), *Working Knowledge: How Corporations Manage What They Know.* Boston, Harvard Business School Press. |
| 3. Kimiz Dalkir (2011), *Knowledge Management in Theory and Practice*, MIT Press. |
| 4. Edna Pasher and Tuvya Ronen (2011), *Knowledge Management in Theory and Practice*, John Wiley & Sons. |

References and Suggested Readings

1. Dr. Santwana Chaudhuri (2011), *Knowledge Management in Indian IT Industries*, 3rd International Conference on Information and Financial Engineering IPEDR vol.12, IACSIT Press, Singapore, http://www.ipedr.com/vol12/45-C115.pdf

2. Donald Hislop (2013), *Knowledge Management in Organizations: A Critical Introduction*, Oxford University Press.

3. Elias.M. Award and Hassan M. Ghaziri (2003), *Knowledge Management*, Pearson Education.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Knowledge Management**	
1.1	Human cognition from the technology manager's perspective; Knowledge creation at the level of the individual, group and organization	2 Hours
1.2	The nature of technical problem solving, Formulating knowledge, Explicit and codified knowledge	3 Hours
1.3	Tacit, implicit and sticky knowledge; Technological versus pre-technological knowledge; Experts and expertise.	2 Hours
2	**Managing organizational knowledge, learning and intellectual capital**	
2.1	Developing metrics for knowledge, learning and intellectual capital; Knowledge quality	3 Hours
2.2	Organizational knowledge creation theories and their application; Experimentation strategies for knowledge creation	2 Hours
2.3	Knowledge diversity and knowledge integration; Multi-dimensional organizational learning; Knowledge transfer; Value-of-ownership models	3 Hours
3	**The knowledge management core process**	
3.1	The Knowledge Management Design Fields; Business Process Oriented Knowledge Management – The GPO-WM Implementation Mode, KM Strategy, The GPO-WM Analysis of Business Process, KM Solutions, KM-Implementation Phase	2 Hours
3.2	The Fraunhofer Knowledge Management Audit (FKM Audit), Audit approaches for the evaluation of Knowledge Management	2 Hours
3.3	The Knowledge Audit (According to Liebowitz), Knowledge Management Assessment Tool (KMAT), Knowledge Management Diagnostic (KMD), Knowledge Audit (According to Pfeifer), Knowledge Management Maturity Model (KMMM).	3 Hours
4	**Knowledge Management Tools**	
4.1	Diagnostic technologies and their value - Structuring Knowledge and Information – Definition of knowledge structure	2 Hours
4.2	Search strategies and knowledge structures, methods of structuring knowledge and Information Data management, information technology and organizational productivity.	2 Hours
4.3	Web-centric knowledge management Global, joint, simultaneous problem solving in a value network; Content Analysis	2 Hours

5		Applications of knowledge management in IT & ITES	
	5.1	Application - Information Technology – Intranets; Best Practices; Systems Analysis Techniques;	2 Hours
	5.2	Systems Lifecycle; Design & Evaluation; Knowledge management in manufacturing and the service sector	3 Hours
	5.3	Knowledge Management: Retaining Knowledge in IT/ITES Companies – Dissatisfied customers – breaches in SLAs; Productivity challenges Increased competition; Knowledge scarcity; KM Solution - Nephila	3 Hours
		Total	36 Hours
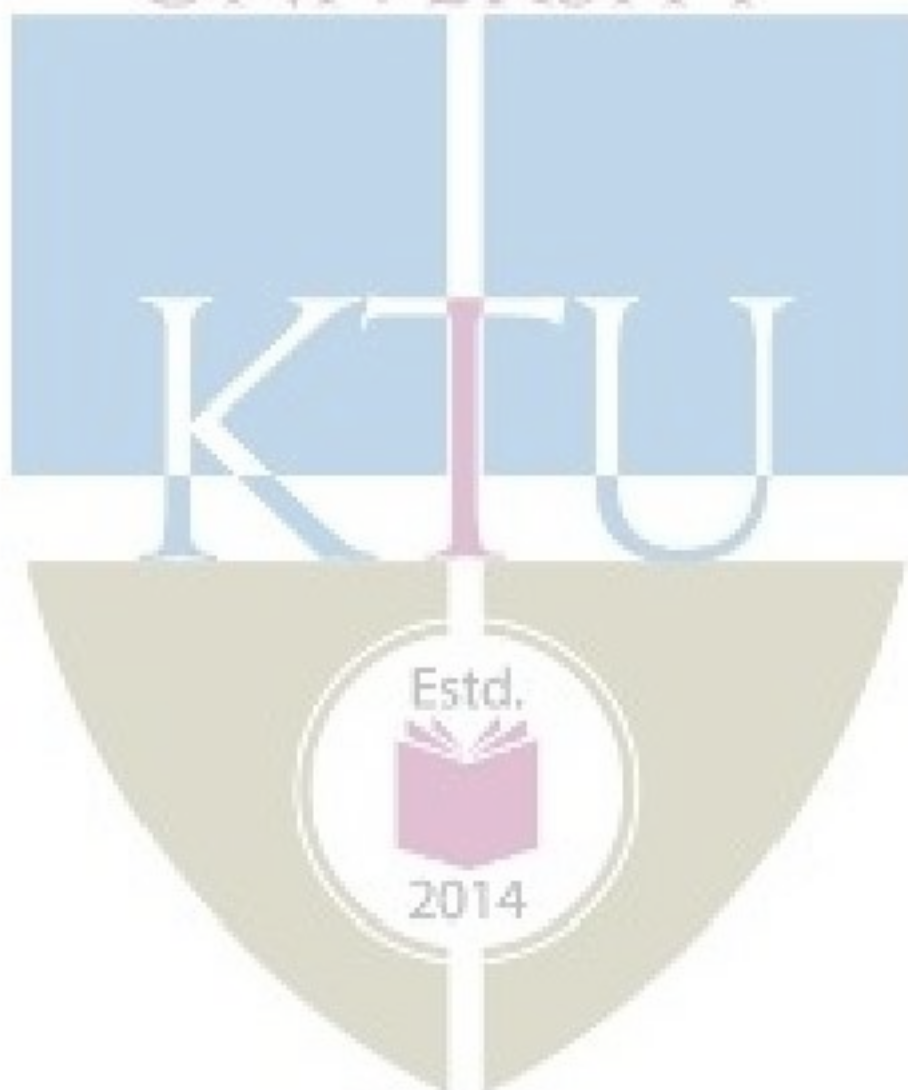
Course Code	Course Name	Category	L	T	P	Credit
20MBA299	INFORMATION SECURITY AND RISK MANAGEMENT	Elective	3	0	0	3

Preamble: This course prepares the participant to appreciate and apply the theoretical and conceptual knowledge learned to improve their information security responsible behavior and further to develop skills in a work-related context in an organizational environment. The academic engagement of this course will discuss topics on information security management, risk assessment, risk management, ISMS, information security culture, information security governance, business continuity planning and the salient features of the Indian IT Act 2000. The participants of the course will be prepared to reflectively apply the learning from the course while working in an organizational environment.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain information management systems concepts and terminologies.
CO 2	Illustrate information security related risk assessment and management.
CO 3	Analyse organizational information security requirements in line with Information Security Management Systems (ISO 27001).
CO 4	Evaluate information security culture in an organization.
CO 5	Interpret the Indian cyber law and IT Act 2000 based on a digitalised business environment.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1		2			
CO 2		2			
CO 3	2	2		2	
CO 4	1	2		1	
CO 5		2		2	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   :16 marks

Assignment/Quiz/Course project   :10 marks

Seminar and Discussion   :10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA299- INFORMATION SECURITY AND RISK MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks

1. List out the different classification of information assets in an organization?
2. Define business continuity planning
3. What is the relevance of ISMS from an organizational perspective?
4. Recall three major challenges in maintaining good information security culture in the Indian organizations.
5. What are the major objectives of the Indian IT Act 2000?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Discuss the inter relationship among vulnerability, threats and risk in an information security context, and its organizational business impact.
7. "Risk treatment is important, but risk assessment is critical". Discuss your views with suitable examples.
8. Explain ISMS (ISO 27001) domains in detail.
9. Sketch your strategies to raise information security awareness in a banking organization.
10. Discuss in detail the salient provisions of the Indian IT act 2000

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. ABCO Bank has recently appointed Ms. Niya as the chief information security officer. One of her key responsibilities is to prepare the organization for ISMS implementation. Discuss in detail those aspects she should consider for successful roll out of this project.

(1X20 marks =20marks)

Syllabus	
Module 1	**Information Security Management** Introduction-Information-Value of Information – Information Asset Classification-Information Security- Vulnerability- Threats- Risks- Security Objectives- Organisational Business Impact, Case Study on Information Security Management
Module 2	**Risk Assessment & Management** Security Risk – Nature of Risk – Nature of Information Security Risk – Risk Assessment- Risk Assessment Process – Risk Assessment Approaches - Risk Management Process – Risk Treatment – Risk Management System – Information Security Measures – Business Continuity Management
Module 3	**Information Security Management Systems** (ISMS (ISO 27001)) ISMS Process Model - Information Security Policy – Organisation of Information Security- Asset Management - Human Resource Security – Physical and Environmental Security – Communications and Operations Management – Access Control - Information System Accusation, Development and Maintenance – Information Security Incident Management – Business Continuity Management – Compliance
Module 4	**Organisational Information Security Governance**– Management of Information Security -Organisational Issues – Information Security Awareness - Information Security Culture – Information Security Governance
Module 5	**Cyber Law in India and IT Act 2000** Need for strong cyber law in India- Objectives of IT Act 2000-Cyber Offences under IT Act 2000- Important Definitions under IT Act 2000- Salient Provisions of IT Act 2000- Emergence of IT Amendment Act (ITAA) 2008

Text Book

1. Manish Agrawal, Alex Campoe, Eric Pierce (2014), Information Security and Risk Management, 2nd edition Wiley India.
2. Mark Stamp (2011), Information Security: Principles and Practice, 2nd edition Wiley India
3. David Alexander, Amanda Finch, David Sutton, Andy Taylor (2013), Information Security Management Principles, 2nd edition, BCS
4. Evan Wheeler, Security Risk Management: Building an Information Security Risk Management Program from the Ground Up, 1st edition Syngress

References and Suggested Readings

1. Sari Greene (2014), Security Program and Policies: Governance and Risk Management, 2nd edition Pearson
2. Venkatraman Rajendran, IT Security, Indian Institute of Banking & Finance, Taxmann Publications Pvt. Ltd
3. Geetha, Swapna Raman, Cyber Crimes and Fraud Management, Indian Institute of Banking & Finance, Macmillan Publications India Ltd
4. Steve G Watkins, An Introduction to Information Security and ISO27001: 2013: A Pocket Guide, IT Governance Publishing
5. Bel G. Raggad, Information Security Management: Concepts and Practice, CRC Press, ISBN 9781420078541

Course Contents and Lecture Schedule

No.		Topic	No. of Lectures
1		**Information Security Management**	
	1.1	Introduction to Information Security Management	2 Hours
	1.2	Information Asset Classification	2 Hours
	1.3	Information Security- Vulnerability- Threats- Risks- Security Objectives- Organisational Business Impact	3 Hours
2		**Risk Assessment & Management**	
	2.1	Risk and Risk Assessment	3 Hours
	2.2	Risk Management Process and Systems	2 Hours
	2.3	Business Continuity Management	2 Hours
3		**Information Security Management Systems**	
	3.1	ISMS Process Model	3 Hours
	3.2	Communications and Operations Management	2 Hours
	3.3	Business Continuity Management	2 Hours
4		**Organisational Information Security Governance**	
	4.1	Management of Information Security in organisations and related issues	3 Hours
	4.2	Information Security Culture	2 Hours
	4.3	Information Security Governance	2 Hours
5		**Cyber Law in India and IT Act 2000**	
	5.1	Need for Cyber Law in India	1 Hour
	5.2	Introduction to IT Act 2000	1 Hour
	5.3	Important Definitions under IT Act 2000	2 Hours
	5.4	Salient Provisions of IT Act 2000	2 Hours
	5.5	Emergence of IT Amendment Act (ITAA) 2008	2 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA301	BUSINESS INTELLIGENCE AND DATA WAREHOUSING	Elective	3	0	0	3

Preamble: Business intelligence (BI) is a collection of applications and techniques used to transform data into actionable information. BI involves enterprise-level data analysis that pinpoints areas for operational improvement and external expansion. In addition, business intelligence can incorporate data visualization, which further facilitates strategic business decisions. Data mining is a branch of data science that searches through vast datasets, mining for nuggets of wisdom. Data mining exposes patterns in massive datasets that can provide valuable business intelligence.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Define all the concepts, theories, terminologies associated with warehousing and warehouse architecture mining
CO 2	Explain all the conceptual models of data mining and datamining systems
CO 3	Understand the logic and algorithm in data mining to solve various business scenario
CO 4	Analyse various classifications and prediction methods in business intelligence
CO 5	Evaluate the various business scenarios in retail industry, telecommunications industry, banking & finance and CRM

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	2	3	2
CO 2	2	2	2	3	3
CO 3	3	2	2	3	3
CO 4	2	3	3	2	2
CO 5	3	2	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA301- BUSINESS INTELLIGENCE AND DATA WAREHOUSING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Data warehouse.
2. What is data mining?
3. Define incremental ARM.
4. Define CART.
5. What is Web mining?

(5x2 marks = 10 marks)

PART B
Answer any three questions. Each question carries 10 marks

6. Explain in detail about building blocks of data warehousing. How OLAP servers help in data warehousing?

7. Illustrate the difference between business intelligence and data mining. What are the various classifications of DM systems?

8. Explain in detail regarding data generalisation and summarisation. How appriori algorithm is useful in plotting data?

9. Explain in how linear and non-linear regression is used in prediction. How case-based reasoning is used in business?

10. Explain in detail web usage mining. How data mining can be used for balanced score card?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Analyse how a company can utilise data mining for click streaming and market segmentation if it wants to expand its business to a entirely new market place.

(1x20 marks = 20 marks)

Syllabus		
Module 1	**Overview and concepts of Data Warehousing (DW) and Business Intelligence (BI)** Analyzing data, Raw data to valuable information-Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks: Defining Features - Data warehouses and data marts, Virtual Warehouses - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing, Architectures, OLAP and OLAP Servers – recent trends in data warehousing, Dynamic Warehousing.	
Module 2	**The Architecture of BI and Introduction to data mining (DM)** BI and DW architectures and its types - Relation between BI and Data Mining. Motivation for Data Mining - Data Mining- Definition and Functionalities Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM. KDD Process- Various Models and their significance.	
Module 3	**Concept Description and Association Rule Mining** Concept description - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm - generating rules – Improved Apriori algorithms, FP Growth Algorithm – Incremental ARM – Associative Classification – Rule Mining, ARCS.	
Module 4	**Classification and Prediction** Issues regarding Classification and prediction; Various Classifiers and Classification methods - Decision tree, Bayesian Classification, Rule Based Classifiers, CART, Neural Network, Nearest Neighbour, Case Based Reasoning, Rough Set Approach. The role of Genetic Algorithm and fuzzy logic; Prediction methods - Linear and nonlinear regression, Logistic Regression.	
Module 5	**Web mining and Data Mining for Business Intelligence Applications** Web Mining - Web mining introduction, Web Content Mining, Web Structure Mining, Web Usage mining, Automatic Classification of web Documents. Data Mining for Business Intelligence Applications - Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance and CRM.	

Text Book
1. William H. Inmon, (2005). *Building the Data Warehouse*, Wiley India Private Limited.
2. Michael J.A. Berry and Gordon S. Linoff, (2012) *Data Mining Techniques: for Marketing, Sales and Customer Relationship Management,* Wiley India Private Ltd.
3. Jiawei Han, Micheline Kamber and Jian Pei. (2012) *Data Mining Concepts and Techniques*, Elsevier.
4. Ramesh Sharda, Dursun Delen Efraim Turban, David King, (2013) *Business Intelligence: A Managerial Approach*, Pearson Education.

References and Suggested Readings
1. Paulraj Ponniah (2012) *Data Warehousing Fundamental for IT Professionals,* John Willey.
2. J. Han and M. Kamber, (2011). *Data Mining Concepts and Techniques*, Morgan Kaufmann Publishers.
3. Mehmed Kantardzic, (2011) *Data mining: Concepts, models, methods and algorithms*, John- Blackwell.
4. David Loshin, (2012). *Business Intelligence: The Savvy Manager's Guide*, Elsevier.
5. Carlo Vercellis, (2013). *Business Intelligence: Data Mining and Optimization for Decision Making (WSE)*, Wiley India Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview and concepts Data Warehousing (DW) and Business Intelligence (BI)**	
1.1	Analyzing data, Raw data to valuable information-Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks	2 Hours
1.2	Data warehouses and data marts, Virtual Warehouses - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing, Architectures,	3 Hours
1.3	OLAP and OLAP Servers – recent trends in data warehousing, Dynamic Warehousing	2 Hours
2	**The Architecture of BI and Introduction to data mining (DM)**	
2.1	BI and DW architectures and its types - Relation between BI and Data Mining. Motivation for Data Mining - Data Mining-Definition and Functionalities	3 Hours
2.2	Classification of DM Systems – DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse	2 Hours
2.3	– Issues in DM KDD Process- Various Models and their significance	3 Hours

3	**Concept Description and Association Rule Mining**	
3.1	Concept description - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining	2 Hours
3.2	Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm - generating rules – Improved Apriori algorithms	2 Hours
3.3	FP Growth Algorithm – Incremental ARM – Associative Classification – Rule Mining, ARCS.	3 Hours
4	**Classification and Prediction**	
4.1	Issues regarding Classification and prediction; Various Classifiers and Classification methods	2 Hours
4.2	Decision tree, Bayesian Classification, Rule Based Classifiers, CART, Neural Network, Nearest Neighbour, Case Based Reasoning, Rough Set Approach.	2 Hours
4.3	The role of Genetic Algorithm and fuzzy logic; Prediction methods - Linear and nonlinear regression, Logistic Regression.	2 Hours
5	**Web mining and Data Mining for Business Intelligence Applications**	
5.1	Web Mining - Web mining introduction, Web Content Mining, Web Structure Mining, Web Usage mining, Automatic Classification of web Documents	2 Hours
5.2	Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining	3 Hours
5.3	Data mining for market segmentation and retail industry	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA303	e-BUSINESS	Elective	3	0	0	3

Preamble:

Upon successful completion of this course, the student will be able to understand the e-business concepts and how it is different from e-commerce. Moreover, the student will be able to comprehend the e-business models and infrastructure. Students will learn application of e-business concepts to different fields, such as: education, banking, tourism and so on. Over and above all, this course will inspire students with online business ideas and motivate them to apply what they learned in real life.

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO1	Explain the role of e-business and understand its challenges
CO2	Understand the e-business models and plan the strategies
CO3	Examine the e-market place and its functioning
CO4	Assess the applications of e-business and identify the security issues
CO5	Appraise the use of e-business in selected industries

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	-	1	2	-
CO 2	1	-	-	3	1
CO 3	1	2	1	3	1
CO 4	3	1	2	3	1
CO 5	3	2	-	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

<center>**Model Question paper**</center>

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

<center>**20MBA303 e-BUSINESS**</center>

Max. Marks: 60   Duration: 3 Hours

<center>**PART A**</center>
<center>Answer *all* questions. Each question carries 2 marks.</center>

1. Define e-market place.
2. Classify the e-business models.
3. List the functions of e-markets.
4. What do you understand by e-procurement?
5. Recall the funding options for e-business startup.

<div align="right">(5x2 marks = 10 marks)</div>

<center>**PART B**</center>

<center>Answer any *three* questions. Each question carries 10 marks</center>

6. a. Illustrate the strategic planning process.   (5)

   b. Explain the theory of competitive strategy.   (5)

7. a. Outline the functional characteristics of B-2-B e-markets.   (6)

   b. Briefly explain the e-market success factors.   (4)

8. a. Illustrate the security mechanisms for e-business.   (3)

   b. Examine the reliability and quality aspects of e-business.   (7)

9. a. Distinguish between e-commerce and e-business.   (5)

   b. List the inhibitors of e-business.   (5)

10. a. Critically appraise the Online banking and online personal finance benefits

    to customers.   (7)

   b. Assess the impact of e business on tourism industry.   (3)

<div align="right">(3x10 marks = 30 marks)</div>

<center>**PART C**</center>

<center>Answer *all* the questions. This section carries 20 marks</center>

11. a. Justify the importance of e-business with reference to the Covid-19 pandemic
taking the case of e-grocers.   (15)

   b. Identify the risks and challenges involved in an e-business startup.   (5)

<div align="right">(1X20 marks =20marks)</div>

Syllabus	
Module 1	**Overview of e-Business** e-Business –e-Business vs. e-Commerce, Characteristics of e-Business, Elements of an e-Business solution, e- Business Models, Internet marketing and e-Tailing, e- Business roles and their challenges, e-Business requirements, Impacts of e-business, Inhibitors of e- Business; Define e-Marketplace and Describe their Functions; e-Marketplace types and their features.
Module 2	**e-Business Strategy** e-Business Strategy – Strategy, Strategic positioning, Levels of e-Business strategy, The strategic planning process, Strategic alignment, The Consequences of e- Business – theoretical foundation – Theory of competitive strategy, The resource-based view, Transaction cost economics; Success factors for implementation of e- Business strategies; **Business models** definition, classifications of business models – Internet-enabled business models, Value Web business models, The e-Business-enabled business models, Market participants business model, Cybermediaries business model; e-Business and value chain – The Business unit value chain, Value Chain Analysis, Value Stream Analysis, Unbundling the business unit value chain, the industry value chain.
Module 3	**e-Markets** Electronic Markets – Working, Functional characteristics of business-to-business e-Markets, Classification of electronic markets, Market making mechanisms, Biased or unbiased markets; Functions of electronic markets, electronic markets vs traditional markets, Personalization and customization, Information goods, Search, Transaction mechanisms, Price discovery, Facilitation, Electronic invoicing and payment; Effects of electronic markets - impact, stakeholders – buyers, suppliers, investors and service suppliers; e-Market success factors.
Module 4	**e-Business Applications, e-Procurement, e-Payment Systems and Security and Reliability of e-Business** Integration and e-Business suits; ERP, eSCM, CRM; e- Procurement definition, processes, methods and benefits; e-Payment; Reliability and quality considerations, quality requirements, trust, e-business risks; e-Business security– application security requirements, security mechanisms for e-Business; Realising a secure e-Business infrastructure – Infrastructure availability, Network level security, Secure communications, Digital certification and trusted third parties, Trust services overview.
Module 5	**e-Business and Selected Industries and e-Business Start-up** e-Tourism; Employment and Job Market Online; Online Real Estate; Online Publishing and e-Books; Banking and Personal Finance Online; On-Demand Delivery Systems and E-Grocers; Online Delivery of Digital Products; Entertainment; Media. e-Business Start-up–funding options; web site development basics, Search Engine Optimization (SEO); evaluate various e-Business websites on design criteria; Payment gateways; Challenges in e-Business; Risks involved in e-Business; Business Continuity.

Text Books
1. Parag Kulkarni, Sunita Jahirabadkar and Pradip Chande, E-Business, Oxford University Press India, 2013   2. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, Pearson Education, 2013

References and Suggested Readings
1. Michael P. Papazoglou and Pieter M.A. Ribbers, e-Business – Organizational and Technical Foundations, John Wiley & Sons, 2009
2. Efraim Turban, Jae K. Lee, David King and, Michael Chung, Electronic Commerce: A Managerial Perspective, Pearson Education, 1999
3. William Horton and Katherine Horton, E-learning Tools and Technologies: A consumer's guide for trainers, teachers, educators, and instructional designers, Kindle Edition, Wiley Publishing, 2008
4. Thaer Sabri, e-Payments: A Guide to Electronic Money and On-line Payments, Butterworths Law, 2002
5. Michael E. Gerber, The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It, Harper Business, 2004
6. Ravi Kalakota and Marcia Robinson, e-Business: Roadmap for Success (Information Technology), Addison Wesley, 1999
7. Ohad Samet, Introduction to Online Payments Risk Management, Kindle edition, O'Reilly Media, 2013

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of e-Business**	
1.1	e-business Vs e-commerce and characteristics of e-business	2 Hours
1.2	e-business requirements and challenges	3 Hours
1.3	e-market place and functions	2 Hours
2	**e-Business Strategy and business models**	
2.1	e-business strategy and positioning	3 Hours
2.2	classification of e-business models	2 Hours
2.3	e-business and value chain	3 Hours
3	**e-Markets**	
3.1	electronic markets-functional characteristics	2 Hours

3.2	Personalisation and customisation, price discovery, electronic invoicing	3 Hours
3.3	stakeholders and e-market success factors	2 Hours
4	**e-Business Applications, e-Procurement, e-Payment Systems and Security and Reliability of e-Business**	
4.1	e-business suits -ERP, eSCM, CRM	2 Hours
4.2	e-procurement and e-payment	2 Hours
4.3	security and reliability in e-business	2 Hours
5	**e-Business and Selected Industries and e-Business Start-up**	
5.1	e-tourism, online job market, online real estate, online banking, online publishing	2 Hours
5.2	e-business startup- funding and challenges	3 Hours
5.3	risks in e-business, business continuity	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA305	AI STRATEGIES FOR BUSINESS	Elective	3	0	0	3

Preamble: The course AI strategies for Business helps the students in making strategic decisions using these technologies, in terms of both impact on a business and technical feasibility. The purpose is to improve understanding of AI, discuss the many ways in which AI is being used in the industry, and provide a strategic framework on how to bring AI to the center of digital transformation efforts.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Develop a unique understanding of AI's fundamental concepts and methods.
CO 2	Learn how to work effectively with data scientists.
CO 3	Acquire knowledge on Machine learning applications
CO 4	Learn how to apply AI-based methods to solving practical business problems
CO 5	Explore on how to build an AI-powered organisation

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	1	1
CO 2	3	2	2	1	2
CO 3	3	2	2	1	1
CO 4	3	3	2	2	1
CO 5	3	2	1	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA305- AI STRATEGIES FOR BUSINESS

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. List out the different types of machine learning.

2. Identify the five "V's" of data.

3. What does Machine Learning Model Accuracy Mean?

4. List four applications of AI in marketing domain.

5. Summarize the infrastructure requirements for AI.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain the benefits of AI for business.

7. What is predictive modelling used for? Explain with the help of few examples.

8. Discuss four Machine Learning applications in the world of finance.

9. Taking the example of any three VPA's, discuss their accessibility, advantages and disadvantages.

10. "How can we create an AI portfolio?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. "AI disrupts and transforms businesses" Citing examples from the present business world analyse the above statement.

(1x20 marks = 20 marks)

	Syllabus	
Module 1	**AI for Business** Introduction, AI as a General-Purpose Technology, Value of AI, Benefits for Business, Opportunities in AI, Trends in AI, AI human interface, Building trust. Machine Learning Overview, Types, Understand key terms and components involved in machine learning approaches, such as: algorithm, model, training, feature, test set, training set, and ground truth dataset.	
Module 2	**Big Data and AI** Big Data Overview, Basics of Big Data and data infrastructure, five "V's" of data, Big Data Analysis: Extracting Intelligence from Big Data. AI changing business process, Key terms and concepts of Deep Learning, application to predictive modelling, reinforcement learning models applied to the complex optimization scenarios.	
Module 3	**Machine learning Models** Accuracy of ML models, Specific ML Methods, ML in practice, Model Selection and Validation, applications of various machine learning capabilities, capabilities of natural language processing, voice/speech processing, and computer vision, machine learning system architectures for a digital channel chatbot, negotiation engine, and visual classifier. ML Applications in Finance: Fraud Detection. Business application ML in Personalization, Recommender Systems, Impact of recommenders on markets, Challenges with personalization.	
Module 4	**Business Applications of AI** AI in marketing- customers acquisition and customer services, marketing research, virtual personal assistant, sales process. Role of AI in human resource management, AI tools for predictions, Scaling up business using AI methods. Artificial Intelligence in practical business settings by analyzing business cases-Hey Google vs. Alexa vs. Siri.	
Module 5	**AI Strategy and Governance** AI Strategy and Governance Introduction, AI-Driven Business Transformation, Developing a Portfolio of AI Projects, Lowering Barriers for AI Use, AI in the Organization Structure, AI infrastructure requirements, The ethics of AI, common hurdles in implementing, Data readiness for implementation of particular ML/ AI capabilities, Case discussions on GOOGLE, FACEBOOK, AMAZON, APPLE Artificial Intelligence activities.	

Text Book

1. Ethem Mining (2019). *Artificial Intelligence for Business Applications: Use Artificial Intelligence for Scaling Up Your Business*, Kindle Edition.

2. John Medicine (2019). *Artificial Intelligence for Business: A Modern Business Approach,* Kindle Edition.

3. Rajendra Akerkar (2019). *Artificial Intelligence for Business*, Springer.

4. Steven Finlay (2017). *Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies*, (2nd Edn.), Relativistic Books.

References and Suggested Readings

1. Doug Rose (2018). *Artificial Intelligence for Business: What You Need to Know about Machine Learning and Neural Networks*, Kindle Edition.

2. Alex Castrounis (2019). *AI for People and Business: A Framework for Better Human Experiences and Business Success* (1st Edn.), Oreilly.

3. Thomas H. Davenport (2018). *The AI Advantage: How to Put the Artificial Intelligence Revolution to Work*, MIT Press.

4. David B. Yoffie, Liang Wu, Jodie Sweitzer, Denzil Eden and Karan Ahuja (2018) *Voice War: Hey Google vs. Alexa vs. Siri*, Harvard Business School.

5. Adam Robert Pah, Alanna Lazarowich, Charlotte Snyder (2018). *Evaluating the Cognitive Analytics Frontier*, Kellogg School Case KEI046.

6. Cohen L., Malloy C. and Powley W., (2018). *Artificial Intelligence and the Machine Learning in Finance: Cogent Labs and the Google Cloud Platform (GCP),* by Harvard Business School.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**AI for Business**	
1.1	Introduction	3 Hours
1.2	Benefits for Business, Opportunities and Trends in AI	2 Hours
1.3	Machine Learning Overview	2 Hours
2	**Big Data and AI**	
2.1	Basics of Big Data	3 Hours
2.2	Extracting Intelligence from Big Data	2 Hours
2.3	Deep learning applications	2 Hours
3	**Machine Learning Models**	
3.1	Applications of various machine learning capabilities	3 Hours
3.2	Natural language processing	3 Hours
3.3	Applications in Finance	2 Hours
4	**Business Applications of AI**	
4.1	AI in marketing	3 Hours
4.2	AI tools for predictions	2 Hours
4.3	Hey Google vs. Alexa vs. Siri	2 Hours
5	**AI Strategy and Governance**	
5.1	AI-Driven Business Transformation	3 Hours
5.2	Data readiness for implementation of particular ML/ AI capabilities	2 Hours
5.3	Case discussions on GOOGLE, FACEBOOK, AMAZON, APPLE Artificial Intelligence activities	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA307	e- GOVERNANCE	Elective	3	0	0	3

Preamble: Electronic governance or e-governance can be defined as the usage of Information and Communication Technology (ICT) by the government to provide and facilitate government services, exchange of information, communication transactions and integration of various stand-alone systems and services. Main objectives of this course are to develop an understanding of the e-governance from a multi-disciplinary perspective, application of ICT in public governance systems, frameworks for such e-governance models, enabling technologies and contemporary trends.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the concept of e-governance and its importance in today's environment.
CO 2	Explain the various conceptual models of e-governance and its applications
CO 3	Analyse the various implementation possibilities of e-governance models.
CO 4	Explain the various requirements for e-governance implementation.
CO 5	Evaluate the various global successful e-governance models

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	2	3	2
CO 2	3	2	2	3	3
CO 3	3	2	2	3	3
CO 4	3	3	3	2	2
CO 5	3	2	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA307 e- GOVERNANCE

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define e-Governance
2. What is interactive service model?
3. Define census data
4. What is infrastructural readiness?
5. What is e-Khazana?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain in detail about various enablers of e-Governance. Briefly explain various issues in e-Governance implementation.
7. Illustrate in detail critical flow model of E-governance?
8. Explain how e-Governance model can be implemented for rural development.
9. Explain in detail regarding Technological Evolutionary Stages in E-Governance.
10. Discuss how e-Panchayat models are successfully implemented in India.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Evaluate a successful e-Governance model of any developed country and explain how the same kind of model can be implemented in a state like Kerala in various sectors by making necessary changes according to the state's requirements and limitations.

(1x20 marks = 20 marks)

Module 1	**Introduction** Need for e-governance, Evolution of E-Governance, Issues in E-Governance applications, Scope, Global trends, Benefits in cost, time, speed and quality- other issues- e-government enablers models. Merits and demerits of simulation, comparison between simulation and numerical methods.
Module 2	**Types and characteristics:** E-Governance Maturity Models- evolution- Levels- Characteristics - Good Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/ G2C2G
Module 3	**Areas of implementation:** Architectures for data warehouses for e-government- National Data Warehouses: Census Data, Prices of Essential Commodities -dashboards for online decision making-Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.
Module 4	**E-Governance requirements:** Infrastructure readiness - Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in E-Governance.
Module 5	**Current Scenario:** Cases on e-literacy project in Kerala-Bhoomi in Karnataka, FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat- General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E-China; Brazil and Sri Lanka.

Text Book and References

1. Bhatnagar Subhash (2004). *E-Government: From Vision to Implementation - A Practical Guide with Case Studies,* Sage Publication, New Delhi.

2. C.S.R. Prabhu (2004). *E-Governance: Concepts and Case Studies*, Prentice-Hall of India Private Limited.

3. Gupta D. N., (2008) *E-governance: A comprehensive framework*, New Century Publications India

4. Pankaj Sharma (2004). *E-Governance: The New Age Governance*, APH Publishing India.

References and Suggested Readings

1. Backus Michiel (2001). *e-Governance in Developing Countries*, IICD Research Brief, No. 1.

2. Leslie Budd and Lisa Harris (2009) *E-governance: Managing or Governing*, Routledge.

3. Driss Kettani and Bernard Moulin, (2014). *E Government for good governance in developing countrie*s, International Development Research Centre, Anthem Press

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION**	
1.1	Need for e-governance, Evolution of E-Governance, Issues in E-Governance applications, Its scope.	2 Hours
1.2	Global trends, Benefits in cost, time, speed and quality- other issues- e-government enablers models.	3 Hours
1.3	Merits and demerits of simulation, comparison between simulation and numerical methods	2 Hours
2	**TYPES AND CHARACTERISTICS**	
2.1	E-Governance Maturity Models-evolution- Levels-Characteristics - Good Governance Models	3 Hours
2.2	Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model	2 Hours
2.3	Mobilization and Lobbying Model, Interactive-service Model/ G2C2G	3 Hours
3	**AREAS OF IMPLEMENTATION**	
3.1	Architectures for data warehouses for E-government- National Data Warehouses	2 Hours
3.2	Census Data, Prices of Essential Commodities -dashboards for online decision making	2 Hours
3.3	Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.	3 Hours
4	**E-GOVERNANCE REQUIREMENTS**	
4.1	Infrastructure readiness - Digital System	2 Hours
4.2	Legal, Institutional, Human Aspects	2 Hours
4.3	Technological Evolutionary Stages in E-Governance.	2 Hours
5	**CURRENT SCENARIO**	
5.1	Cases on e-literacy project in Kerala-Bhoomi in Karnataka, FRIENDS in Kerala, E-Khazana, DGFT, PRAJA	2 Hours
5.2	E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat- General Information Services of National Informatics Centre	3 Hours
5.3	Comparative study on E-Governance initiative in developing and developed countries like USA; E- China; Brazil and Sri Lanka	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA309	**SIMULATION FOR MANAGERS**	Elective	3	0	0	3

Preamble: Simulation is used to model efficiently a wide variety of systems that are important to managers. A simulation is basically an imitation; a model that imitates a real-world process or system. In business and management, decision makers are often concerned with the operating characteristics of a system. Management simulation games bring an experiential aspect to learning about complex systems. This type of action learning has more impact on students than simply listening to a lecture or engaging in a case study discussion. Students who participate in a simulation can see the immediate consequences of their decisions and learn what it's truly like to juggle competing priorities amidst a constant influx of information.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the concepts and theories associated with systems approach in decision making
CO 2	Define all the conceptual models of random number generation and decision-making process.
CO 3	Apply the logic of different simulation models to solve various business scenario by taking appropriate decisions
CO 4	Analyse various business decision simulation models according to its use in different scenario.
CO 5	Evaluate the various discrete event simulation models in decision making.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	2	3	2
CO 2	2	2	2	3	3
CO 3	3	2	2	3	3
CO 4	2	3	3	2	2
CO 5	3	2	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		

Create	Can be done through Assignments/ Seminars/Mini Projects

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Syllabus

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA309- SIMULATION FOR MANAGERS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define system modelling
2. What is arrival process generation?
3. Define distributed lag model
4. What is dynamic system?
5. What is hand simulation?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain in detail about the various areas of application of simulation. Detail about the various steps involved in simulation study.

7. Differentiate between defects and defectives and its application?

8. What is Cobweb model? Briefly explain its application in decision making.

9. Discuss the effects of dynamic interaction. Briefly describe any one of the Supply Chain Simulation models.

10. Explain how a simulation model can be verified and validated.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. Analyse in detail regarding Beer game model by conducting a hand simulation, assuming random data. Explain its importance in supply chain management.

(1x20 marks = 20 marks)

Module 1	**Systems:** Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems. Areas of application of simulation, steps in simulation study, classification of systems, different types of system models. Merits and demerits of simulation, comparison between simulation and numerical methods.
Module 2	**Random Numbers and random variates:** Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers (concepts only) and testing of randomness, Generation of random processes: random walk (one dimensional only), demand processes, lead time generation, arrival process generation, service activity generation, defects and defectives generation.
Module 3	**Types of Simulation:** Monte-Carlo method, Distributed Lag models, Cobweb models. Continuous system models, feedback systems, Real-time simulation. Use of Monte Carlo method to approximate solutions and games applied to business situations. Modelling of uncertainty in maintenance and inventory systems, stock price fluctuation, demand process and market price.
Module 4	**Dynamic Business Systems:** Business dynamics, properties of dynamic systems, effects of dynamic interactions - learning disabilities and System archetypes. Modelling of dynamic systems- tools of modelling - stock and flows & causal relations. Simulation of dynamic systems: Basic models and behaviour patterns, Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.
Module 5	**Discrete Event Simulation:** Next-Event approach/Event scheduling, Fixed Time Increment method. Hand simulation of Queuing models, Business systems and Service models, other business system models. Concepts of Verification and Validation of models, statistical analysis of outputs.

Text Book

1. Narsingh Deo, (2004). *System Simulation with Digital Computer*, PHI
2. Geoffrey Gordon, (2002). *System Simulation*, PHI

References and Suggested Readings

1. John D. Sterman, (2010). *Business dynamics: systems thinking and modeling for a complex world*, Tata-McGraw Hill.
2. Sheldon M. Ross, (2006). *Simulation*, Elsevier.
3. Jerry Banks, John S. Carson, Barry L. Nelson, David M. Nicol (2010). *Discrete Event System Simulation,* Pearson Education.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Systems**	
1.1	Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems.	2 Hours
1.2	Areas of application of simulation, steps in simulation study, classification of systems, different types of system models.	3 Hours
1.3	Merits and demerits of simulation, comparison between simulation and numerical methods.	2 Hours
2	**Random Numbers and Random Variables**	
2.1	Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers (concepts only) and testing of randomness	3 Hours
2.2	Generation of random processes: random walk (one dimensional only), demand processes, lead time generation	2 Hours
2.3	Arrival process generation, service activity generation, defects and defectives generation.	3 Hours
3	**Types of Simulation**	
3.1	Monte-Carlo method, Distributed Lag models, Cobweb models. Continuous system models, feedback systems, Real-time simulation	2 Hours
3.2	Use of Monte Carlo method to approximate solutions and games applied to business situations.	2 Hours
3.3	Modelling of uncertainty in maintenance and inventory systems, stock price fluctuation, demand process and market price.	3 Hours
4	**Dynamic Business Systems**	
4.1	Business dynamics, properties of dynamic systems, effects of dynamic interactions - learning disabilities and System archetypes	2 Hours
4.2	Modelling of dynamic systems- tools of modelling - stock and flows & causal relations. Simulation of dynamic systems	2 Hours
4.3	Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.	2 Hours
5	**Discrete Event Simulation**	
5.1	Next-Event approach/Event scheduling, Fixed time increment method	2 Hours
5.2	Hand simulation of Queuing models, Business systems and Service models, other business system models	3 Hours
5.3	Concepts of Verification and Validation of models, statistical analysis of outputs.	3 Hours
	Total	36 Hours