



THE KAVERY ENGINEERING COLLEGE

An Autonomous institution approved by AICTE, New Delhi, Affiliated to Anna university Chennai

Accredited by NAAC with A+ grade & Recognised by UGC under section 2f & 12B

Mecheri, Salem Dt-636453, Tamilnadu



REGULATIONS – 2024

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

VISION

- To inspire new leaders in management and turnout successful managers and entrepreneurs with social responsibility.

MISSION

- To equip students with knowledge, skills and ethics to execute managerial responsibilities.
- To enable students to develop an appropriate internal locus and a sense of corporate social responsibility.
- Empower the students to enhance entrepreneurial potential.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) :

MBA programme curriculum is designed to prepare the post graduate students

I. To have a thorough understanding of the core aspects of the business

III. To provides the learners with the management tools to identify analyze and create business opportunities as well as solve business problems.

III. To prepare them to have a holistic approach towards management functions.

IV. To inspires and makes them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

On successful completion of the MBA programme, the graduates shall exhibit the following

PO	Graduate attribute	Programme outcome
1.	Engineering knowledge	Apply math, science, and engineering fundamentals to complex problems.
2.	Problem analysis	Identify and analyze complex problems using research and sustainability principles.

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3.	Design/development of solutions	Design systems and processes considering health, safety, Cost, culture, and environment.
4.	Conduct Investigations of Complex Problems	Use experiments, modeling, and data analysis to reach valid conclusions.
5.	Modern Tool Usage	Apply modern tools for modelling and problem-solving, Recognizing their limits.
6.	Society & Environment	Assess societal, legal, and environmental impacts of engineering solutions.
7.	Ethics	Commit to ethics, human values, diversity, and legal Compliance.
8.	Individual and team work	Work effectively as an individual and in multidisciplinary teams.
9.	Communication	Communicate clearly in reports, presentations, and Documentation across diverse groups.
10.	Project management and finance	Apply management and economic principles in Projects and teamwork.
11.	Life-long learning	Engage in continuous learning, adapt to new technologies and think critically.

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PROGRAM SPECIFIC OUTCOMES (PSOs)

On successful completion of the Master of Business Administration, the Graduates shall exhibit the following:

- Graduates will understand and apply management concepts across key functions such as Marketing, Finance, Human Resources, Operations, etc., enabling effective problem solving and decision making in business contexts
- Graduates will be capable of recognizing the need for continuous skill development, adapting to changing business environments, and pursuing ongoing professional growth.
- Graduates will be able to use essential management models, analytical tools, and techniques to evolve as leaders and change-oriented managers in dynamic business environments

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REGULATIONS – 2024

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM AND SYLLABUS FOR SEMESTER I TO IV

(For the students admitted 2024 onwards)

SEMESTER –I

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	PMBT2401	Statistics for Management	PCC	3	0	0	3	3
2	PMBT2402	Management Concepts and Organizational Behaviour	PCC	3	0	0	3	3
3	PMBT2403	Managerial Economics	PCC	3	0	0	3	3
4	PMBT2404	Accounting for decision Making	PCC	3	0	0	3	3
5	PMBT2405	Legal Aspects of Business	PCC	3	0	0	3	3
6	PMBT2406	Information Management	PCC	3	0	0	3	3
7	PMBE2401	Non-Functional Elective	NEC	3	0	0	3	3
PRACTICAL								
8	PMBE2407	Indian ethos (Seminar)	EEC	0	0	4	4	2

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9	PMBE2408	Business Communication (Laboratory)	EEC	0	0	4	4	2
TOTAL				21	0	8	29	25

NOTE: In the first semester students need to choose one elective from the Non-Functional stream.

SEMESTER –II

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	PMBT2421	Quantitative Techniques for Decision Making	PCC	3	0	0	3	3
2	PMBT2422	Financial Management	PCC	3	0	0	3	3
3	PMBT2423	Human Resource Management	PCC	3	0	0	3	3
4	PMBT2424	Operations Management	PCC	3	0	0	3	3
5	PMBT2425	Business Research Methods	PCC	3	0	0	3	3
6	PMBT2426	Business Analytics	PCC	3	0	0	3	3
7	PMBT2427	Marketing Management	PCC	3	0	0	3	3
PRACTICAL								
8	PMBL2421	Business Ethics Seminar	EEC	0	0	4	4	2

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9	PMBL2422	Data Analysis and Business Modeling (Laboratory)	PCC	0	0	4	4	2
TOTAL				21	0	8	29	25

Summer internship – minimum of 4 weeks of internship

The report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3 rd Semester.

SEMESTER –III

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1	PMBT2431	Strategic Management	PCC	3	0	0	3	3
2	PMBT2432	International Business Management	PCC	3	0	0	3	3
3		Professional Elective I	PEC	3	0	0	3	3
4		Professional Elective II	PEC	3	0	0	3	3
5		Professional Elective III	PEC	3	0	0	3	3
6		Professional Elective IV	PEC	3	0	0	3	3
7		Professional Elective V	PEC	3	0	0	3	3

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8		Professional Elective VI	PEC	3	0	0	3	3
PRACTICALS								
9	PMBL2431	Creativity and Innovation Laboratory	EEC	0	0	4	4	2
10	PMBL2432	Summer Internship	EEC	0	0	4	4	2
TOTAL				24	0	8	32	28

SEMESTER –IV

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
PRACTICAL								
1	PMBL2441	Project Work	EEC	0	0	24	24	12
TOTAL				0	0	24	24	12

TOTAL: 90 CREDITS

NON FUNCTIONAL ELECTIVES (2 electives)

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		

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1	PMBE2401	Entrepreneurship Development	NEC	3	0	0	3	3
2	PMBE2402	Event Management	NEC	3	0	0	3	3

PROFESSIONAL ELECTIVES (PEC)

FUNCTIONAL SPECIALIZATION

- Students can take three elective subjects from two functional specializations
Or
- Students can take six elective subjects from any one sectoral specialization

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
Stream/ Specialization : Financial Management [7]								
1	PMBE2403	Security Analysis and Portfolio Management	PEC	3	0	0	3	3
2	PMBE2404	Financial Markets	PEC	3	0	0	3	3
3	PMBE2405	Banking and Financial Services	PEC	3	0	0	3	3
4	PMBE2406	Financial Derivatives	PEC	3	0	0	3	3
5	PMBE2409	Financial Modeling	PEC	3	0	0	3	3
6	PMBE2410	International Finance	PEC	3	0	0	3	3
7	PMBE2411	Behavioral Finance	PEC	3	0	0	3	3

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Stream/ Specialization : Marketing Management [7]								
8	PMBE2412	Retail Marketing	PEC	3	0	0	3	3
9	PMBE2413	Consumer Behavior	PEC	3	0	0	3	3
10	PMBE2414	Integrated Marketing Communication	PEC	3	0	0	3	3
11	PMBE2415	Services Marketing	PEC	3	0	0	3	3
12	PMBE2416	Sales and Distribution Management	PEC	3	0	0	3	3
13	PMBE2417	Product and Brand Management	PEC	3	0	0	3	3
14	PMBE2418	Digital Marketing	PEC	3	0	0	3	3
Stream/ Specialization : Human Resource Management (6)								
15	PMBE2419	Strategic Human Resource Management	PEC	3	0	0	3	3
16	PMBE2420	Industrial relations and labour legislations	PEC	3	0	0	3	3
17	PMBE2421	Organizational, design, change and development	PEC	3	0	0	3	3
18	PMBE2422	Negotiation and conflict management	PEC	3	0	0	3	3
19	PMBE2423	Reward and Compensation management	PEC	3	0	0	3	3
20	PMBE2424	International Human Resource Management	PEC	3	0	0	3	3
Stream/ Specialization : Operations Management [6]								

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21	PMBE2425	Supply Chain Management	PEC	3	0	0	3	3
22	PMBE2426	Quality Management	PEC	3	0	0	3	3
23	PMBE2427	Materials Management	PEC	3	0	0	3	3
24	PMBE2428	Services Operations Management	PEC	3	0	0	3	3
25	PMBE2429	Supply Chain Analytics	PEC	3	0	0	3	3
26	PMBE2430	Project Management	PEC	3	0	0	3	3
Stream/ Specialization : Business Analytics [5)								
27	PMBE2431	Data Mining for Business Intelligence	PEC	3	0	0	3	3
28	PMBE2432	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3
29	PMBE2433	Social media web Analytics	PEC	3	0	0	3	3
30	PMBE2434	E-Business Management	PEC	3	0	0	3	3
31	PMBE2435	Enterprise Resource Planning	PEC	3	0	0	3	3

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SECTORAL SPECIALIZATIONS

1. Students can take three elective subjects from two functional specializations

Or

2. Students can take six elective subjects from any one sectoral specialization.

a. Logistics and Supply Chain Management

b. Infrastructure and Real Estate Management

c. Tourism Management

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
Sectoral Specialization: Logistics and Supply Chain Management								
1	PMBE2436	Supply Chain Concepts and Planning	PEC	3	3	0	0	3
2	PMBE2437	Sourcing and Supply Management	PEC	3	3	0	0	3
3	PMBE2438	Supply Chain Inventory Management	PEC	3	3	0	0	3
4	PMBE2439	Supply Chain Information System	PEC	3	3	0	0	3
5	PMBE2440	Warehouse Management	PEC	3	3	0	0	3
6	PMBE2441	Transportation and Distribution Management	PEC	3	3	0	0	3
7	PMBE2442	Reverse and Contract Logistics	PEC	3	3	0	0	3
8	PMBE2443	Air Cargo Management	PEC	3	3	0	0	3
9	PMBE2444	Containerization and Allied Business	PEC	3	3	0	0	3

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10	PMBE2445	Exim Management	PEC	3	3	0	0	3
11	PMBE2446	Fundamentals of Shipping	PEC	3	3	0	0	3
12	PMBE2447	Port and Terminal Management	PEC	3	3	0	0	3
Sectoral Specialization :Infrastructure and Real Estate Management								
13	PMBE2448	Infrastructure Planning Scheduling and Control	PEC	3	3	0	0	3
14	PMBE2449	Contracts and Arbitration	PEC	3	3	0	0	3
15	PMBE2450	Project Management for Infrastructure	PEC	3	3	0	0	3
16	PMBE2451	Management of Human Resources, Safety and Quality	PEC	3	3	0	0	3
17	PMBE2452	Disaster Mitigation and Management	PEC	3	3	0	0	3
18	PMBE2453	Economics and Financial Management in Construction	PEC	3	3	0	0	3
19	PMBE2454	Urban Environmental Management	PEC	3	3	0	0	3
20	PMBE2455	Smart Materials, Techniques and Equipments for Infrastructure	PEC	3	3	0	0	3
21	PMBE2456	Strategic Airport Infrastructure Management	PEC	3	3	0	0	3
22	PMBE2457	Real Estate Marketing and Management	PEC	3	3	0	0	3
23	PMBE2458	Infrastructure and Real Estate Entrepreneurship	PEC	3	3	0	0	3

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24	PMBE2459	Valuation of Real Estate and Infrastructure Assets	PEC	3	3	0	0	3
Sectoral Specialization : Tourism Management								
25	PMBE2460	Tourism Principles and Practices	PEC	3	3	0	0	3
26	PMBE2461	Travel Management	PEC	3	3	0	0	3
27	PMBE2462	International Tourism	PEC	3	3	0	0	3
28	PMBE2463	Tourism Geography	PEC	3	3	0	0	3
29	PMBE2464	Culture and Heritage	PEC	3	3	0	0	3
30	PMBE2465	Tourism Products in India	PEC	3	3	0	0	3
31	PMBE2466	Accommodation and House Keeping Management	PEC	3	3	0	0	3
32	PMBE2467	Travel Media and Public Relations	PEC	3	3	0	0	3
33	PMBE2468	Destination Planning and Management	PEC	3	3	0	0	3
34	PMBE2469	Tour Operations	PEC	3	3	0	0	3
35	PMBE2470	Leisure and Recreation Management	PEC	3	3	0	0	3
36	PMBE2471	Medical Tourism	PEC	3	3	0	0	3

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Department	MBA	Programme Code & Name	631-MBA
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Semester 1

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2401	STATISTICS FOR MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To learn the applications of statistics in business decision making.					

Unit-I	INTRODUCTION	(9)
Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.		
Unit-II	SAMPLING DISTRIBUTION AND ESTIMATION	(9)
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.		
Unit-III	TESTING OF HYPOTHESIS - PARAMETRIC TESTS	(9)
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z- test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way		
Unit-IV	NON-PARAMETRIC TESTS	(9)
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.		
Unit-V	CORRELATION AND REGRESSION	(9)
Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1.	T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3 rd Edition 2017
2.	Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3	Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
4	David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.
5.	N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Facilitate objective solutions in business decision making.
CO2:	Understand and solve business problems.
CO3:	Apply statistical techniques to data sets, and correctly interpret the results.
CO4:	Develop skill-set that is in demand in both the research and business environments.
CO5:	To enable the students to apply the statistical techniques in a work setting.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	1	-	-	-	-	-	1	2	2	-
CO2	2	3	2	3	2	-	-	-	-	-	2	3	3	-
CO3	3	3	3	3	2	-	-	-	-	-	2	3	3	-
CO4	2	2	3	2	3	-	-	-	-	-	2	2	3	-

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CO5	2	3	3	3	2	-	-	-	-	-	2	3	3	-
Avg.	2.4	2.6	2.6	2.6	2.0	-	-	-	-	-	1.8	2.6	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 1

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2402	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms. - To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.					

Unit-I	NATURE AND THEORIES OF MANAGEMENT	(9)
Evolution of management Thought-Classical, Behavioural and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo Classical-Mayo & Hawthorne Experiments. Modern era – system & contingency approach Managerial Skills.		
Unit-II	PLANNING AND ORGANISING	(9)
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies – Scope and Formulation - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.		
Unit-III	INDIVIDUAL BEHAVIOUR	(9)
Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.		
Unit-IV	GROUP BEHAVIOUR	(9)

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Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches – Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.

Unit-V	EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR	(9)
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.		
Total No of Periods to be Taught		45 periods

REFERENCES:

1.	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2.	Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
3.	Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, AndLeadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015
4.	Stephen P. Robbins, Timothy A.Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014
5.	Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding of various management concepts and skills required in the business world
CO2:	In-depth knowledge of various functions of management in a real time management context
CO3:	Understanding of the complexities associated with management of individual behavior in the organizations
CO4:	Develop the skill set to have manage group behaviour in Organizations

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CO5:	Insights about the current trends in managing organizational behaviour
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Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	-	-	-	-	2	2	3	2	-
CO2	3	3	3	2	2	-	-	-	-	2	2	3	3	-
CO3	2	3	2	3	2	-	-	-	-	3	2	3	3	-
CO4	2	2	3	3	2	-	-	-	-	3	2	2	3	-
CO5	2	2	2	3	2	-	-	-	-	3	2	2	3	-
Avg.	2.4	2.4	2.4	2.4	1.8	-	-	-	-	2.6	2	2.6	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 1

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2403	MANAGERIAL ECONOMICS	L	T	P	C	100
		3	0	0	3	

Course Objectives	To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.
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Unit-I	INTRODUCTION	(9)
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The themes of economics – scarcity and efficiency – three fundamental economic problems – society's Capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

Unit-II	CONSUMER AND PRODUCER BEHAVIOUR	(9)
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Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – Consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale– Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

Unit-III	PRODUCT AND FACTOR MARKET	(9)
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Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

Unit-IV	PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS	(9)
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Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

Unit-V	AGGREGATE SUPPLY AND THE ROLE OF MONEY	(9)
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Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

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Total No of Periods to be Taught	Total: 45 periods
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REFERENCES:	
1.	N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, New Delhi,2017.
2.	Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3.	Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
4.	Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, EducationAsia, New Delhi, 2017.
5.	Panneerselvam. R, Engineering Economics, 2 nd Edition, PHI Learning, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Introduce the concepts of scarcity and efficiency.
CO2:	Explain principles of microeconomics relevant to managing an organization.
CO3:	Describe principles of macroeconomics.
CO4:	Understanding of economic environment of business.
CO5:	To Study about the policies that regulates economic variables.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	2	2	1	1	-	-	-	-	-	2	3	2	-
CO2	3	3	3	2	2	-	-	-	-	-	2	3	3	-
CO3	3	2	2	3	2	-	-	-	-	-	2	3	3	-
CO4	2	3	3	3	2	-	-	-	-	-	2	2	3	-

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CO5	2	2	2	3	2	-	-	-	-	-	2	2	3	-
Avg.	2.4	2.4	2.4	2.4	1.8	-	-	-	-	-	2	2.6	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 1

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2404	ACCOUNTING FOR DECISION MAKING	L	T	P	C	100
		3	0	0	3	
Course Objectives	Acquire a reasonable knowledge in accounts analysis and evaluate financial statements					

Unit-I	FINANCIAL ACCOUNTING	9
Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements		
Unit-II	ANALYSIS OF FINANCIAL STATEMENTS	9
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.		
Unit-III	BUSINESS PLAN PREPARATION	9
Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.		
Unit-IV	LAUNCHING OF SMALL BUSINESS	9
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.		
Unit-V	MANAGEMENT OF SMALL BUSINESS	9
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.		
Total No of Periods to be Taught		Total: 45 Periods

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REFERENCES:

1.	T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
2.	Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017
3.	Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
4.	Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
5.	N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018

COURSE OUTCOMES:

After the completion of the course, the students will be able to

CO1:	Thorough grounding of financial accounting concepts.
CO2:	Preparation of financial statement analysis.
CO3:	Understand the management and cost accounting techniques.
CO4:	Apply the management and cost accounting techniques for decision making.
CO5:	Assess the accountancy standards of practices in India.

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	-	-	-	2	3	2	3
CO2	3	3	2	2	2	-	-	-	-	-	2	3	3	3
CO3	3	2	3	2	2	-	-	-	-	-	2	3	3	3

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CO4	2	3	3	3	3	-	-	-	-	-	2	3	3	2
CO5	2	2	2	3	3	-	-	-	-	-	2	2	3	2
Avg.	2.6	2.4	2.2	2.5	2.2	-	-	-	-	-	2	2.8	2.8	2.6

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 1

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2405	LEGAL ASPECTS OF BUSINESS	L	T	P	C	100
		3	0	0	3	
Course Objectives	The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.					

UNIT – I	COMMERCIAL LAW	9
THE INDIAN CONTRACT ACT 1872: Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. THE SALE OF GOODS ACT 1930: Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.		
UNIT – II	COMPANY LAW AND COMPETITION ACT	9
Company Act 1956&2013- Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.		
UNIT – III	INDUSTRIAL LAW	9
An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.		
UNIT – IV	CORPORATE TAX & GST	9
Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge		
UNIT – V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9

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Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

Total No of Periods to be Taught

Total: 45 Periods

REFERENCES:

1. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
2. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.
3. Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi.
4. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
5. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understand the fundamental legal principles in developing various contracts and commercial laws in the business world.
CO2:	Identify the common forms of business associations and elements of Corporate Governance.
CO3:	Develop insights regarding the laws related to industrial environment.
CO4:	Ability to understand the fundamentals of corporate tax and GST.
CO5:	Understand the role of consumer rights and cyber laws in the modern business environment.

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Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	-	-	-	2	3	2	
CO2	3	3	2	2	2	-	-	-	-	-	2	3	3	
CO3	3	2	3	2	2	-	-	-	-	-	2	3	3	
CO4	2	3	3	3	3	-	-	-	-	-	2	3	3	
CO5	2	2	2	3	3	-	-	-	-	-	2	2	3	
Avg.	2.6	2.4	2.2	2.5	2.2	-	-	-	-	-	2	2.8	2.8	

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 1

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2406	INFORMATION MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To understand the importance of information in business. - To know about the recent information systems and technologies.					

UNIT – I	INTRODUCTION	9
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.		
UNIT – II	SYSTEM ANALYSIS AND DESIGN	9
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.		
UNIT – III	DATABASE MANAGEMENT SYSTEMS	9
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.		
UNIT – IV	INTEGRATED SYSTEMS, SECURITY AND CONTROL	9
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.		
UNIT – V	NEW IT INITIATIVES	9
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1.	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager' s View, Tata McGraw Hill, 2008.
2.	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.

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3.	Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.
4.	Management Information Systems – The Manager’ s View, Tata McGraw Hill, 2008.
5.	Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Learn the basics of data and information system.
CO2:	Understand the system development methodologies.
CO3:	Understand database management system and its types.
CO4:	Learn the various technologies in information system and its security.
CO5:	Gains knowledge on effective applications of information systems in business.

Mapping of COs with POs and PSOs

COs/Pos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	1	-	-	-	-	-	2	3	2	-
CO2	3	3	2	2	2	-	-	-	-	-	2	3	3	-
CO3	3	2	3	2	2	-	-	-	-	-	2	3	3	-
CO4	2	3	3	3	3	-	-	-	-	-	2	3	3	-
CO5	2	2	2	3	3	-	-	-	-	-	2	2	3	-
Avg.	2.6	2.4	2.2	2.5	2.2	-	-	-	-	-	2	2.8	2.8	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy

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Department		MBA		Programme Code & Name			631-MBA	
Semester 1								
Course Code	Course Name			Hours/Week			Credit	Maximum Marks
PMBE2407	INDIAN ETHOS (SEMINAR)			L	T	P	C	100
				0	0	4	2	
Course Objectives	To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behaviour and value systems at work.							

List of Exercises/Experiments	
NOTE:	
➤ The following is the list of topics suggested for preparation and presentation by students twice During the semester. ➤ This will be evaluated by the faculty member(s) handling the course and the final marks are Consolidated at the end of the semester. No end semester examination is required for this Course. 1) Indian Ethos and Personality Development 2) Work ethos and ethics for Professional Managers 3) Indian Values, Value Systems and Wisdom for modern managers 4) Ethos in leadership development 5) Indian system of learning – Gurukul system of learning, Law of humility, Law of growth, Law of responsibility	
Total No of Periods to be Taught	60 Periods

COURSE OUTCOMES:	
On completion of the course, the students will be able to	
CO1:	The learners are able to apply the basic concepts of Indian ethos and value systems at work.
CO2:	The learners can handle issues of business ethics and offer solutions in ethical perspectives
CO3:	The learners are professionally efficient and skilful in value systems and culture
CO4:	The learners are capable in ethically manage business towards well being of the society.
CO5:	The learners can be socially effective in undertaking business responsibilities

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Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	-	3	3	2	2	3	3	3	2	-
CO2	2	2	-	-	-	3	3	3	2	3	3	3	3	-
CO3	3	2	-	-	-	3	3	3	3	3	3	3	3	-
CO4	2	2	-	-	-	3	3	3	3	3	3	3	3	-
CO5	2	2	-	-	-	3	3	3	3	3	3	3	3	-
Avg.	2.2	1.8	-	-	-	3	3	2.8	2.6	3	3	3	2.8	-
1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy														

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Department		MBA		Programme Code & Name			631-MBA	
Semester 1								
Course Code	Course Name			Hours/Week		Credit	Maximum Marks	
PMBE2408	BUSINESS COMMUNICATION (LABORATORY)			L	T	P	C	100
				0	0	4	2	
Course Objectives	To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one’s poise in private and in public							

Unit-I	INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION	12
Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, and Feedback. - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.		
Unit-II	BUSINESS COMMUNICATION WRITING MODELS AND TOOLS	12
Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through- notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes		
Unit-III	EFFECTIVE PRESENTATIONS	12
Principles of Effective Presentations, Principles governing the use of audiovisual media.		
Unit-IV	INTERVIEW SKILLS	12
Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.		
Unit-V	REPORT WRITING	12
Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing		
Total No of Periods to be Taught		60 Periods

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List of Exercises/Experiments

Note: The emphasis of the entire subject should be on practical aspects.

Practical: Module 1-This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.

Practical - Module 2-This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role -plays and simulations

Practical - Module 3-This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing a boardroom presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations

REFERENCES:

1.	Rajendra Pal, J.S. Korlahalli ,Essentials of Business Communication by, Sultan Chand & Sons, 13 th Edition
2.	Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2 nd edition 2012
3.	Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH, New Delhi , 10 th edition, 2004
4.	Ludlow R , Panton ,The Essence of Effective Communications , Prentice Hall of India Pvt. Ltd.

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5.	C. S. Rayadu , Communication by, HPH, 2015
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COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Develop good managerial communication skills
CO2:	Ability to excel in different forms of written communication required in a business context
CO3:	Develop good presentation skills
CO4:	In-depth understanding of interview skills
CO5:	Ability to prepare Business reports

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	-	-	2	3	3	3	3	3	3	3	-
CO2	3	3	2	-	-	2	3	3	3	3	3	3	3	-
CO3	2	2	3	-	-	2	3	3	3	3	3	3	3	-
CO4	2	2	3	-	-	2	3	3	3	3	3	3	3	-
CO5	2	3	3	-	-	2	3	3	3	3	3	3	3	-
Avg.	2.4	2.4	2.6	-	-	2	3	3	3	3	3	3	3	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2421	QUANTITATIVE TECHNIQUES FOR DECISION MAKING	L	T	P	C	100
		3	0	0	3	
Course Objectives	To apply quantitative techniques in modelling and solving business related problems.					

UNIT – I	INTRODUCTION TO LINEAR PROGRAMMING (LP)	9
Relevance of quantitative techniques in management decision making. Linear Programming formulation, Solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.		
UNIT – II	LINEAR PROGRAMMING EXTENSIONS	9
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.		
UNIT – III	DECISION AND GAME THEORIES	9
Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.		
UNIT – IV	INVENTORY AND REPLACEMENT MODELS	9
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models.		
UNIT – V	QUEUEING THEORY AND SIMULATION	9
Queueing Theory - single and multi-channel models – infinite number of customers and infinite calling source. Monte Carlo simulation – use of random numbers, application of simulation techniques		
Total No of Periods to be Taught	45 periods	

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REFERENCES:

1.	N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
2.	G. Srinivasan, Operations Research – Principles and Applications, 2 nd edition, PHI, 2011.
3.	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
4.	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
5.	Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
6.	Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2010.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Linear programming in product mix decisions
CO2:	Transportation and assignment in logistics and job allocation scenarios.
CO3:	Game theory and heuristics of decision making in real time decisions.
CO4:	Inventory management and replacement models in manufacturing context.
CO5:	Queuing and simulation in real time scenario optimization.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	-	-	2	3	3	3	3	3	3	3	-
CO2	3	3	2	-	-	2	3	3	3	3	3	3	3	-
CO3	2	2	3	-	-	2	3	3	3	3	3	3	3	-

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CO4	2	2	3	-	-	2	3	3	3	3	3	3	3	-
CO5	2	3	3	-	-	2	3	3	3	3	3	3	3	-
Avg.	2.4	2.4	2.6	-	-	2	3	3	3	3	3	3	3	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2422	FINANCIAL MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- Understand the operational nuances of a Finance Manager. - Comprehend the technique of making decisions related to finance functions.					

UNIT – I	FOUNDATIONS OF FINANCE	9
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio..		
UNIT – II	INVESTMENT DECISIONS	9
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.		
UNIT – III	FINANCING AND DIVIDEND DECISION	9
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.		
UNIT – IV	WORKING CAPITAL MANAGEMENT	9
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance.		
UNIT – V	LONG TERM SOURCES OF FINANCE	9
Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1.	AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2.	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13 th Edition, 2014.
3.	Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
4.	Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.
5.	Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Identify the concepts of financial decision of an organization.
CO2:	Recognize the time value of money.
CO3:	Learn the capital budgeting and cost of capital techniques.
CO4:	Understand how to decide the decision of capital structure and distribution of dividend.
CO5:	Assess the short-term and long-term sources of finance.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	3	-	-	-	-	2	3	3	2	-
CO2	2	2	2	2	3	-	-	-	-	2	3	2	2	-
CO3	3	3	3	3	3	-	-	-	-	2	3	3	3	-
CO4	2	2	3	3	3	-	-	-	-	2	3	3	3	-

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CO5	3	3	3	3	3	-	-	-	-	2	3	3	3	-
Avg.	2.6	2.4	2.6	2.6	3	-	-	-	-	2	3	2.8	2.6	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2423	HUMAN RESOURCE MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements					

UNIT – I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.		
UNIT – II	HUMAN RESOURCE PLANNING AND RECRUITMENT	9
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.		
UNIT – III	TRAINING AND DEVELOPMENT	9
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.		
UNIT – IV	EMPLOYEE ENGAGEMENT	9
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.		
UNIT – V	PERFORMANCE EVALUATION AND CONTROL	9
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1.	Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015
2.	David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014.
3.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning 2012.
4.	Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012.
5.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.
6.	Ivancevich, Human Resource Management, McGraw Hill 2012.
7.	Uday Kumar Halder, Juthika Sarkar. Human Resource management. Oxford. 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Students would have gained knowledge on the various aspects of HRM
CO2:	Students will gain knowledge needed for success as a human resources professional
CO3:	Students will develop the skills needed for a successful HR manager.
CO4:	Students would be prepared to implement the concepts learned in the workplace.
CO5:	Students would be aware of the emerging concepts in the field of HRM.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	-	-	-	2	3	2	3	3	2	-
CO2	2	2	2	2	-	-	-	2	3	2	3	2	2	-
CO3	3	3	3	3	-	-	-	3	3	2	3	3	3	-

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CO4	2	2	3	3	-	-	-	3	3	2	3	3	3	-
CO5	3	3	3	3	-	-	-	3	3	2	3	3	3	-
Avg.	2.6	2.4	2.6	2.6	-	-	-	2.6	3	2	3	2.8	2.6	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2424	OPERATIONS MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.					

UNIT – I	INTRODUCTION TO OPERATIONS MANAGEMENT	9
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit , framework. Productivity; World-class manufacturing practices.		
UNIT – II	OPERATIONS AND THE VALUE CHAIN	9
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement – Strategic sourcing, make or buy decision, procurement process, managing vendors.		
UNIT – III	DESIGNING OPERATIONS	9
Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques..		
UNIT – IV	PLANNING AND CONTROL OF OPERATIONS	9
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing		
UNIT – V	QUALITY MANAGEMENT	9
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1.	Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
2.	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
3.	Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.
4.	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9th edition, 2015.
5.	Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.
6.	Panneerselvam. R, Production and Operations Management, 3rd Edition,. PHI Learning, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding of the evolution of operations management practices and world class manufacturing processes
CO2:	Knowledge about capacity planning, strategic sourcing and procurement in organizations.
CO3:	Enhances the understanding of product development and design process.
CO4:	Ability to forecast demand and overcome bottlenecks.
CO5:	Provides insight to Quality management tools and practices.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	-	-	-	2	2	2	3	3	2	-
CO2	2	2	2	2	-	-	-	2	2	2	3	2	2	-
CO3	3	3	3	3	-	-	-	3	2	2	3	3	3	-
CO4	2	2	3	3	-	-	-	3	2	2	3	3	3	-

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CO5	3	3	3	3	-	-	-	3	2	2	3	3	3	-
Avg.	2.6	2.4	2.6	2.6	-	-	-	2.6	2	2	3	2.8	2.6	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Mecheri, Salem Dt-636453, Tamilnadu

Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2425	BUSINESS RESEARCH METHODS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.					

UNIT – I	INTRODUCTION	9
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.		
UNIT – II	RESEARCH DESIGN AND MEASUREMENT	9
Research design – Definition – types of research design – exploratory and causal research design Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.		
UNIT – III	DATA COLLECTION	9
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.		
UNIT – IV	DATA PREPARATION AND ANALYSIS	9
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.		
UNIT – V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	9
Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1.	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2.	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
3.	Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.
4.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
5.	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Students will understand and appreciate scientific inquiry.
CO2:	Students would know to write research proposals.
CO3:	The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems.
CO4:	Students would be able to analyze data and find solutions to the problems.
CO5:	Students could prepare research reports.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	-	-	-	2	2	2	3	3	2	-
CO2	3	2	2	2	-	-	-	2	3	3	3	3	2	-
CO3	3	3	3	3	-	-	-	3	3	3	3	3	3	-

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CO4	2	3	3	3	-	-	-	3	3	3	3	3	3	-
CO5	3	3	3	3	-	-	-	3	3	3	3	3	3	-
Avg.	2.8	2.6	2.6	2.6	-	-	-	2.6	2.8	2.8	3	3	2.6	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week				Credit	Maximum Marks
PMBT2426	BUSINESS ANALYTICS	L	T	P	C		
		3	0	0	3		100
Course Objectives	• Use business analytics for decision making • To apply the appropriate analytics and generate solutions • Model and analyse the business situation using analytics.						

UNIT – I	INTRODUCTION TO BUSINESS ANALYTICS (BA)	9
Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage.		
UNIT – II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	9
Managing BA Personnel, Data and Technology. Organizational Structures aligning BA. Managing Information policy, data quality and change in BA.		
UNIT – III	DESCRIPTIVE ANALYTICS	9
Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics		
UNIT – IV	PREDICTIVE ANALYTICS	9
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics		
UNIT – V	PRESCRIPTIVE ANALYTICS	9
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.		
Total No of Periods to be Taught	45 periods	

REFERENCES:	
1.	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014.
2.	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.

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3.	James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.
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COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Ability to understand the role of Business Analytics in decision making.
CO2:	Ability to identify the appropriate tool for the analytics scenario
CO3:	Ability to apply the descriptive analytics tools and generate solutions
CO4:	Understanding of Predictive Analytics and applications
CO5:	Knowledge of Prescriptive Analytics and demonstrating business process improvement

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	-	-	-	2	2	2	3	3	2	-
CO2	3	2	2	2	-	-	-	2	3	3	3	3	2	-
CO3	3	3	3	3	-	-	-	3	3	3	3	3	3	-
CO4	2	3	3	3	-	-	-	3	3	3	3	3	3	-
CO5	3	3	3	3	-	-	-	3	3	3	3	3	3	-
Avg.	2.8	2.6	2.6	2.6	-	-	-	2.6	2.8	2.8	3	3	2.6	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 2

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2427	MARKETING MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To understand the changing business environment and the fundamental premise underlying market driven strategies. - To identify the indicators of management thoughts and practices.					

UNIT – II	INTRODUCTION	9
Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.		
UNIT – II	MARKETING STRATEGY	9
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioural Factors – Strategic Marketing Mix components.		
UNIT – III	MARKETING MIX DECISIONS	9
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods		
UNIT – IV	BUYER BEHAVIOUR	9
Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.		
UNIT – V	MARKETING RESEARCH & TRENDS IN MARKETING	9
Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing – Ethics in marketing – Online marketing trends - social media and digital Marketing.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1.	Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012.
2.	Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.
3.	Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6th editions, 2018.
4.	A. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
5.	Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017. Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed,

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Applied knowledge of contemporary marketing theories to the demands of business and management practice.
CO2:	Enhanced knowledge of marketing strategies for consumer and industrial marketing .
CO3:	Deep understanding of choice of marketing mix elements and managing integrated marketing channels.
CO4:	Ability to analyze the nature of consumer buying behavior.
CO5:	Understanding of the marketing research and new trends in the arena of marketing

Mapping of COs with POs and PSOs

COs/Pos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	-	-	-	2	2	2	3	3	2	-
CO2	3	3	3	2	-	-	-	2	2	2	3	3	2	--
CO3	3	3	3	3	-	-	-	3	3	3	3	3	3	-

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CO4	3	3	3	3	-	-	-	3	3	3	3	3	3	
CO5	3	3	3	3	-	-	-	3	3	3	3	3	3	-
Avg.	3	2.8	2.8	2.6	-	-	-	2.6	2.6	2.6	3	3	2.6	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department		MBA		Programme Code & Name		631-MBA		
Semester 2								
Course Code	Course Name			Hours/Week		Credit	Maximum Marks	
PMBL2421	BUSINESS ETHICS (SEMINAR)			L	T	P	C	100
				0	0	4	2	
Course Objectives	• To enable the learners to have exposure on business ethics and ethical business perspectives.							

NOTE:

- The following is the list of topics suggested for preparation and presentation by students twiceduring the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are Consolidated at the end of the semester. No end semester examination is required for this course.

List of Exercises/Experiments

1.Individual Culture and Ethics

2.Ethical codes of conduct and value Systems

3.Loyalty and Ethical Behaviour, Ethical decision making

4.Ethical business issues and solutions

5.Corporate Social Responsibilities of Business

Total No of Periods to be Taught

60 Periods

COURSE OUTCOMES:

On completion of the course, the students will be able to

CO1: The learners can handle issues of business ethics and offer solutions ethical perspectives

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CO2:	The learners are able to apply the basic concepts of Indian ethos and value systems at work
CO3:	The learners can handle issues of business ethics and offer solutions in ethical perspectives
CO4:	The learners are professionally efficient and skilful in value systems and culture
CO5:	The learners are capable in ethically manage business towards well being of the society.
CO6	The learners can be socially effective in undertaking business responsibilities.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	-	3	3	2	2	2	3	3	2	3
CO2	3	3	3	2	-	3	3	2	2	2	3	3	2	3
CO3	3	3	3	3	-	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	-	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	-	3	3	3	3	3	3	3	3	3
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Department		MBA		Programme Code & Name		631-MBA		
Semester 2								
Course Code	Course Name			Hours/Week		Credit	Maximum Marks	
PMBL2422	DATA ANALYSIS AND BUSINESS MODELING (LABORATORY)			L	T	P	C	100
				0	0	4	2	
Course Objectives	To have hands-on experience on data analysis for business modelling.							

S.no	List of Exercises/Experiments
1	Descriptive Statistics
2	Parametric Tests
3	Non-parametric Tests
4	Correlation & Regression
5	Forecasting
6	Extended experiment – 1
7	Portfolio Selection
8	Risk Analysis & Sensitivity Analysis
9	Revenue Management
10	Extended experiment – 2
11	Transportation & Assignment
12	Networking Models
13	Queuing Theory

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14	Inventory Models
15	Extended experiments – 3
Total No of Periods to be Taught - 60 Periods	

COURSE OUTCOMES:

On completion of the course, the students will be able to

CO1:	Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
CO2:	Facilitates to identify the relationship between variables using data analytical tools
CO3:	Provides understanding about forecasting in real time business world using analytical tools
CO4:	Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
CO5:	Enhances knowledge about networking, inventory models and queuing theory using data analytical tools

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	3	2	-	-	2	2	-	3	3	3	-
CO2	3	3	3	3	2	-	-	2	2	-	3	3	3	-
CO3	3	2	2	2	2	-	-	2	2	-	3	2	2	-
CO4	3	3	3	3	2	-	-	2	2	-	3	3	3	-
CO5	3	2	2	2	2	-	-	2	2	-	3	2	2	-
Avg.	3	2.6	2.6	2.6	2	-	-	2	2	-	3	2.6	2.6	-

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2431	STRATEGIC MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, and to equip with skills required to manage business and non-business organizations at senior levels. The course adopts a functional approach to management developing policies and plans to understand the analysis and implementation of strategic management in strategic business units.					

Unit-I	STRATEGY AND PROCESS	(9)
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.		
Unit-II	COMPETITIVE ADVANTAGE	(9)
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources-Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.		
Unit-III	STRATEGIES	(9)
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card-case study		
Unit-IV	STRATEGY IMPLEMENTATION & EVALUATION	(9)
The implementation process, Resource allocation, Designing organisational structure -Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change- Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.		
Unit-V	OTHER STRATEGIC ISSUES	(9)
Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business		

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Models and strategies for Internet Economy-case study Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges. Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organizational Development and Change, Change Management, Strategic management in a new globalised economy

Total No of Periods to be Taught

45 periods

TEXT BOOK:

- | | |
|---|---|
| 1 | Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management |
| 2 | Dr.Dharma Bir Sigh, Strategic Management & Business Policy |
| 3 | John Pearce, Richard Robinson and Amitha Mittal, Strategic Management. |

REFERENCES:

- | | |
|---|---|
| 1 | Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012). |
| 2 | John A.Parnell. Strategic Management, Theory and practice Biztantra (2012). |
| 3 | Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008 |
| 4 | AdriauH Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008. |
| 5 | Lawrence G. Hrebiniak., Making strategy work, Pearson, 2 nd edition, 2013. |

COURSE OUTCOMES: On completion of the course, the students will be able to

- | | |
|------|--|
| CO1: | Ability to understand the Strategic management process and social responsibility of business organizations |
| CO2: | In-depth understanding about the need for developing competitive advantage for organization |

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CO3:	Provides insights into various corporate and business level strategies
CO4:	Facilitates to identify the various control systems required for organizational strategy implementation process
CO5:	Enhances the cognitive knowledge about various strategic issues and development of new businessmodels

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	1	-	-	2	2	-	3	2	2	-
CO2	3	3	3	3	2	-	-	2	2	-	3	3	3	-
CO3	3	3	3	3	2	-	-	2	2	-	3	3	3	-
CO4	3	3	3	3	2	-	-	2	2	-	3	3	3	-
CO5	3	2	2	2	1	-	-	2	2	-	3	2	2	-
Avg.	3	2.6	2.6	2.6	1.6	-	-	2	2	-	3	2.6	2.6	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBT2432	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.					

Unit-I	AN OVERVIEW OF INTERNATIONAL BUSINESS	(9)
Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.		
Unit-II	THEORIES OF INTERNATIONAL TRADE AND INVESTMENT	(9)
Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalization-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.		
Unit-III	GLOBAL ENTRY	(9)
Strategic compulsions-- Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system		
Unit-IV	PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS	(9)
Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.		
Unit-V	HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS	(9)
Emerging trends in Selection of expatriate managers- Managing across cultures –Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict– Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.		

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Total No of Periods to be Taught	45 periods
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TEXT BOOK:

1	Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
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REFERENCES:

1	Charles W.I. Hill and Arun Kumar Jain, International Business, 6 th edition, Tata McGraw Hill, New Delhi, 2010
2	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition,
3	K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi,
5	Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	In Depth knowledge of driving factors of international Business
CO2:	Understanding of theories of trade and investment practiced in the global world
CO3:	Deep Insights in to various market entry strategies followed by Global Organizations
CO4:	Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system
CO5:	Enhance the cognitive knowledge of managing business across the cultures

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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	1	2	-	-	-	1	1	2	2	2	-
CO2	3	2	2	2	2	-	-	-	1	1	2	2	2	-
CO3	3	3	3	2	2	-	-	-	2	2	3	3	3	-
CO4	3	3	3	3	2	-	-	-	2	2	3	3	3	-
CO5	3	2	2	2	1	-	-	-	2	2	2	2	2	-
Avg.	3	2.4	2.2	2	1.8	-	-	-	1.6	1.6	2.4	2.4	2.4	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester

Course Code	Course Name	Hours/Week				Credit	Maximum Marks
PMBL2431	CREATIVITY AND INNOVATION LABORATORY	L	T	P	C		
		0	0	4	2		100

Course Objectives	- To understand the nuances involved in Creativity & Innovation. - To get hands on experience in applying creativity in problem solving.
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Unit-I	INTRODUCTION	(12)
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Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

Unit-II	MECHANISM OF THINKING AND VISUALIZATION	(12)
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Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

Unit-III	CREATIVITY	(12)
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Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity

Unit-IV	CREATIVITY IN PROBLEM SOLVING	(12)
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Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

Unit-V	INNOVATION	(12)
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Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator's solution – creating and sustaining successful growth – Disruptive

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Innovation model – Segmentive Models – New market disruption ——Managingthe Strategy
Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton,
Entrepreneurial Tools for Creativity and Innovation

Total No of Periods to be Taught

Total: 60 periods

TEXT BOOK:

1 CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013

REFERENCES:

- | | |
|---|--|
| 1 | Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999 |
| 2 | Geoffrey Petty,” How to be better at Creativity”, The Industrial Society 2012 |
| 3 | Clayton M. Christensen Michael E. Raynor,” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 200 |
| 4 | Semyon D. Savransky,” Engineering of Creativity – TRIZ”, CRC Press New York USA, |

COURSE OUTCOMES:

On completion of the course, the students will be able to

- | | |
|------|---|
| CO1: | Provides insights about approaches to creativity and innovation |
| CO2: | Understanding of heuristic models and its applications |
| CO3: | Enhances the knowledge of nature of creativity |
| CO4: | Ability to apply creativity in problem solving |
| CO5: | Knowledge about radical and disruptive models of innovation |

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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	2	1	1	0	0	0	0	1	1	0	0	3	2	-
CO2	1	3	2	1	0	0	0	1	1	0	0	3	1	-
CO3	1	2	3	2	1	0	0	1	1	0	0	3	1	-
CO4	1	2	3	3	2	0	0	1	1	0	0	3	1	-
CO5	1	1	2	1	3	2	2	1	1	0	0	2	1	-
Avg.	2	1	1	0	0	0	0	1	1	0	0	3	2	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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NON FUNCTIONAL ELECTIVES (2 electives)

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2401	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business. - To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively..					

Unit-I	ENTREPRENEURIAL COMPETENCE	9
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur		
Unit-II	ENTREPRENEURIAL ENVIRONMENT	9
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations		
Unit-III	BUSINESS PLAN PREPARATION	9
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
Unit-IV	LAUNCHING OF SMALL BUSINESS	9
Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.		
Unit-V	MANAGEMENT OF SMALL BUSINESS	9
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.		
Total No of Periods to be Taught		Total: 45 Periods

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TEXT BOOK:

- | | |
|---|---|
| 1 | Shannon Kilkenney, The complete guide to successful event planning. |
|---|---|

REFERENCES:

- | | |
|---|--|
| 1 | Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2014. |
| 2 | Lynn Van Der Wagen, & Brenda R. Carlos ,Sucessful Event Management. |
| 3 | G.A.J. Bowdin, Events Management ,Elseiver Butterworth |
| 4 | John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Ma nagement, Pearson |
| 5 | Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014. |

COURSE OUTCOMES:

After the completion of the course, the students will be able to

- | | |
|------|---|
| CO1: | Learning about structure and code of ethics of events. |
| CO2: | Exploring and getting to know about event planning and regulations. |
| CO3: | Understand about event marketing, planning and strategies. |
| CO4: | Enhance professional skills in event management. |
| CO5: | Analyse the safety measure of event management. |

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	3	3	2	2	1	1	3	2	1	2	3	2	-
CO2	2	3	3	2	2	1	1	3	2	1	2	3	2	-
CO3	1	2	3	3	2	1	1	3	2	1	2	3	3	-

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CO4	1	2	3	3	2	1	1	3	2	1	2	3	3	-
CO5	1	2	3	3	2	1	1	3	2	1	2	3	3	-
Avg.	1.4	2.4	3	2.6	2	1	1	3	2	1	2	3	2.6	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2402	EVENT MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully					

UNIT – I	EVENT CONTEXT	9
History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event: Government, Corporate & Community – Code of Ethics.		
UNIT – II	EVENT PLANNING & LEGAL ISSUES	9
Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation		
UNIT – III	EVENT MARKETING	9
Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.		
UNIT – IV	EVENT OPERATION	9
Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.		
UNIT – V	SAFETY & EVENT EVALUATION	9
Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.		
Total No of Periods to be Taught		Total: 45 Periods

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TEXT BOOK:

Shannon Kilkenny, The complete guide to successful event planning.

REFERENCES:

1	Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2014.
2	Lynn Van Der Wagen, & Brenda R. Carlos ,Sucessful Event Management.
3	G.A.J. Bowdin, Events Management ,Elseiver Butterworth
4	John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Ma nagement, Pearson
5	Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014.

COURSE OUTCOMES: Students will be able to

CO1:	Learning about structure and code of ethics of events.
CO2:	Exploring and getting to know about event planning and regulations.
CO3:	Understand about event marketing, planning and strategies.
CO4:	Enhance professional skills in event management.
CO5:	Analyse the safety measure of event management.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	-	2	3	1	2	-	2	3	2	-

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CO2	2	3	3	2	2	3	2	2	2	3	2	3	3	-
CO3	2	2	2	-	3	2	1	2	3	2	2	3	3	-
CO4	2	2	3	2	3	2	1	3	3	3	2	3	3	-
CO5	3	3	2	3	2	3	3	2	2	2	3	2	2	-
Avg.	2.4	2.4	2.2	1.4	2	2.4	2	2	2.4	2	2.2	2.8	2.6	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy

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PROFESSIONAL ELECTIVES (PEC)

FUNCTIONAL SPECIALISATIONS

- Students can take three elective subjects from **two functional** specializations
Stream/ Specialization: Financial Management [7]

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2403	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- Understand the nuances of stock market operations. - Understand the techniques involved in deciding upon purchase or sale of securities.					

UNIT – I	INVESTMENT SETTING	9
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock.		
UNIT – II	FUNDAMENTAL ANALYSIS	9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.		
UNIT – III	TECHNICAL ANALYSIS	9
Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI - ROC - MACD.Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.		
UNIT – IV	PORTFOLIO CONSTRUCTION AND SELECTION	9
Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model Construction Of optimum portfolio - Multi-index model		
UNIT – V	LOCAL ADMINISTRATION	9
Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:

1	Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8 th edition, 2011.
2	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9 th edition, 2011.
4	V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012
5	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understand the concept of investment and identify the investment alternatives to investors
CO2:	Learn the nuances of fundamental analyses and technical analyses
CO3:	Analyse and evaluate the value of securities
CO4:	Explain how to construct an efficient portfolio
CO5:	Explore the various methods through which portfolio evaluation could be done

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	2	2	3	1	1	2	3	1	2	3	2	-
CO2	3	3	2	3	3	1	1	2	3	1	2	3	3	-
CO3	3	3	3	3	3	1	1	2	3	1	2	3	3	-
CO4	3	3	3	3	3	1	1	2	3	1	2	3	3	-
CO5	3	3	3	3	3	1	1	2	3	1	2	3	3	-

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Avg.	3	3	2.6	2.8	3	1	1	2	3	1	2	3	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2404	FINANCIAL MARKETS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To understand the types and functions of the various financial markets in India, its instrumentsand Regulations					

UNIT – I	FINANCIAL MARKETS IN INDIA	9
Indian financial system and markets – structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market – financial instruments		
UNIT – II	INDIAN CAPITAL MARKET- PRIMARY MARKET	9
Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.		
UNIT – III	SECONDARY MARKET	9
Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.		
UNIT – IV	DEBT MARKET AND FOREX MARKET	9
Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds. Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.		
UNIT – V	MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY	9
Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of Performance for fund manager. Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
2	Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Fourth edition, 2014.
3	Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York, 3rd Edition, 2017.
4	Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding the basic concepts of the finance markets in India
CO2:	Identify the underlying structure and functions of Indian financial markets
CO3:	Familiarise the methods of issuing shares and the role of intermediaries in the primary market
CO4:	Learn about the trading mechanism in stock market
CO5:	Describe the instruments, participants and trading in debt market

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	1	-	-	-	-	-	3	2	-
CO2	3	3	3	2	3	1	-	-	-	-	-	3	3	-
CO3	3	3	3	3	3	1	-	-	-	-	-	3	3	-
CO4	3	3	3	3	3	1	-	-	-	-	-	3	3	-
CO5	3	3	3	3	3	1	-	-	-	-	-	3	3	-
Avg.	3	3	2.8	2.6	2.8	1	-	-	-	-	-	3	2.8	-

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2405	BANKING AND FINANCIAL SERVICES	L	T	P	C	100
		3	0	0	3	
Course Objectives	- Grasp how banks raise their sources and how they deploy it and manage the associated risks - Understand e-banking and the threats that go with - Understand about other asset based and fund based financial services in India					

UNIT – I	INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION	9
Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian. Banking sector – RBI Act, 1934/ 2006 – Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA's - Overview of Financial Statements of banks – Balance Sheet – Income Statement - CAME		
UNIT – II	MANAGING BANK FUNDS/ PRODUCTS & RISK MANAGEMENT	9
Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management – Financial Distress – Signal to borrowers – Prediction Models – Risk Management – Interest rate – Forex – Credit market – operational and solvency risks – NPA's – Current issues on NPA's – M&A's of banks into securities market.		
UNIT – III	DEVELOPMENT IN BANKING TECHNOLOGY	9
Payment system in India – paper based – e payment –electronic banking –plastic money – e-money –forecasting of cash demand at ATM's –The Information Technology Act, 2000 in India-RBI's Financial Sector Technology vision document – security threats in e-banking & RBI's Initiative.		
UNIT – IV	ASSET BASED FINANCIAL SERVICES	9
introduction – Need for Financial Services – Financial Services Market in India –NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting – mutual funds		
UNIT – V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES	9
Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing –Bill discounting –factoring – Merchant Banking – Role of SEBI.		

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Total No of Periods to be Taught	45 periods
----------------------------------	------------

REFERENCES:	
1	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2017
2	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010
3	Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Understand the overall structure and functions of Indian Financial System
CO2:	Gain knowledge about regulations governing the Indian Banking system
CO3:	Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks
CO4:	Familiarise the students with the concept of e-banking
CO5:	In-depth understanding of fee-based and fund-based financial services in India

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	2	2	2	1	-	-	-	-	-	3	2	-
CO2	3	3	3	2	3	1	-	-	-	-	-	3	3	-
CO3	3	3	3	3	3	1	-	-	-	-	-	3	3	-
CO4	3	3	3	3	3	1	-	-	-	-	-	3	3	-

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CO5	3	3	3	3	3	1	-	-	-	-	-	3	3	-
Avg.	3	3	2.8	2.6	2.8	1	-	-	-	-	-	3	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2406	FINANCIAL DERIVATIVES	L	T	P	C	100
		3	0	0	3	
Course Objectives	- Understand the nuances involved in derivatives - Understand the basic operational mechanisms in derivatives					

UNIT – I	INTRODUCTION	9
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.		
UNIT – II	FUTURES CONTRACT	9
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities– Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.		
UNIT – III	OPTIONS	9
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options –Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options Pricing models – Differences between future and Option contracts.		
UNIT – IV	SWAPS	9
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary– Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk.		
UNIT – V	DERIVATIVES IN INDIA	9
Evolution of Derivatives Market in India – Regulations - framework – Exchange Trading in Derivatives– Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 9 Th Edition, 2012
2	Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“,– PHI Learning, 2011.
3	Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011.
4	Varma, Derivaties and Risk Management, 2ndt Edition, 2011

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Possess good skills in hedging risks using derivatives
CO2:	Understand about future contract and options
CO3:	Learning in depth about options and swaps
CO4:	Knowing about the evolution of derivative markets
CO5:	Develop in depth knowledge about stock options and index futures in NSE

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	3	2	3	2	1	-	-	-	-	-	3	3	-
CO2	3	3	2	3	2	1	-	-	-	-	-	3	2	-
CO3	3	3	3	3	3	1	-	-	-	-	-	3	3	-
CO4	3	3	2	2	2	1	-	-	-	-	-	2	2	-
CO5	3	3	3	3	3	1	-	-	-	-	-	3	3	-
Avg.	3	3	2.4	2.8	2.4	1	-	-	-	-	-	2.8	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2409	FINANCIAL MODELLING	L	T	P	C	100
		3	0	0	3	
Course Objectives	• Making students to build financial models by including various fields of study viz Financial Management and Derivatives.					

UNIT – I	INTRODUCTION TO FINANCIAL MODELLING & BUILT IN FUNCTIONS USING SPREAD SHEETS	9
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Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling-Introduction to Time value of money & Lookup array functions :FV,PV,PMT,RATE,NPER, Vlookup, Hlookup ,if, countifetc - Time value of Money Models: EMI with Single & Two Interest rates – Loan amortization modelling-Debenture redemption modelling

UNIT – II	BOND & EQUITY SHARE VALUATION MODELLING	9
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Bond valuation – Yield to Maturity(YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation : Multiple growth rate valuation modelling with and without growth rates

UNIT – III	CORPORATE FINANCIAL MODELLING	9
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Alt Man Z score Bankruptcy Modelling-Indifference point modelling – Financial Break even modelling - Corporate valuation modelling (Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period ,NPV ,IRR and MIRR

UNIT – IV	PORTFOLIO MODELLING	9
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Risk ,Beta and Annualised Return –Security Market Line Modelling –Portfolio risk calculation (EqProportions)-Portfolio risk optimisation (varying proportions)-Portfolio construction modeling

UNIT – V	DERIVATIVE MODELLING	9
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Option pay off modelling: Long and Short Call & Put options -Option pricing modeling (B-S Model)Optimal Hedge Contract modelling

Total No of Periods to be Taught	45 periods
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REFERENCES:

1	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling ",PHI Publications, (Microsoft Press),New Delhi,2017.
2	Chandan Sen Gupta, "Financial analysis and Modelling –Using Excel and VBA" , Wiley Publishing House ,2014'
3	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015
4	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Develop fast, efficient and accurate excel skills
CO2:	Design and construct useful and robust financial modeling applications
CO3:	Recognize efficient financial budgeting and forecasting techniques
CO4:	Familiarize the students with the valuation modelling of securities
CO5:	The course establishes the platform for students to develop various portfolio models

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	2	2	3	1	-	-	-	-	-	3	3	-
CO2	3	3	3	3	3	1	-	-	-	-	-	3	3	-
CO3	3	3	3	3	3	1	-	-	-	-	-	3	3	-
CO4	3	3	3	2	3	1	-	-	-	-	-	3	3	-
CO5	3	3	3	3	3	1	-	-	-	-	-	3	3	-
Avg.	3	3	2.8	2.6	3	1	-	-	-	-	-	3	3	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2410	INTERNATIONAL FINANCE	L	T	P	C	100
		3	0	0	3	
Course Objectives	To understand the International Financial Environment, Management and Risks involved.					

UNIT – I	INTERNATIONAL TRANSACTIONS	9
Overview and Evolution of International Finance –Institutions for International Finance – Internationalization process –International Monetary and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.		
UNIT – II	MULTINATIONAL FINANCIAL MANAGEMENT	9
Process of overseas expansion – Reasons for cross-border investing – The theory of investment –techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.		
UNIT – III	INTERNATIONAL MONETARY SYSTEM	9
Introduction to Institutions of the Foreign Exchange Inter bank Market - Foreign Exchange Spot Transactions – forward market — Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments		
UNIT – IV	BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE	9
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Euro credits – ADR – GDR – Managing interest rate risk – Bond prices and yields – Bond Management – tools and techniques		
UNIT – V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS	9
Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
3	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
4	Eunand Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.
5	Website of Indian Government on EXIM policy

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Learn about evolution, process and system of International Finance
CO2:	Identify the concepts of international merger and acquisitions, financial techniques and regulations
CO3:	Understand about international monetary system
CO4:	Knowing about ADR, GDR and bond management
CO5:	Explore the learning in international risk assessment

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	2	2	3	1	-	-	-	-	-	3	3	-
CO2	3	3	3	3	3	2	-	-	-	-	-	3	3	-
CO3	3	3	3	2	3	1	-	-	-	-	-	3	3	-
CO4	3	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	3	3	3	3	3	2	-	-	-	-	-	3	3	-
Avg.	3	3	2.8	2.6	3	1.6	-	-	-	-	-	3	3	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2411	BEHAVIORAL FINANCE	L	T	P	C	100
		3	0	0	3	
Course Objectives	. To identify and understand systematic behavioral factors that influences the investment behavior.					

UNIT – I	INTRODUCTION: WHY BEHAVIORAL FINANCE	9
The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty – Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage		
UNIT – II	DECISION AND BEHAVIORAL THEORIES	9
Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monthly Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospects theory – CAPM - behavioral portfolio theory – SP/A theory – brief history on rational thought – pasacI – Fermat to Friedman – savage		
UNIT – III	DECISION MAKING BIASES	9
Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making– cognitive biases – forecasting biases – emotion and neuroscience – group behaviour – investing styles and behavioral finance		
UNIT – IV	ARBITRAGEURS	9
Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading		
UNIT – V	MANAGERIAL DECISIONS	9
Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers		
Total No of Periods to be Taught	45 periods	

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REFERENCES:

1	Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. OxfordUK: Oxford University Press.
2	aniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding the need of behavioural finance
CO2:	Knowing about various decision and behavioural theories
CO3:	Learn about heuristic and behavioural biases of investors
CO4:	Analyse and understand about arbitragers and managerial decision Thorough understanding about the price discovery in markets
CO5:	Understanding the need of behavioural finance

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	2	3	2	2	1	-	-	-	-	-	3	3	-
CO2	3	3	3	3	3	2	-	-	-	-	-	3	3	-
CO3	3	3	3	2	3	2	-	-	-	-	-	3	3	-
CO4	3	3	3	2	3	1	-	-	-	-	-	3	3	-
CO5	3	2	3	2	2	1	-	-	-	-	-	3	3	-
Avg.	3	2.6	3	2.2	2.6	1.4	-	-	-	-	-	3	3	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Stream/ Specialization: **Marketing Management [7]**

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2412	RETAIL MARKETING	L	T	P	C	100
		3	0	0	3	
Course Objectives	To understand the concepts of effective retailing					

UNIT – I	INTRODUCTION	9
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.		
UNIT – II	RETAIL FORMATS	9
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.		
UNIT – III	RETAILING DECISIONS	9
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandizing and category management – buying.		
UNIT – IV	RETAIL SHOPPER BEHAVIOUR	9
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.		
UNIT – V	RETAIL SHOPPER BEHAVIOUR	9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata McGraw Hill, Sixth Edition, 2007
2	Ogden, Integrated Retail Management, Biztantra, India, 2008
3	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press,2007
5	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
6	Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
7	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press,2008

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	To provide insights on retail operation
CO2:	To understand effective methods and strategies required for retail management.
CO3:	To understand how to utilize resources and techniques used in retail management.
CO4:	To understand analysis of store location, merchandising, products and pricing.
CO5:	To gain knowledge about shopping behaviour

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	2	1	-	-	-	-	-	3	3	-
CO2	3	3	3	2	3	2	-	-	-	-	-	3	3	-

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CO3	3	3	3	2	3	2	-	-	-	-	-	3	3	-
CO4	3	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	3	2	2	2	2	1	-	-	-	-	-	3	3	-
Avg.	3	2.6	2.6	2.2	2.6	1.6	-	-	-	-	-	3	3	-

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2413	CONSUMER BEHAVIOR	L	T	P	C	100
		3	0	0	3	
Course Objectives	To study and understand the consumer' behavior in-order to effectively utilize the market' potential					

UNIT – I	INTRODUCTION	9
Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative Approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.		
UNIT – II	INTERNAL INFLUENCES	9
Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.		
UNIT – III	EXTERNAL INFLUENCES	9
Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior		
UNIT – IV	CONSUMER BEHAVIOR MODELS	9
Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.		
UNIT – V	PURCHASE DECISION PROCESS	9
Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2	Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.

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3	Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
4	Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Consumer orientation and consumption
CO2:	Intrinsic influences
CO3:	Effects of external influences
CO4:	Models of consumer and industrial buying
CO5:	The decision making process

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	2	2	3	2	-	-	-	-	-	3	3	-
CO2	3	3	3	2	3	2	-	-	-	-	-	3	3	-
CO3	3	3	3	2	3	2	-	-	-	-	-	3	3	-
CO4	3	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	3	3	3	2	3	2	-	-	-	-	-	3	3	-
Avg.	3	3	2.8	2.2	3	2	-	-	-	-	-	3	3	-

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2414	INTEGRATED MARKETING COMMUNICATION	L	T	P	C	100
		3	0	0	3	
Course Objectives	This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.					

UNIT – I	AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)	9
An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing Process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour		
UNIT – II	UNDERSTANDING COMMUNICATION PROCESS	9
Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model		
UNIT – III	PLANNING FOR MARKETING COMMUNICATION (MARCOM)	9
Establishing marcom Objectives and Budgeting for Promotional Programmes - `Setting communication Objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget		
UNIT – IV	DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME	9
Planning and development of creative marcom, Creative strategies in advertising, sales promotion, Publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.		
UNIT – V	DIGITAL MEDIA & ADVERTISING	9
Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertizing, E-PR Advertising Laws & Ethics: Advertizing& Law, Advertising & Ethics		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 8th edition
2	Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
3	Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
4	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition, 2008.
5	Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition, 2010.
6	Jaishri Jethwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	To review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.
CO2:	This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.
CO3:	To Know how IMC fits into the marketing mix.
CO4:	To develop an awareness about marketing communications tools, and how each can be used effectively- individually or in an integrated mix.

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CO5:	To examine the process by which integrated marketing communications programs are planned, developed, executed and measured
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Mapping of COs with POs and PSOs

COs/Po s	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	-	-	-	-	-	-	-	3	2	-
CO2	2	3	2	1	-	-	-	-	-	-	-	3	3	-
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO4	1	2	3	3	2	1	-	-	-	-	-	3	3	-
CO5	1	1	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	1.8	2.2	2.2	2	1.2	0.6	0	0	0	0	0	3	2.8	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2415	SERVICES MARKETING	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges. - To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.					

UNIT – I	INTRODUCTION	9
Introduction– Definition– Service Economy – Evolution and growth of service sector – Nature and Scope of Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.		
UNIT – II	SERVICE MARKETING OPPORTUNITIES	9
Assessing service market potential – Classification of services – Expanded marketing mix – Service Marketing – Environment and trends – Service market segmentation, targeting and positioning.		
UNIT – III	SERVICE DESIGN AND DEVELOPMENT	9
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.		
UNIT – IV	SERVICE DELIVERY AND PROMOTION	9
Positioning of services – Designing service delivery System, Service Channel – Pricing of services methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.		
UNIT – V	SERVICE STRATEGIES	9
Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational Marketing of Online Services– Entertainment & public utility Information technique Services		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Christopher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,8th edition, 2016.
2	John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
3	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5	R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited,4 th Edition 2014, New Delhi.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Demonstrate an extended understanding of the similarities and differences in service -based and physical product based marketing activities.
CO2:	Develop and justify marketing planning and control systems appropriate to service -based activities
CO3:	Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty
CO4:	Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence
CO5:	Recognize the challenges faced in services delivery as outlined in the services gap model

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
CO1	3	2	1	-	-	-	-	-	-	-	-	3	2
CO2	2	3	2	1	-	-	-	-	-	-	-	3	3
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3

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CO4	1	2	3	3	2	1	-	-	-	-	-	3	3
CO5	1	1	2	3	3	2	1	-	-	-	-	3	3
Avg.	1.8	2.2	2.2	2	1.2	0.6	0.2	0	0	0	0	3	2.8

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2416	SALES AND DISTRIBUTION MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To gain insights into the selling and distribution process					

UNIT – I	INTRODUCTION	9
Sales management - nature and scope. Sales management positions. Personal Selling - Scope, theories and strategies. Sales forecasting and budgeting decisions. Online selling - scope, potential, Merits and Demerits.		
UNIT – II	PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS	9
Selling process and relationship selling. Designing Sales Territories and quotas. Sales organization structures		
UNIT – III	MANAGING THE SALES FORCE	9
Sales force - recruitment, selection, training, motivating, compensation and control.		
UNIT – IV	MANAGING DISTRIBUTION CHANNELS	9
Distribution Management - Introduction need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management.		
UNIT – V	BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT	9
Logistics - Scope, definition and components. Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness. Use of Information Technology in Online Selling and Goods tracking.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, ThirdEdition, McGraw Hill Education, 2017
2	Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008

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3	Pingali Venugopal, Sales and Distribution Management - An Indian Perspective, Response Books from Sage Publications, 2008.
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COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	The basics of sales management, theories and strategies
CO2:	The process of personal and relationship selling
CO3:	Managing sales force
CO4:	Managing distribution channels
CO5:	Inventory and supply chain.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	-	-	-	-	-	-	-	3	2	-
CO2	2	3	2	1	-	-	-	-	-	-	-	3	3	-
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO4	1	2	3	3	2	1	-	-	-	-	-	3	3	-
CO5	1	1	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	1.8	2.2	2.2	2	1.2	0.6	0	0	0	0	0	3	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
		L	T	P	C	
PMBE2417	PRODUCT AND BRAND MANAGEMENT	3	0	0	3	100
Course Objectives	- To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management - To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization - To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset, including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.					

UNIT – I		9
Management of New Product Development Process - Managing Product Life cycle -Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models.		
UNIT – II		9
Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning -Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.		
UNIT – III		9
Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management- Managing Brands Across Geographical Borders.		
UNIT – IV		9
Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extension scorecard-Culture and branding-Brand flashbacks-Future brand priorities.		
UNIT – V		9
Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems -Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing Industrial Product Marketing Product Exports and International Marketing -Critical Success Factors in Brand Management.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2015;ISBN-10: 9789332542204; ASIN: 9332542201
2	Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition (January 2016);ISBN-10: 9780199460496; ISBN-13: 9780199460496; ASIN: 0199460493
3	Product and brand management by U C Mathur;Publisher: Excel Books (December 2012)ISBN10:9350620146;ISBN-13: 978-9350620144

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Apply the fundamental concepts of product and brand development and management.
CO2:	Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.
CO3:	Use tools and metrics to analyse competitors and develop positioning strategies.
CO4:	Recognize the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.
CO5:	Apply an understanding of the product manager's role in product pricing, sales, and promotion.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	-	-	-	-	-	-	-	3	2	-
CO2	2	3	2	1	-	-	-	-	-	-	-	3	3	-
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO4	1	2	3	3	2	1	-	-	-	-	-	3	3	-
CO5	1	1	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	1.8	2.2	2.2	2	1.2	0.6	0	0	0	0	0	3	2.8	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2418	DIGITAL MARKETING	L	T	P	C	100
		3	0	0	3	
Course Objectives	• The primary objective of this module is to examine and explore the role and importance of digital marketing in today’s rapidly changing business environment. Management etc. • It also focuses on how digital marketing can be utilized by organizations and how its effectiveness can measured.					

UNIT – I		9
Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Webs- Planning and Creation- Content Marketing.		
UNIT – II		9
Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors -On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement		
UNIT – III		9
E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.		
UNIT – IV		9
Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz. Successful /benchmark Social media campaigns. Engagement Marketing - Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.		
UNIT – V		9
Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.		
Total No of Periods to be Taught	45 periods	

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REFERENCES:

1	Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher: Pearson Education; First edition (July 2017);ISBN-10: 933258737X;ISBN-13: 978-9332587373.
2	Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press (April 2015)
3	Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 1st edition (April 2017); ISBN10: 9788126566938;ISBN13: 9788126566938;ASIN: 8126566930
4	Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
5	Barker, Barker, Bormann and Neher(2017), Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
CO2:	To focuses on how digital marketing can be utilised by organisations and how its effectiveness can measured.
CO3:	To know the key elements of a digital marketing strategy
CO4:	To study how the effectiveness of a digital marketing campaign can be measured
CO5:	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	-	-	-	-	-	-	-	3	2	-
CO2	2	3	2	1	-	-	-	-	-	-	-	3	3	-
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO4	1	2	3	3	2	1	-	-	-	-	-	3	3	-
CO5	1	1	2	3	3	2	-	-	-	-	-	3	3	-

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Avg.	1.8	2.2	2.2	2	1.2	0.6	0	0	0	0	0	3	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Stream / Specialization: Human Resource Management [6]

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2419	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To help students understand the transformation in the role of HR functions from being a supportfunction to strategic function.					

UNIT – I	CONTEXT OF SHRM	9
SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking.		
UNIT – II	HUMAN RESOURCE DEVELOPMENT	9
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment- HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit.		
UNIT – III	E-HRM	9
e- Employee profile- e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals-Issues in employee privacy – Employee surveys online.		
UNIT – IV	CAREER & COMPETENCY DEVELOPMENT	9
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.		
UNIT – V	EMPLOYEE COACHING & COUNSELING	9
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching-Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7th edition, 2016.
2	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
3	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
4	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
5	Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint- 2013.
6	Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
7	Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.
CO2:	Appreciate SHRM in the context of changing forms of organization and will have a better understanding of the tools and techniques used by organizations to meet current challenges.
CO3:	To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.
CO4:	Providing an overview of the counseling and coaching processes and techniques, Developing alternative approach to dealing with problem situations in organizations.
CO5:	Understand the career development theories and models and gain necessary self -insight, skills and techniques to become effective HR managers

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	3	2	1	-	-	-	-	-	-	3	2	-

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CO2	2	3	3	3	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	2	2	-	-	-	-	-	-	3	3	-
CO4	2	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2	2.6	2.8	2.6	2.2	1	0	0	0	0	0	3	2.8	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2420	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To explore contemporary knowledge and gain a conceptual understanding of industrial relations. - To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.					

UNIT – I	INDUSTRIAL RELATIONS	9
Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.		
UNIT – II	INDUSTRIAL CONFLICTS AND LABOUR WELFARE	9
The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory-Voluntary-welfare funds-welfare of unorganized labour		
UNIT – III	LABOUR LEGISLATIONS-I	9
Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965.		
UNIT – IV	LABOUR LEGISLATIONS-II	9
The Industrial employment (standing orders) Act, 1946 - The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013		
UNIT – V	LABOUR LEGISLATIONS-III	9
Employees' Provident fund and Miscellaneous provisions act, 1952 - Employees' state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016
2	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.
3	P.K. Padhi, Industrial Laws, PHI, 2017.
4	P.R.N Sinha, InduBala Sinha, Seema PriyardarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017Tax Mann, Labour Laws, 2018
5	Srivastava, Industrial Relations and Labour laws, Vikas, 2015.
6	P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
7	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
8	C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The fundamentals of organizational design and structure
CO2:	Change process, types, and models of change in organizations
CO3:	The fundamentals of organizational development
CO4:	Organizational development Interventions
CO5:	Organizational evolution and sustenance

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	-	-	-	-	-	-	-	3	2	-
CO2	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO4	1	2	3	3	2	1	-	-	-	-	-	3	3	-

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CO5	1	1	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	1.8	2.2	2.6	2.2	1.4	0.6	0	0	0	0	0	3	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2421	ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively - To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations					

UNIT – I	ORGANIZATIONAL DESIGN	9
Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.		
UNIT – II	ORGANIZATIONAL CHANGE	9
Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign		
UNIT – III	ORGANIZATIONAL DEVELOPMENT	9
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information		
UNIT – IV	OD INTERVENTION	9
Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.		
UNIT – V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE	9
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implication		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
2	Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
3	S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
4	Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI
5	Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
6	Management of Organizational Change – K Harigopal – Response BOOKS, 2nd editon,200

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The fundamentals of organizational design and structure
CO2:	Change process, types, and models of change in organizations
CO3:	The fundamentals of organizational development
CO4:	Organizational development Interventions
CO5:	Organizational evolution and sustenance

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	-	-	-	-	-	-	-	3	2	-
CO2	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO3	2	3	3	2	1	-	-	-	-	-	-	3	3	-
CO4	1	2	3	3	2	1	-	-	-	-	-	3	3	-
CO5	1	1	2	3	3	2	-	-	-	-	-	3	3	-

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Avg.	1.8	2.2	2.6	2.2	1.4	0.6	0	0	0	0	0	3	2.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2422	NEGOTIATION AND CONFLICT MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	• To develop an understanding of the nature and strategies of negotiation. • To understand conflict and strategies to resolve the conflict.					

UNIT – I	FUNDAMENTALS OF NEGOTIATION	9
Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence- Techniques of Negotiation- Issues in negotiation.		
UNIT – II	NEGOTIATION STRATEGIES	9
strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation		
UNIT – III	INTRODUCTION TO CONFLICT MANAGEMENT	9
Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking -conflict & performance - Advantages & Disadvantages of Conflict.		
UNIT – IV	MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT	9
Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies		
UNIT – V	CONFLICT RESOLUTION AND COST	9
Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.		
Total No of Periods to be Taught	45 periods	

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REFERENCES:

1	Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2	Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007
3	Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
4	Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
5	Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
6	Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
7	Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003
8	How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010
9	Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The fundamentals of Negotiation, Types, process and techniques
CO2:	Strategies and tactics in Negotiation
CO3:	The basics of Conflict management, models, approaches and process
CO4:	Managing interpersonal, group and organizational conflict
CO5:	Conflict resolution models and cost of workplace conflict

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-

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CO4	2	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.6	2.2	1	0	0	0	0	0	3	2.8	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2423	REWARD AND COMPENSATION MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To impart skills in designing analyzing and restructuring reward management systems, policies and strategies. - To understand the various dimensions of Compensation Management					

UNIT – I	INTRODUCTION	9
Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India		
UNIT – II	EMPLOYEE COMPENSATION AND LABOUR MARKET	9
Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation.		
UNIT – III	MANAGING EMPLOYEE BENEFITS AND REWARDS	9
Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation.		
UNIT – IV	PERFORMANCE RELATED COMPENSATION	9
Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs		
UNIT – V	EXECUTIVE AND SALES COMPENSATION PLAN	9
Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay- Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Richard.I. Henderson: Compensation Management In A Knowledge Based World – Prentice Hall, 2007.
2	Richard Thrope & Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000
3	Reward Management: A Handbook of salary administration by Armstrong, Michael and
4	Marlis, Kogan page business books, 2005
5	Thomas.P. Plannery, David.A. Hofrichter & Paul.E. Platten: People Performance & Pay – Free Press
6	Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House.
7	Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall
8	Edward E. Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The basics of Compensation Management and Reward system, Theories and strategies
CO2:	Macro and micro economics of labour market and employee compensation
CO3:	Managing employee benefits and rewards
CO4:	Performance related compensation
CO5:	Executive and sales compensation plans, theories and design

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-

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CO4	2	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.6	2.2	1	0	0	0	0	0	3	2.8	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2424	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	The course aims to provide students insights to HR practices followed in Global organization.					

UNIT – I	INTRODUCTION TO IHRM	9
Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices.		
UNIT – II	HRM STRATEGIES	10
Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM		
UNIT – III	RECRUITMENT AND SELECTION	6
International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices.		
UNIT – IV	TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL	10
Expatriate training program, components, types, effectiveness measures, HCN training - Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management		
UNIT – V	INTERNATIONAL COMPENSATION	10
Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7 th Edition IE.,2017
2	Monir H. Tayeb: International Human Resource Management, A Multinational Company Perspective Oxford University Press, IE

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3	IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5 th edition
4	Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3 rd edition, Sage Publication
5	P L Rao, International Human resource Management- Text and Cases, Excel Books
6	Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human Resource Management, Kogan Page Publishers

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The basics of IHRM, models and practices
CO2:	Strategic orientation and cultural context towards IHRM
CO3:	International practices on recruitment and selection
CO4:	International perspectives on Training, development, performance appraisal
CO5:	International practices on Compensation management

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	-	-	-	-	-	-	-	2	1	-
CO2	3	3	2	2	1	-	-	-	-	-	-	3	2	-
CO3	2	3	3	2	2	1	-	-	-	-	-	3	3	-
CO4	2	3	3	3	2	2	-	-	-	-	-	3	3	-
CO5	2	2	3	3	3	2	1	-	-	-	-	3	3	-
Avg.	2.4	2.6	2.6	2.2	1.6	1.2	0.2	0	0	0	0	2.8	2.4	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Stream/ Specialization: Operations Management [6]

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2425	SUPPLY CHAIN MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.					

UNIT – I	INTRODUCTION	9
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.		
UNIT – II	SUPPLY CHAIN NETWORK	9
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.		
UNIT – III	PLANNING DEMAND, INVENTORY AND SUPPLY	9
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supplychain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.		
UNIT – IV	LOGISTICS	9
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics - objectives, importance in global economy, Characteristics of global supply chains, Incoterms.		
UNIT – IV	LOGISTICS	9
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics - objectives, importance in global economy, Characteristics of global supply chains, Incoterms.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th Edition, 2007.
4	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
5	Pierre David, International Logistics, Biztantra, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding of supply chain fundamentals
CO2:	Ability to design supply chain networks to enhance supply chain performance
CO3:	Ability to plan demand based on inventory and supply
CO4:	Understanding the role of logistics in supply chain performance
CO5:	Awareness of innovations for sustainable supply chains

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-
CO4	2	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.4	2.2	1	0	0	0	0	0	3	2.8	-

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2426	QUALITY MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.					

UNIT – I	INTRODUCTION	9
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.		
UNIT – II	SUPPLY CHAIN NETWORK	9
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.		
UNIT – III	PLANNING DEMAND, INVENTORY AND SUPPLY	9
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.		
UNIT – IV	LOGISTICS	9
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics - objectives, importance in global economy, Characteristics of global supply chains, Incoterms.		
UNIT – V	SUPPLY CHAIN INNOVATIONS	9
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain.		
Total No of Periods to be Taught		45 periods

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1	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th Edition, 2007.
4	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
5	Pierre David, International Logistics, Biztantra, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding of supply chain fundamentals
CO2:	Ability to design supply chain networks to enhance supply chain performance
CO3:	Ability to plan demand based on inventory and supply
CO4:	Understanding the role of logistics in supply chain performance
CO5:	Awareness of innovations for sustainable supply chains

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-
CO4	2	3	3	3	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.4	2.2	1	0	0	0	0	0	3	2.8	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2427	MATERIALS MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	. To understand why materials management should be considered for profit in operations					

UNIT – I	INTRODUCTION	9
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan		
UNIT – II	MATERIALS PLANNING	9
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.		
UNIT – III	INVENTORY MANAGEMENT	9
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models.		
UNIT – IV	PURCHASING MANAGEMENT	9
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing		
UNIT – V	WAREHOUSE MANAGEMENT	9
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-materialhandling-transportation and traffic management -operational efficiency-productivity-cost effectiveness performance measurement		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2 nd Edition, 2006
4	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2 nd Edition, 2006
5	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understanding basics of materials management
CO2:	Understanding requirement analysis for material planning
CO3:	Ability to apply inventory management models
CO4:	Understanding purchasing practices
CO5:	Understanding storage in warehouse

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-
CO4	2	3	3	2	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.2	2.2	1	0	0	0	0	0	3	2.8	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2428	SERVICES OPERATIONS MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To help understand how service performance can be improved by studying services operations management					

UNIT – I	INTRODUCTION	9
Services – Importance, role in economy, service sector – nature, growth. Nature of services – distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.		
UNIT – II	SERVICE DESIGN	9
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, ecommerce-business, technology innovations.		
UNIT – III	SERVICE QUALITY	9
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.		
UNIT – IV	SERVICE FACILITY	9
Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.		
UNIT – V	MANAGING CAPACITY AND DEMAND	9
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology Of waiting; Managing for growth- expansion strategies, franchising , globalization.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 8th Edition 2018.
2	Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
3	Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013. A.K. Chitale and R.C. Gupta, Materials Management, Text and Cases, PHI Learning, 2 nd Edition, 2006
4	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2 nd Edition, 2005.
5	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Appreciation of nature of service operations
CO2:	Ability to design services
CO3:	Ability to inculcate quality in service design and delivery
CO4:	Apply models to design service facility
CO5:	Ability to grow and sustain service business

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-
CO4	2	3	3	2	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.2	2.2	1	0	0	0	0	0	3	2.8	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2429	SUPPLY CHAIN ANALYTICS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To help understand how service performance can be improved by studying services operations management					

UNIT – I	INTRODUCTION	9
Services – Importance, role in economy, service sector – nature, growth. Nature of services – distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.		
UNIT – II	SERVICE DESIGN	9
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, ecommerce-business, technology innovations.		
UNIT – III	SERVICE QUALITY	9
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design, Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.		
UNIT – IV	SERVICE FACILITY	9
Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.		
UNIT – V	MANAGING CAPACITY AND DEMAND	9
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology Of waiting; Managing for growth- expansion strategies, franchising, globalization.		
Total No of Periods to be Taught		45 periods

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2	Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
3	Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013. A.K. Chitale and R.C. Gupta, Materials Management, Text and Cases, PHI Learning, 2 nd Edition, 2006
4	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2 nd Edition, 2005.
5	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Appreciation of nature of service operations
CO2:	Ability to design services
CO3:	Ability to inculcate quality in service design and delivery
CO4:	Apply models to design service facility
CO5:	Ability to grow and sustain service business

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	1	-	-	-	-	-	-	3	2	-
CO2	3	3	3	2	2	1	-	-	-	-	-	3	3	-
CO3	2	3	3	3	2	-	-	-	-	-	-	3	3	-
CO4	2	3	3	2	3	2	-	-	-	-	-	3	3	-
CO5	1	2	2	3	3	2	-	-	-	-	-	3	3	-
Avg.	2.2	2.6	2.6	2.2	2.2	1	0	0	0	0	0	3	2.8	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2430	PROJECT MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To learn the fundamental principles and practices of managing projects.					

UNIT – I	INTRODUCTION TO PROJECT MANAGEMENT	9
Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles-Responsibilities and Selection.		
UNIT – II	PLANNING, BUDGETING AND RISK MANAGEMENT	9
The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.		
UNIT – III	SCHEDULING & RESOURCE ALLOCATION	9
PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt's Critical Chain.		
UNIT – IV	PROJECT ORGANISATION & CONFLICT MANAGEMENT	9
Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.		
UNIT – V	CONTROL AND COMPLETION	9
Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
2	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
3	Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.

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4	Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.
5	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
6	Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Ability to understand the roles and responsibilities of a project manager
CO2:	Ability to plan and budget projects
CO3:	Ability to schedule and allocate resources to projects
CO4:	Ability to manage project organization
CO5:	Ability to control and complete projects

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	1	1	-	-	-	-	-	-	-	3	2
CO2	3	3	3	2	2	1	-	-	-	-	-	-	3	3
CO3	2	3	3	3	2	-	-	-	-	-	-	-	3	3
CO4	2	3	3	2	3	2	1	-	-	-	-	-	3	3
CO5	1	2	2	3	3	2	1	-	-	-	-	-	3	3
Avg.	2.2	2.6	2.4	2.2	2.2	1	0.4	0	0	0	0	0	3	2.8

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Stream/ Specialization: Business Analytics [5]

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2431	DATAMINING FOR BUSINESS INTELLIGENCE	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To know how to derive meaning form huge volume of data and information. - To understand how knowledge discovering process is used in business decision making.					

UNIT – I	INTRODUCTION	9
Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.		
UNIT – II	DATA MINING PROCESS	9
Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC;Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random sub sampling, and bootstrapping.		
UNIT – III	PREDICTION TECHNIQUES	9
Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.		
UNIT – IV	CLASSIFICATION AND CLUSTERING TECHNIQUES	9
Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;		
UNIT – V	MACHINE LEARNING AND AI	9
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA		
Total No of Periods to be Taught	45 periods	

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REFERENCES:

1	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
3	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
4	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013.
5	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011
6	K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Learn to apply various data mining techniques into various areas of different domains.
CO2:	Be able to interact competently on the topic of data mining for business intelligence. Know the basics of data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc.
CO3:	Apply various prediction techniques.
CO4:	Learn about supervised and unsupervised learning technique.
CO5:	Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	3	3	2	-	-	-	-	-	2	3	3
CO2	3	3	3	3	3	2	-	-	-	-	-	2	3	3
CO3	3	3	3	3	3	2	-	-	-	-	-	2	3	3
CO4	3	3	3	3	3	2	-	-	-	-	-	2	3	3

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CO5	3	3	3	3	3	2	-	-	-	-	-	2	3	3
Avg.	3	3	3	3	3	2	-	-	-	-	-	2	3	3
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2432	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To expose various algorithms related to Deep Learning and Artificial Intelligence. - To prepare students to apply suitable algorithm for the specified applications					

UNIT – I	DEEP NETWORKS	9
Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.		
UNIT – II	MODELS	9
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta Algorithms.		
UNIT – III	INTELLIGENT SYSTEMS	9
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction – General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.		
UNIT – IV	KNOWLEDGE REPRESENTATION	9
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems – Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.		
UNIT – V	APPLICATIONS	9
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.		
Total No of Periods to be Taught	45 periods	

REFERENCES:	
1	Ian Goodfellow, YoshuaBengio, Aaron Courville, “Deep Learning”, MIT Press, 2016.

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2	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3	Yoshua Bengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
4	Saroj Kaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
5	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education (India) Private Limited, New Delhi.
6.	Iain Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2008.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Knowledge of Algorithms of Deep Learning & Artificial Intelligence.
CO2:	Knowledge of applying Algorithm to specified applications.
CO3:	Ability to understand intelligent systems and Heuristic Search Techniques
CO4:	Understanding of Knowledge Representation, Semantic Networks and Frames
CO5:	Knowledge of Expert systems, applications and Machine learning

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	3	3	2	1	1	-	-	-	-	2	3	2
CO2	2	3	3	3	3	1	-	-	-	-	-	2	3	3
CO3	3	2	3	3	2	1	1	-	-	-	-	2	3	2
CO4	2	3	3	3	2	1	-	-	-	-	-	2	3	3
CO5	2	3	3	3	3	2	1	-	-	-	-	2	3	3
Avg.	2.4	2.6	3	3	2.4	1.2	0.6	-	-	-	-	2	3	2.6

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2433	SOCIAL MEDIA WEB ANALYTICS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To showcase the opportunities that exist today to leverage the power of the web and social media					

UNIT – I	INTRODUCTION	9
Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Virality - Social theory and social media - technological determinism in popular discourse on social media technologies.		
UNIT – II	COMMUNITY BUILDING AND MANAGEMENT	9
Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.		
UNIT – III	SOCIAL MEDIA POLICIES AND MEASUREMENTS	9
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.		
UNIT – IV	WEB ANALYTICS	9
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.		
UNIT – V	SEARCH ANALYTICS	9
Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
2	Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3	Bittu Kumar, Social Networking, V & S Publishers, 2013
4	Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
5	Ric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004
6	TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7 th Edition, 2016

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students will be able to enhance the social media skills.
CO2:	The students will be able to develop a mass communication strategy and guide campaigns.
CO3:	To get an idea of social media policies.
CO4:	Understand the fundamentals and concepts of web analytics.
CO5:	How to effectively use the resulting insights to support website design decisions, campaign

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	3	2	1	1	1	2	3	2	2	3	3
CO2	3	3	3	3	2	1	1	1	2	3	2	2	3	3
CO3	2	3	3	2	2	1	1	1	2	2	2	2	3	2
CO4	2	3	3	3	3	1	1	1	2	3	2	2	3	3
CO5	2	3	3	3	3	1	1	1	2	3	2	2	3	3
Avg.	2.4	3	3	2.8	2.4	1	1	1	2	2.8	2	2	3	2.8

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2434	E – BUSINESS MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To understand the practices and technology to start an online business.					

UNIT – I	INTRODUCTION TO e-BUSINESS	8
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce		
UNIT – II	TECHNOLOGY INFRASTRUCTURE	10
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing Technology- basics of web server hardware and software.		
UNIT – III	BUSINESS APPLICATIONS	10
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing		
UNIT – IV	e-BUSINESS PAYMENTS AND SECURITY	9
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.		
UNIT – V	LEGAL AND PRIVACY ISSUES	8
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3	Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
4	Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
5	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
6	Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3 rd Edition. Tata McGrawHill Publications, 2009

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Ability to build and manage an e-business.
CO2:	Knowledge about Technology Infrastructure
CO3:	Understanding of customer oriented business applications
CO4:	Knowledge of e business payment protocols and security
CO5:	Understanding of ethical, legal , privacy issues and encryption policies

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	3	3	2	2	-	2	3	3	2	3	3
CO2	3	3	3	3	3	2	2	-	2	3	3	2	3	3
CO3	3	3	3	3	3	2	2	-	2	3	3	2	3	3
CO4	2	3	3	3	3	2	2	-	2	3	3	2	3	3

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CO5	2	3	3	3	3	2	2	-	2	3	3	2	3	3
Avg.	2.6	3	3	3	3	2	2	-	2	3	3	2	3	3
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2435	ENTERPRISE RESOURCE PLANNING	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To exhibit the theoretical aspects of Enterprise Resource Planning. - To provide practical implication on ERP Suite implementation					

UNIT – I	INTRODUCTION	8
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – warehouse management.		
UNIT – II	ERP SOLUTIONS AND FUNCTIONAL MODULES	10
Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, master data and document flow.		
UNIT – III	ERP IMPLEMENTATION	10
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation Consultants, Vendors and Employees.		
UNIT – IV	POST IMPLEMENTATION	8
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
UNIT – V	EMERGING TRENDS ON ERP	9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2	Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.

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3	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4	Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
5	Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
6	Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Knowledge of risk and benefits associated with Enterprise Resource Planning.
CO2:	Knowledge or ERP solutions and functional modules
CO3:	Exposure to the implementation environment
CO4:	Understanding of post implementation impact and maintenance of ERP
CO5:	Knowledge of emerging trends on ERP

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	-	2	-	-	-	-	-	-	-	2	1
CO2	3	2	2	-	3	-	-	-	-	-	-	-	2	1
CO3	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO4	2	2	2	1	2	1	-	-	-	-	-	-	2	1
CO5	2	2	3	2	3	-	-	-	-	-	-	-	3	2
Avg.	2.6	2.2	2.4	1.2	2.6	1	-	-	-	-	-	-	2.4	1.4

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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SECTORALSPECIALIZATIONS

- Students can take three elective subjects from two functional specializations
or
- Students can take six elective subjects from anyone sectoral specialization
 - Logistics and Supply Chain Management
 - Infrastructure and Real Estate Management
 - Tourism Management

SECTORAL SPECIALISATION IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2436	SUPPLY CHAIN CONCEPTS AND PLANNING	L	T	P	C	100
		3	0	0	3	
Course Objectives	• To describe the various streams of the supply chain • To describe the drivers of the supply chain • To describe the concepts employed in the supply chain • To explain about the strategies employed in the supply chain					

UNIT – I	CONCEPTS OF SUPPLY CHAIN	9
Service and manufacturing supply chain dynamics - Evolution of supply chain management -Multiple views and flows - Service supply chains -Manufacturing supply chains - Measures of supply chain performance - Differentiation-Bullwhip effect		
UNIT – II	SUPPLY CHAIN PROCESSES AND STRATEGIES	9
Integrated supply chains design - Customer relationship process - Order fulfillment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization - Lean supply chains - Outsourcing and off shoring - Virtual supply chains.		
UNIT – III	SUPPLY CHAIN PERFORMANCE DRIVERS AND FORECASTING	9
Drivers of supply chain performance - Logistics drivers (Location, inventory and transportation) -Cross functional drivers (Pricing, information and sourcing) – Forecasting introduction -Framework for a forecast system - Choosing right forecasting technique - Judgment methods (Composite Forecasts, Surveys, Delphi Method, Scenario Building, Technology Forecasting, Forecast by Analogy) - Causal methods (Regression Analysis -Linear & Non-Linear Regression, Econometrics) - Time series analysis (Autoregressive Moving Average (ARMA), Exponential Smoothing, Extrapolation, Linear Prediction, Trend Estimation, Growth Curve, Box-Jenkins Approach) – CPFR		

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UNIT – IV	SALES AND OPERATIONS PLANNING	9
Introduction to Sales and operations planning - Purpose of sales and operations plans -Decision context - Sales and operations planning as a process - Overview of decision support tools		
UNIT – V	RESOURCE PLANNING AND SCHEDULING	9
Enterprise resource planning - Planning and control systems for manufacturers – Materials requirement planning - Drum – Buffer – Rope system – Scheduling - Scheduling service and manufacturing processes - Scheduling customer demand - Scheduling employees - Operations scheduling.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2	Janat Shah, Supply Chain Management, Pearson Education India, 2009
3	Supply Chain management, Chandrasekaran,N., Oxford University Publications, 2010
4	Supply Chain Management for The 21st Century by B S SAHAY. Macmillan Education, 2001

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Identify the concepts of supply chain
CO2:	Analyze supply chain dynamics and various issues of supply chain performance.
CO3:	Analyze supply chain dynamics and various issues of supply chain performance.
CO4:	Analyze supply chain dynamics and various issues of supply chain performance.
CO5:	Analyze supply chain dynamics and various issues of supply chain performance.

Mapping of COs with POs and PSOs														
COs/Po s	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	2	-	-	-	-	-	-	-	2	1
CO2	3	3	3	2	3	-	-	-	-	-	-	-	3	2
CO3	3	3	3	2	3	2	-	-	-	-	-	-	3	2

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CO4	2	2	2	1	2	1	-	-	-	-	-	-	2	1
CO5	2	2	3	2	3	-	-	-	-	-	-	-	3	2
Avg.	2.6	2.4	2.6	1.6	2.6	1	-	-	-	-	-	-	2.6	1.6

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy

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Mecheri, Salem Dt-636453, Tamilnadu

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2437	SOURCING AND SUPPLY MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	• To provide understanding of the framework. • To illustrate current practices in industries. • To provide knowledge on certain tools & techniques					

UNIT – I	INTRODUCTION TO PURCHASING AND SUPPLY CHAIN MANAGEMENT	9
The Purchasing Process. Purchasing Policies and Procedures. Supply Management Integration for Competitive Advantage, Purchasing and Supply Management Organization.		
UNIT – II	STRATEGIC SOURCING	9
Supply Management and Commodity Strategy Development, Supplier Evaluation and Selection Supplier Quality Management Supplier Management and Development, Creating a World-Class Supply Base, Worldwide Sourcing.		
UNIT – III	STRATEGIC SOURCING PROCESS	9
Strategic Cost Management, Purchasing and Supply Chain Analysis: Tools and Techniques, Negotiation and Conflict Management Contract Management Purchasing Law and Ethics.		
UNIT – IV	SUPPLIER PERFORMANCE AND QUALITY MANAGEMENT	9
Performance Measurement and Evaluation: Strategies, tools and techniques for measuring and managing supplier performance, Supplier performance evaluation, Purchasing services, Supply Chain Information Systems and Electronic Sourcing.		
UNIT – V	FUTURE DIRECTIONS	9
Purchasing and Supply Strategy Trends Green Buying, Sustainability, material rese arch, Lean supply Chain Management.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Purchasing and Supply Chain Management, Robert .M. Monczka, Handfield, GIunipero Paterson, Waters, 6th Edition, Cengage Publication
2	Purchasing and Supply Chain Management, Benton, 3 rd Edition, Tata Mc Graw Hill.

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3	World Class Supply Chain Management, Burt, Dobler, Starling, 7th Edition, Tata Mc Graw Hill.
4	Supply Chain Management for The 21st Century by B S SAHAY. Macmillan Education, 2001

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	To understand basic functions and nuances.
CO2:	To understand the holistic dimensions of SCM & corporate perspectives. Learn to acquire skills to become a sourcing professional.
CO3:	Learn to acquire skills to become a sourcing professional.
CO4:	Learn to acquire skills to become a sourcing professional.
CO5:	Learn to acquire skills to become a sourcing professional.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	2	-	-	-	-	-	-	-	2	1
CO2	3	3	3	2	3	-	-	-	-	-	-	-	3	2
CO3	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO4	2	2	2	1	2	1	-	-	-	-	-	-	2	1
CO5	2	2	3	2	3	-	-	-	-	-	-	-	3	2
Avg.	2.6	2.4	2.6	1.6	2.6	1	-	-	-	-	-	-	2.6	1.6

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Mecheri, Salem Dt-636453, Tamilnadu



Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2438	SUPPLY CHAIN INVENTORY MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	This course provides you the basic concepts and advanced models in inventory management. This course discusses issues related to inventory in a supply chain context. It also gives a multi-dimensional view to approach a problem with case studies.					

UNIT – I	INTRODUCTION TO INVENTORY MANAGEMENT	9
Inventory in SCM, Cash to cash cycle time, measure of inventory in terms of days, Inventory turnover ratio and its relationship with working capital, Review of models, Q-models and P-models Aggregation of Inventory, Cycle stock concepts, Ordering multiple items in a single order to reduce cycle stock		
UNIT – II	INVENTORY MODELS	9
Safety stock issues Safety stock with lead time and demand uncertainty (for Q-models), Short term discounting & Forward Buying, Periodic review models with safety stock, Comparison of P and Q systems		
UNIT – III	INVENTORY MANAGEMENT STRATEGIES	9
Single period models, Inventory management for fashion supply chains, Postponement strategies to reduce inventory, Examples of Fashion supply chains: NFL Reebok, ZARA and Sport Obermeyer Risk Pooling, Applications, Risk pooling in different forms-Substitution, Specialisation, Postponement and Information pooling		
UNIT – IV	INVENTORY OPTIMIZATION	9
Distribution resource planning techniques, Inventory and transportation integration decisions, Vendor Managed Inventory, Product availability measures, Product fill rate, order fill rate, Cycle service level.		
UNIT – V	LATEST TRENDS IN INVENTORY MANAGEMENT SYSTEMS	9
Industry initiatives, Efficient consumer Response and Quick response ,CPFR and other industry initiatives, Inventory reduction strategies, Managing inventory in Reverse Logistics and Remanufacturing situations , Best practices in Inventory Management in a Supply Chain		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2	Janat Shah, Supply Chain Management, Pearson Education India, 2009
3	Supply chain management, Chandrasekaran,N., Oxford University Publications, 2010
4	Supply Chain Management For The 21st Century by B S SAHAY. Macmillan Education,2001

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.
CO2:	At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.
CO3:	At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.
CO4:	At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.
CO5:	At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO2	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO3	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO4	2	2	2	1	2	1	-	-	-	-	-	-	2	1

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CO5	2	2	3	2	3	-	-	-	-	-	-	-	3	2
Avg.	2.6	2.6	2.8	1.8	2.8	1.4	-	-	-	-	-	-	2.8	1.8
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2439	SUPPLY CHAIN INFORMATION SYSTEM	L 3	T 0	P 0	C 3	100
Course Objectives	- To explain the various technological aspects that are described in the different logistical background - To explain the real time description updated technologies in the logistics sector and supply chain industry					

UNIT – I	ELECTRONIC SCM, COMMUNICATION NETWORKS	9
Introduction e-SCM – e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks –EDI - Data security in supply chain networks - Overview of internet able models		
UNIT – II	ENTERPRISE INFORMATION SYSTEMS	9
Overview of enterprise information systems - Information functionality and principles -Introduction enterprise information systems -Classification of enterprise information systems- Information architecture - Framework for managing supply chain information - Describe on popular enterprise application packages - Benefits of enterprise information systems		
UNIT – III	SCM SYSTEMS DEVELOPMENT, DEPLOYMENT AND MANAGEMENT	9
Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design- Defining enterprise architecture - Choosing appropriate system development methodologies - Adopting relevant systems development model		
UNIT – IV	DEPLOYMENT AND MANAGEMENT	9
Information systems deployment - IT Operations and infrastructure management - Portfolio, programme and project management - Management of risk - Management of value .		
UNIT – V	INFORMATION INTEGRATION	9
Enterprise application integration and supply chain visibility - Enterprise application integration - Supply chain visibility - Supply chain event management -Supply chain performance -Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation -Decision support systems.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Strauss, E-Marketing, 4/e, Pearson Education 2008
2	Chaffey, E- Business and E- Commerce Management, 3/e, Pearson Education 2008
3	Blanchard, Logistics Engineering & Management, 6/e, Pearson Education 2008
4	Statistics for Managers Using MS Excel, 4/e, Levine, Pearson Education 2007

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e-commerce models, e-SCM, benefits and communication networks.
CO2:	The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e
CO3:	The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e
CO4:	The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e
CO5:	The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO2	3	3	3	2	3	2	-	-	-	-	-	-	3	2
CO3	3	3	3	2	3	2	-	-	-	-	-	-	3	2

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CO4	2	2	2	1	2	1	-	-	-	-	-	-	2	1
CO5	2	2	3	2	3	-	-	-	-	-	-	-	3	2
Avg.	2.6	2.6	2.8	1.8	2.8	1.4	-	-	-	-	-	-	2.8	1.8

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name			631-MBA	
Semester 3						
Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2440	WAREHOUSE MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To help the students in explaining the significance of Warehousing. - To provide timely customer service, - To keep track of items so they can be found readily & correctly - To minimize the total physical effort - To minimize the cost of moving goods in & out of stage.					
UNIT – I	INTRODUCTION WAREHOUSING					9
Introduction Warehousing – Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions – Centralized & Decentralized – Storage Systems – Warehousing Cost Analysis – Warehouse Layout – Characteristics of Ideal Warehouse						
UNIT – II	INVENTORY MANAGEMENT					9
Inventory: Basic Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types – Cost – Need for Inventory – Just in Time						
UNIT – III	INVENTORY CONTROL					9
Inventory Control – ABC Inventory Control – Multi-Echelon Inventory Systems – Distribution Requirement Planning – Bull Whip Effect – Using WMS for Managing Warehousing Operations						
UNIT – IV	MATERIALS HANDLING					9
Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling – Various Types of Material Handling Equipments – Types of Conveyors – Refrigerated Warehouses- Cold Chain- Agri SCM						
UNIT – V	MODERN WAREHOUSING METHODS					9
Modern Warehousing – Automated Storage & Retrieval Systems & their Operations – Bar Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID						
Total No of Periods to be Taught		45 periods				

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REFERENCES:

1	Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2008
2	Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 2003
3	Satish K. Kapoor and PurvaKansal Marketing, Logistics - A Supply Chain Approach, Pearson Education, 2003

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain.
CO2:	At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain.
CO3:	At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain.
CO4:	At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain.
CO5:	At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	3	2	1	1	2	1	2	1	2	3	2
CO2	3	2	2	3	2	1	1	2	1	2	1	2	3	2
CO3	3	2	2	3	2	1	1	2	1	2	1	2	3	2

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CO4	3	2	2	3	2	1	1	2	1	2	1	2	3	2
CO5	3	2	2	3	2	1	1	2	1	2	1	2	3	2
Avg.	3	2	2	3	2	1	1	2	1	2	1	2	3	2

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Name	Code & 631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2441	TRANSPORTATION AND DISTRIBUTION MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To explore the fundamental concepts of transportation and distribution management - To gain knowledge in network planning, routing and scheduling and application of IT in transportation and distribution management.					

UNIT – I	DISTRIBUTION	9
Role of Distribution in Supply chain, Distribution channels – Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages.		
UNIT – II	PLANNING	9
Distribution network planning, Distribution network decisions, Distribution requirement planning (DR P)		
UNIT – III	TRANSPORTATION	9
Role of Transportation in Logistics and Business, Principle and Participants-Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling.		
UNIT – IV	TRANSPORTATION	9
International transportation, Carrier, Freight and Fleet management, Transportation management systems-Administration, Rate negotiation, Trends in Transportation.		
UNIT – V	INFORMATION TECHNOLOGY (IT)	9
Usage of IT applications -E commerce – ITMS, Communication systems-Automatic vehicle location systems, Geographic information Systems.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.

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2	Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.
3	Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page Publishers, 2000.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Gain knowledge about the distribution requirements planning.
CO2:	Predict the scope and relationship of transportation with other business functions
CO3:	Make use of the advantages and disadvantages of the various models.
CO4:	Make use of the advantages and disadvantages of the various models.
CO5:	Make use of the advantages and disadvantages of the various models.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	2	3	3	2	1	2	1	2	1	2	3	2
CO2	3	3	2	3	3	2	1	2	1	2	1	2	3	2
CO3	3	3	2	3	3	2	1	2	1	2	1	2	3	2
CO4	3	3	2	3	3	2	1	2	1	2	1	2	3	2
CO5	3	3	2	3	3	2	1	2	1	2	1	2	3	2
Avg.	3	3	2	3	3	2	1	2	1	2	1	2	3	2
1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2442	REVERSE AND CONTRACT LOGISTICS	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To prepare students successfully implement a contract logistics and closed supply chain in Retail, FMCG and Automobile sectors. - To explain the concept and principle of contract logistics and closed supply chain.					

UNIT – I	CONTRACT LOGISTICS	9
Third party logistics industry overview - A framework for strategic alliances - Evolution of contract logistics - Types of third party logistics providers – Automobile, FMCG and Retail-Third party services and integration		
UNIT – II	CLOSED LOOP SUPPLY CHAINS AND LOGISTICS	9
Introduction closed loop supply chains and logistics – Logistics and closed loop supply chain service - Overview of return logistics and closed loop supply chain models – Introduction product returns - Product Vs Parts returns - Strategic issues in closed loop supply chains		
UNIT – III	BUSINESS AND MARKET	9
Overview - Introduction life cycle management - Trends and opportunities – Auto Warranty management, return process and benchmarks - Market overview - Reasons for using reverse logistics – General characteristics - Consumer goods Depot repair and value added services - Operating dynamics - Competitive evaluation - Secondary markets and final disposal.		
UNIT – IV	EMERGING TRENDS	9
Emerging trends in Retail, E-Commerce- FMCG and Automobile sectors- Systems and technology – For consumer goods operations, High tech logistics system - Impact and value of advanced logistics		
UNIT – V	MANAGING PROCESSES	9
Managing processes - Step by step process - Use of third party service providers - Additional factors – Contemporary issues – Make in India and its impact on Countries GDP and Economic Growth.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011
2	D. F. Blumberg, Reverse Logistics & Closed Loop Supply Chain Processes, Taylor and Francis, 2005
3	Hsin-I Hsiao, Wageningen, Logistics Outsourcing in the Food Processing Industry, Academic Pub, 2009.
4	Surendra M. Gupta, Sustainability in Supply Chain Management Casebook: Applications in SCM, McGraw Hill, 2013

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth
CO2:	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth.
CO3:	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth
CO4:	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth
CO5:	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	3	2	1	1	2	3	2	1	3	2
CO2	3	2	3	1	2	3	2	1	3	2	2	1	3	3
CO3	2	2	3	2	3	2	1	2	3	3	3	2	2	3

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CO4	3	3	2	3	3	2	1	3	2	3	3	2	3	2
CO5	2	3	3	2	2	3	2	3	3	2	3	3	3	3
Avg.	2.6	2.4	2.6	1.8	2.6	2.4	1.4	2	2.6	2.6	2.6	1.8	2.8	2.6

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2443	AIR CARGO MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	• To provide the participants with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales. • To create awareness about the Air Cargo management. • To provide general information or a framework on the setup of air cargo processes, for business.					

UNIT – I	AIR PORTS AND SHIPMENT	9
Ground Handling Agencies - Air Craft - Advantage of Air shipment - Economics of Air Shipment - Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business		
UNIT – II	AIR CARGO	9
Air Cargo Console - Freight of Air Cargo - Volume based Calculation of Freight - Weight based Calculation of Freight - Import Documentation - Export Documentation		
UNIT – III	AIRWAY BILLS	9
Airway Bills - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA -Licensing of Agencies - Sub Leasing of Agencies - freight carriers by scheduled freight tonne kilometers flown		
UNIT – IV	CARGO VILLAGE	9
History of Dubai Cargo Village - Location of DCV - Equipment and Handling at DCV - Operations - Advantage of Sea Air Cargo - Why Sea Air Cargo is Cheaper - Why Air freight from Dubai is Cheaper?		
UNIT – V	DG CARGO	9
DG Cargo by Air - Classification and labelling - Types of Labels according Cargo – Samples of Labels - Packing and Transportation of DG Goods by Air		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Paul, Air cargo distributions: a management analysis of its economic and marketing benefits, Jackson and William Brackenridge (Gower Press), 1988.

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2	Peter S. Smith, Air freight: operations, marketing and economics, Chu (Boston : Kluwer Academic Publishers), 2004.
3	John Walter wood, Airports; some elements of designs and future development, Chu(Boston : Kluwer Academic Publishers), 1981.
4	

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The outcome of this course will provide the basics concepts of airports and aircrafts and various participants in air cargo transportation. Students will come to know about roles of the customs and the government in air transport
CO2:	The outcome of this course will provide the basics concepts of airports and aircrafts and various participants in air cargo transportation. Students will come to know about roles of the customs and the government in air transport
CO3:	The outcome of this course will provide the basics concepts of airports and aircrafts and various participants in air cargo transportation. Students will come to know about roles of the customs and the government in air transport
CO4:	The outcome of this course will provide the basics concepts of airports and aircrafts and various participants in air cargo transportation. Students will come to know about roles of the customs and the government in air transport
CO5:	The outcome of this course will provide the basics concepts of airports and aircrafts and various participants in air cargo transportation. Students will come to know about roles of the customs and the government in air transport

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	2	3	2	1	2	3	2	2	3	2
CO2	3	3	2	2	3	2	1	2	3	3	3	2	3	3
CO3	2	3	3	3	3	2	2	3	3	3	3	3	2	3
CO4	3	2	2	3	3	3	1	3	2	3	2	3	3	2
CO5	2	3	3	2	3	2	2	3	3	2	3	3	3	3
Avg.	2.6	2.6	2.4	2.2	2.8	2.4	1.6	2.4	2.6	2.8	2.6	2.6	2.8	2.6

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2444	CONTAINERIZATION AND ALLIED BUSINESS	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To provide an overview of the various elements of containerization and allied businesses - To realize the potential of containerization and allied businesses					

UNIT – I	BASIC CONCEPT OF CONTAINERIZATION	9
Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.		
UNIT – II	FREIGHTING AND SIZE OF CONTAINER	9
Container shipping business - FCL and LCL sea freight products - Freight of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation		
UNIT – III	CHARACTERISTICS AND PHYSICAL OPERATIONS	9
Containerisation: Concept, Classification, Benefits and Constraints, Container terminal business-World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity and profitability-Inland container Depots(ICD)Roles and functions - Container Freight Stations(CFS),Clearance at ICD, CONCOD,ICD's under CONCOD, Charting: Kinds of Charter, Charter Party and Arbitration.		
UNIT – IV	CONTAINER TYPES AND BUSINESS	9
Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements – Container interchange.		
UNIT – V	MULTIMODAL TRANSPORT	9
Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container Imbalance.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.
2	Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.
3	Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015
4	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students will learn the practices and ways to promote containerization and allied businesses
CO2:	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses
CO3:	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses
CO4:	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses
CO5:	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	2	1	-	-	1	-	1	3	2	-
CO2	3	2	1	-	2	2	-	1	2	1	2	3	3	-
CO3	2	2	2	1	3	2	-	2	3	2	2	3	3	-
CO4	1	2	2	2	2	2	1	2	3	2	2	3	3	-
CO5	3	3	3	2	3	3	2	3	3	2	3	3	3	-
Avg.	2.2	2	1.6	1	2.4	2	0.6	1.6	2.4	1.4	2	3	2.8	-

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2445	EXIM MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To enlighten the students about the major functions in export and import processes. - To provide the expertise for solving issues related to requirements in EXIM management.					

UNIT – I	FUNDAMENTALS OF IMPORT AND EXPORT	9
Role of Import and Export Trade in an Economy - Institutional Framework for Foreign trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010		
UNIT – II	OVERVIEW OF EXPORT AND IMPORT	9
Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses		
UNIT – III	DOCUMENTATION FRAMEWORK	9
Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import		
UNIT – IV	CREDIT AND PAYMENTS	9
Payment methods in Foreign Trade - Documentary Credit / Letter of Credit–LOU-UCP 600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies - Managing payment risks.		
UNIT – V	CUSTOMS CLEARANCE AND AGENCIES	9
Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2	UshaKiranRai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3	Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015
4	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students would be aware about the formalities of export and import industry
CO2:	The students will be able to comprehend the importance of EXIM management.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	2	1	-	-	1	-	1	3	2	
CO2	3	2	1	-	2	2	-	1	2	1	2	3	3	
CO3	2	2	2	1	3	2	-	2	3	2	2	3	3	
CO4	1	2	2	2	2	2	1	2	3	2	2	3	3	
CO5	3	3	3	2	3	3	2	3	3	2	3	3	3	
Avg.	2.2	2	1.6	1	2.4	2	0.6	1.6	2.4	1.4	2	3	2.8	

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Department	MBA	Programme Name	Code & 631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2446	FUNDAMENTALS OF SHIPPING	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To provide the knowledge about fundamentals of shipping management - To equip the students with the knowledge of shipping, ship building and repair					

UNIT – I	INTERDICTION OF SHIPPING	9
Role of Shipping in International trade-Types of ships and cargoes carried by them -International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.		
UNIT – II	LINER SHIPPING OPERATIONS	9
Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions		
UNIT – III	DRY BULK BUSINESS	9
Dry Bulk shipping business- World's leading dry bulk ports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices – Types of Chartering - Port agency functions.		
UNIT – IV	TANKER OPERATIONS AND BUSINESS	9
Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them -Types of Tankers and gas carriers – Tanker freighting system (worldscale) –Factors affecting Tanker markets-Marine pollution conventions.		
UNIT – V	SHIP BUILDING AND REPAIR	9
Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards -Financing the Shipping industry - Marine insurance providers.		
Total No of Periods to be Taught		45 periods

REFERENCES:

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1	Michael Robarts, Branch's Elements of Shipping, Ninth Edition, Routledge, 2014.
2	Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3	Review of Maritime Transport, UNCTAD, 2014.
4	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students would be acquainted with the basics of shipping management
CO2:	The students will learn the skills needed for shipping industry

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	2	2	1	-	-	-	-	-	-	-	1	3	2	-
CO2	2	2	2	1	-	-	-	-	-	-	1	3	2	-
CO3	3	3	2	2	1	-	-	-	-	-	2	3	3	-
CO4	3	3	2	2	1	-	-	-	-	-	2	3	3	-
CO5	3	3	2	2	2	-	-	-	-	-	2	3	3	-
Avg.	2.6	2.6	1.8	1.4	0.8	-	-	-	-	-	1.6	3	2.6	-

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2447	PORT AND TERMINAL MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To enlighten the students about the major functions in the port and terminal management - To expose the students on the trends in port and terminal management					

UNIT – I	INTRODUCTION TO PORT AND TERMINAL	9
Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, Manmade, river, estuary).		
UNIT – II	PORT OPERATIONS	9
Design features of facilities in ports for handling various cargoes - Organization structure in Ports -Delivery of port services and the relationship between various departments – Marine Department –Traffic Department – other departments.		
UNIT – III	PORT MARKETING AND SERVICES	9
Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland – Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.		
UNIT – IV	PORT PERFORMANCE	9
Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.		
UNIT – V	PORT SECURITY AND ISSUES	9
Environmental issues connected with Ports & Terminals - Health and safety issues – Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.		
Total No of Periods to be Taught	45 periods	

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REFERENCES:

1	Maria G. Burns, Port Management and Operations, CRC Press, 2014.
2	Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2008
3	H. Ligteringen, H. Velsink, Ports and Terminals, VSSD Publishers, 2012.
4	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students would be aware about skills pertaining to port and terminal management
CO2:	The students should be able to understand the principles and applications for port and Terminal Management.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	2	1	-	-	-	-	-	-	-	1	3	2	-
CO2	2	2	2	1	-	-	-	-	-	-	1	3	2	-
CO3	3	3	2	2	1	-	-	-	-	-	2	3	3	-
CO4	3	3	2	2	1	-	-	-	-	-	2	3	3	-
CO5	3	3	2	2	2	-	-	-	-	-	2	3	3	-
Avg.	2.6	2.6	1.8	1.4	0.8	-	-	-	-	-	1.6	3	2.6	-

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SECTORAL SPECIALISATION IN

INFRASTRUCTURE AND REAL ESTATE MANAGEMENT

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2448	INFRASTRUCTURE PLANNING, SCHEDULING AND CONTROL	L	T	P	C	100
		3	0	0	3	
Course Objectives	To give an exposure to the students on the concept and the principles of planning, scheduling and control about infrastructure industry.					

UNIT – I	INTRODUCTION	9
Introduction to infrastructure - Need and importance of infrastructure in India - Overview of power sector - Overview of water supply and sanitation sector-Overview of road, rail, air and port transportation sectors-Overview of telecommunication sector-Overview of rural and urban infrastructure-Introduction to special economic zones-Organizations and players in infrastructure field -Overview of infrastructure project finance.		
UNIT – II	INFRASTRUCTURE PRIVATIZATION	9
Privatization of infrastructure in India - Benefits of privatization-Problems with privatization Challenges In privatization of water supply projects- Challenges in privatization of power sector projects – Challenges in Privatization of road transportation projects.		
UNIT – III	RISKS IN INFRASTRUCTURE PROJECTS	9
Economic and demand risks, political risks, socio-economic risks and cultural risks in infrastructure projects -Legal and contractual issues in infrastructure projects- Challenges in construction of infrastructure projects.		
UNIT – IV	RISK MANAGEMENT FRAMEWORK	9
Planning to mitigate risk-Designing sustainable contracts-Introduction to fair process and negotiation- Negotiation with multiple stakeholders - Sustainable development- Information technology and systems for successful management.		
UNIT – V	DESIGN & MAINTENANCE OF INFRASTRUCTURE	9
Innovative design and maintenance of infrastructure facilities- Modeling and life cycle analysis techniques- Capacity building and improving Government's role in implementation- Integrated framework for successful planning and management.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	Raina V.K, “Construction Management Practice – The inside Story”, Tata McGraw Hill Publishing Limited, 2005
2	Leslie Feigenbaum, “Construction Scheduling With Primavera Project Planner”, Prentice Hall, 2002
3	W.Ronald Hudson, Ralph Haas, Waheed Uddin, “Infrastructure Management: Integrating, Design, Construction, Maintenance, Rehabilitation and renovation”, McGraw Hill Publisher, 2013
4	Prasanna Chandra, “Projects – Planning, Analysis, Selection, Implementation Review”, Tata McGraw Hill Publishing Company Ltd., New Delhi. 2006.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Explain the basic concepts related to infrastructure and understand management.
CO2:	Explain the benefits and problems with infrastructure
CO3	Identify the challenges and strategies for successful planning and implementation of infrastructure.
CO4	Apply the above concepts to various infrastructure domains.

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	1	-	-	1	-	-	-	-	1	2	1	-
CO2	2	3	2	1	-	1	-	-	-	-	2	2	2	-
CO3	3	3	3	2	-	2	1	-	-	-	3	3	3	-
CO4	2	3	3	3	2	3	2	-	-	-	3	3	3	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Avg.	2.5	2.75	2.25	1.5	0.5	1.75	0.75	0	0	0	2.25	2.5	2.25	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2449	CONTRACTS AND ARBITRATION	L	T	P	C	100
		3	0	0	3	
Course Objectives	To create awareness on contracts for construction industry, impart knowledge on tender preparation, tendering process, laws on arbitration, arbitration procedure and laws on dispute resolution in India.					

UNIT – I	INTRODUCTION TO CONTRACTS IN CONSTRUCTION INDUSTRY	9
Brief details of engineering contracts -Definition, types and essentials of contracts and clauses for contracts - Preparation of tender documents and contract documents - Issues related to tendering process- Awarding contract, e-tendering process - Time of performance – Provisions of contract law - Breach of contract - Performance of contracts - Discharge of a contract- Indian contract Act 1872 - Extracts and variations in engineering contracts - Risk management in contracts.		
UNIT – II	LAWS RELATED TO CONSTRUCTION INDUSTRY	9
Labor and industrial laws - Payment of wages act, contract labor - Workmen's compensation act - Insurance, industrial dispute act- Role of RERA		
UNIT – III	ARBITRATION OF ENGINEERING CONTRACTS	9
Background of Arbitration in India - Indian Arbitration Act 1937 - UNCITRAL model law –Forms of arbitration - Arbitration agreement - Commencement of arbitral proceedings – Constitution of arbitral tribunal - Institutional procedure of arbitration -Impartiality and independence of arbitrators jurisdiction of arbitral tribunal - Interim measures - Enforcement of awards.		
UNIT – IV	NEGOTIATION, MEDIATION AND CONCILIATION	9
Concepts and purpose - Statutory back ground ADR and mediation rules - Duty of mediator and disclose facts - Power of court in mediation.		
UNIT – V	ALTERNATE DISPUTE RESOLUTION	9
Structure of Indian Judicial - The arbitration and reconciliation ordinance 1996 –Dispute resolution mechanism under the Indian judicial system - Litigation in Indian courts – Case studies.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	American Arbitration Association, “Construction industry arbitration rules and mediation procedures”, 2007
2	Case study of Southern Railway Arbitration Cases wiki.ircen.gov.in/doku/lib/exe/fetch.php
3	Collex.K, “Managing Construction Contracts”, Reston publishing company, Virginia, 1982
4	Eastern Book Company “Arbitration and Conciliation Act 1996”, June 2008

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understand the laws on contracts for construction industry in india
CO2:	Apply knowledge of contracts in preparation of contract document and tendering process
CO3	Apply appropriate methods to assess the critical factors in contracts leading to arbitration and disputes between the parties
CO4	Suggest suitable type of arbitration or dispute resolution for the situation of problem

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	-	-	1	-	-	-	-	2	2	1	-
CO2	3	3	3	2	1	2	-	-	-	-	2	3	2	-
CO3	3	3	3	2	2	2	1	-	-	-	3	3	3	-
CO4	2	3	3	3	2	3	2	-	-	-	3	3	3	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Avg.	2.75	2.75	2.75	2.33	1.25	2	0.75	0	0	0	2.5	2.75	2.25	-

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Mecheri, Salem Dt-636453, Tamilnadu



Department	MBA	Programme Name	Code &	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2450	PROJECT MANAGEMENT FOR INFRASTRUCTURE	L	T	P	C	100
		3	0	0	3	
Course Objectives	To impart projects types, time & resource management, resource optimization and new trends in project management					

UNIT – I	PROJECT AND ITS PROCESS	(9)
Define project and process -Boundaries of project - Objectives and functions of project management - Characteristics and types of projects -Organization structure / styles -Roles of project management group - Project management office and its role - Project knowledge area - Project integration- Process group interaction -project flow - Project life cycle- Influencing factors. - Case study.		
UNIT – II	PROJECT TIME MANAGEMENT	(9)
Project scope management - Work break down structure - Activity/Task – Events - Case study- Project planning tools - Rolling wave planning - Gantt charts, Milestone chart, Program progress chart- Creating milestone plan - Project network- Fulkerson's rules - A-O-A and A-ON networks - Analyze project time- Critical path method (deterministic approach) – Activity oriented network analysis- 80-20 rule- Case study - Type of time estimates & square network diagram - Project updating and monitoring- Case study - Estimate time- Program Evaluation & Review Technique (Probabilistic approach)- Event oriented network analysis- Optimistic, pessimistic and most likely time - Degree of variability in average time - Probabilistic estimate - % utilization of resources.		
UNIT – III	RESOURCE MANAGEMENT	(9)
Types of Resource- Time, Men, Material, Machinery, Money, Space - Balancing of resource - Resource smoothing technique- Time constraint - Resource levelling technique- Resource constraint- Case study.		
UNIT – IV	RESOURCE OPTIMIZATION	(9)
Types of cost – Direct, indirect and total cost - Variation of cost with time – Schedule compression techniques- Crashing, fast tracking & Re-estimation- Crash timeand crash cost - Optimize project cost for time and resource - CPM cost model - Life cycle assessment - Impacts and economical assessment - Life cycle cost- Maintenance and operation -Life cycle forecasting – Concept and applications.		
UNIT – V	EMERGING TRENDS IN PROJECT MANAGEMENT	(9)
AGILE Project management and Project Management using latest tools- Case study.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	"A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition, An American National Standard, ANSI/PMI 990001-2008"
2	A Risk Management Standard, AIRMIC Publishers, ALARM, IRM: 2002
3	Gene Dixon, "Service Learning and Integrated Collaborative Project Management", Project Management Journal, DOI:10.1002/pmi, February 2011, pp.42-58
4	Jerome D. Wiest and Ferdinand K. Levy, "A Management Guide to PERT/CPM", Prentice Hall of India Publishers Ltd., New Delhi, 1994.
5	Punmia B. C. and Khandelwal K.K., "Project Planning and Control with PERT/CPM", Laxmi publications, New Delhi, 1989.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Explain the concept of projects, its process, objectives and functions of project management
CO2:	Analyze and manage time in projects through gantt charts, cpm and pert techniques
CO3	Balance resource requirements of projects so as to avoid idling of resources
CO4	Update projects and determine revised schedule of activities and critical path, if any
CO5	Crash projects to determine its optimum time-minimum cost relationships

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	-	-	1	-	-	-	-	1	2	1	-
CO2	3	3	3	2	1	1	-	-	-	-	2	2	2	-
CO3	3	3	3	2	2	2	1	-	-	-	3	3	3	-
CO4	2	3	3	3	2	3	2	-	-	-	3	3	3	-

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CO5	2	3	3	3	3	3	2	-	-	-	3	3	3	-
Avg.	2.6	2.8	2.8	2.5	1.6	2	1	0	0	0	2.4	2.6	2.4	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Mecheri, Salem Dt-636453, Tamilnadu



Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2451	MANAGEMENT OF HUMAN RESOURCES, SAFETY AND QUALITY	L	T	P	C	100
		3	0	0	3	
Course Objectives	to impart knowledge on management of human resources, labor legislation, safety and quality aspects in construction					

UNIT – I	HUMAN RESOURCES MANAGEMENT	9
Introduction - Concept- Growth - Role and function - Manpower planning for construction companies - Line and staff function - Recruitment, selection, placement, induction and training; over staffing; Time office and establishment functions; wage and salary administration - Discipline - Separation process.		
UNIT – II	LABOR LEGISLATION	9
Labor laws- Labor law relating to construction industry- Interstate migration- Industrial relations- Collective bargaining- Worker's participation in management - Grievance handling - Discipline - Role of law enforcing agencies and judiciary -Women in construction industry.		
UNIT – III	SAFETY MANAGEMENT	9
Importance of safety- Causes of accidents -Responsibility for safety - Role of various parties in safety management -Safety benefits- Approaches to improve safety in construction for different works - Measuring safety.		
UNIT – IV	SAFETY IMPLEMENTATION	9
Application of ergonomics to the construction industry - Prevention of fires at construction site- Safety audit.		
UNIT – V	QUALITY MANAGEMENT IN CONSTRUCTION	9
Importance of quality - Elements of quality - Quality characteristics- Quality by design – Quality conformance -Contractor quality control - Identification and traceability - Continuous chain management - Brief concept and application - Importance of specifications- Incentives and penalties in specifications - Workmanship as a mark of quality - Final inspection – Quality assurance techniques - Inspection, testing, sampling - Documentation - Organization for quality control, Cost of quality - Introduction to TQM, Six sigma concept- ISO 14000 in quality management.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Arya Ashok, “Human Resources Management – Human Dimensions in Management” March 24-26, 2011, Organizational Development Programme Division – New Delhi
2	Arya Ashok, “Essence of Labour Laws”- www.odiindia.in/about-the-books.pdf
3	Arya Ashok “Discipline & Disciplinary procedure” Organisation Development Institute, 1998
4	Arya Ashok, “Management case studies – An analytical and Developmental Tool” Organisation Development Institute, New Delhi, 1999
5	Corleçon Coulter, Jill Justice Coulter, The Complete Standard Hand Book of Construction Management”, Prentice Hall, (1989)
6	Dwivedi R.S., “Human Relations and Organisational Behaviour”, (BH – 1987)
7	Grant E.L., and Levens worth, “Statistical Quality Control”, Mc Graw Hill, 1984.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Identify the need and importance of human resource management, labour laws relating to construction industry
CO2:	Identify the need and measures to improve safety in construction industry and safety audit
CO3	Identify the need for applying ergonomics to construction industry
CO4	Enumerate the need, importance, elements of quality and significance of quality assurance in industry

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	-	3	3	2	1	-	2	2	1	-
CO2	2	2	-	-	-	3	3	2	1	-	2	2	1	-
CO3	2	2	2	-	1	3	3	2	-	-	2	2	2	-
CO4	2	2	3	2	2	3	3	2	-	-	2	2	2	-

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Mecheri, Salem Dt-636453, Tamilnadu

CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Avg.	2	1.75	1.66	-	1	3	3	2	0.5	-	2	2	1.5	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Mecheri, Salem Dt-636453, Tamilnadu

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2451	MANAGEMENT OF HUMAN RESOURCES, SAFETY AND QUALITY	L	T	P	C	100
		3	0	0	3	
Course Objectives	to impart knowledge on management of human resources, labor legislation, safety and quality aspects in construction					

UNIT – I	HUMAN RESOURCES MANAGEMENT	9
Introduction - Concept- Growth - Role and function - Manpower planning for construction companies - Line and staff function - Recruitment, selection, placement, induction and training; over staffing; Time office and establishment functions; wage and salary administration - Discipline - Separation process.		
UNIT – II	LABOR LEGISLATION	9
Labor laws- Labor law relating to construction industry- Interstate migration- Industrial relations- Collective bargaining- Worker's participation in management - Grievance handling - Discipline - Role of law enforcing agencies and judiciary -Women in construction industry.		
UNIT – III	SAFETY MANAGEMENT	9
Importance of safety- Causes of accidents -Responsibility for safety - Role of various parties in safety management -Safety benefits- Approaches to improve safety in construction for different works - Measuring safety.		
UNIT – IV	SAFETY IMPLEMENTATION	9
Application of ergonomics to the construction industry - Prevention of fires at construction site- Safety audit.		
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Importance of quality - Elements of quality - Quality characteristics- Quality by design – Quality conformance -Contractor quality control - Identification and traceability - Continuous chain management - Brief concept and application - Importance of specifications- Incentives and penalties in specifications - Workmanship as a mark of quality - Final inspection – Quality assurance techniques - Inspection, testing, sampling - Documentation - Organization for quality control, Cost of quality - Introduction to TQM, Six sigma concept- ISO 14000 in quality management.		
Total No of Periods to be Taught	45 periods	

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1	Arya Ashok, “Human Resources Management – Human Dimensions in Management” March 24-26, 2011, Organizational Development Programme Division – New Delhi
2	Arya Ashok, “Essence of Labour Laws”- www.odiindia.in/about-the-books.pdf
3	Arya Ashok “Discipline & Disciplinary procedure” Organisation Development Institute, 1998
4	Arya Ashok, “Management case studies – An analytical and Developmental Tool” Organisation Development Institute, New Delhi, 1999
5	Corleçon Coulter, Jill Justice Coulter, The Complete Standard Hand Book of Construction Management”, Prentice Hall, (1989)
6	Dwivedi R.S., “Human Relations and Organisational Behaviour”, (BH – 1987)
7	Grant E.L., and Leavens worth, “Statistical Quality Control”, Mc Graw Hill, 1984.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Identify the need and importance of human resource management, labour laws relating to construction industry
CO2:	Identify the need and measures to improve safety in construction industry and safety audit
CO3	Identify the need for applying ergonomics to construction industry
CO4	Enumerate the need, importance, elements of quality and significance of quality assurance in industry

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	-	3	3	2	1	-	2	2	1	-
CO2	2	2	-	-	-	3	3	2	1	-	2	2	1	-
CO3	2	2	2	-	1	3	3	2	-	-	2	2	2	-
CO4	2	2	3	2	2	3	3	2	-	-	2	2	2	-

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Mecheri, Salem Dt-636453, Tamilnadu

CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Avg.	2	1.75	1.66	-	1	3	3	2	0.5	-	2	2	1.5	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Mecheri, Salem Dt-636453, Tamilnadu

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2452	DISASTER MITIGATION AND MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To create an awareness on the various types of disasters and to expose the students about the measures, its effect against built structures, and hazard assessment procedure in India. - To impart knowledge on the methods of mitigating various hazards such th at their impact on communities is reduced					

UNIT – I	INTRODUCTION	9
Difference between hazards and disaster -Types of disasters-Phases of disaster management -Hazards - Classification of hazards - Hazards affecting buildings - Building safety against hazards - Floods - Cyclone - Landslides -Tsunami - Fire.		
UNIT – II	EARTHQUAKE DISASTER	9
Earthquake hazard map -Causes of earthquakes -Classification of earthquakes –Seismic waves -Energy release - Inertia forces - Natural period - Resonance - Damping –Seismic response of free vibration -Seismic response of damped vibration -Performance of ground and buildings in past earthquakes-Earthquake resistant measures in RC and masonry buildings - Potential deficiencies of RC and masonry buildings.		
UNIT – III	OTHER DISASTERS	9
Landslides-Landslide zoning map - Causes -Protection measures Floods -Flood zone map - Effects on buildings -Protection measures from damage to buildings -Mitigation strategies Tropical cyclones - Effects on buildings -Protection measures from damage to buildings - Tsunami -Tsunami wave characteristics -Peculiarities of tsunami deposits -Tsunami impact on coastal lines-Effects of Tsunami on built structures - Fire disaster - Causes and effects of fire disaster - Preventive mechanism .		
UNIT – IV	HAZARD ASSESSMENT	9
Visual inspection and study of available documents -Detailed in-situ investigation planning and interpretation of results-Foundation capability -Non-structural components – Seismicb strengthening of buildings –Repairs, restoration and strengthening of existing buildings - Strengthening materials - Retrofitting of load bearing wall buildings - Retrofitting of RC Buildings-RVS method of screening - RC and masonry structures -Seismic hazard assessment - Deterministic seismic hazard analysis - PSHA.		
UNIT – V	LAND USE ZONING REGULATIONS , QUALITY CONTROL AND DISASTER MANAGEMENT POLICY	9
Introduction-Community planning - Community contingency plan - Report building and initial awareness - Recommendations for land use zoning regulations - Construction quality control -Evolution of quality management -Reasons for poor construction -Construction of quality control in masonry structures -		

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Disaster management policy and procedure -Legal frame work - Institutional mechanism - Schemes and grants on DM - Recommendation of 13th finance commission -Plan schemes - Non plan schemes - Externally aided schemes Role of NDRF in Disaster Management - Medical First Responder - Flood Rescue &Relief Management.

Total No of Periods to be Taught

45 periods

REFERENCES:

1	Annual Report, Ministry of Home Affairs, Government of India, 2009-10
2	Ayaz Ahmad, “Disaster Management: Through the New Millennium” Anmol Publications, 2003
3	Berg.GV, “Seismic Design codes and procedures”, EERI, CA,1982
4	Booth, Edmund, “Concrete Structures in earthquake regions; Design and Analysis”, Longman, 1994
6	Dowrick. D.J, “Earthquake resistant design for Engineers and Architects”, John Wiley & Sons, Second Edition, 1987.
4	Ghosh G.K. “Disaster Management”, A.P.H. Publishing Corporation, 2006
5	Goel, S. L. “Encyclopaedia of Disaster Management”, Deep & Deep Publications Pvt Ltd.,2006

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Understand the various types of disaster viz hydrological, coastal and marine disasters, atmospheric disasters, geological, mass movement and land disasters, wind and water driven disasters.
CO2:	To identify the potential deficiencies of existing buildings for eq disaster and suggest suitable remedial measures.
CO3	Derive the guide lines for the precautionary measures and rehabilitation measures for eq disaster.
CO4	Understand the effects of disasters on built structures
CO5	Derive the protection measures against floods, cyclone and land slides
CO6	Understand the hazard assessment procedure
CO7	Get the awareness regarding land use zoning regulations &quality control

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Mapping of COs with POs and PSOs

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CO1	3	2	2	-	1	3	3	2	-	-	2	2	2	-
CO2	3	3	2	2	-	3	3	2	-	-	2	2	2	-
CO3	2	2	3	3	2	3	3	2	-	-	2	2	2	-
CO4	3	2	2	3	2	3	3	2	-	-	2	2	2	-
CO5	2	2	3	2	2	3	3	2	-	-	2	2	2	-
CO6	3	3	3	3	2	3	3	2	-	-	2	2	2	-
CO7	3	2	3	2	2	3	3	2	-	-	2	2	2	-
Avg.	2.71	2.28	2.57	2.5	1.57	3	3	2	-	-	2	2	2	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Mecheri, Salem Dt-636453, Tamilnadu

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2453	ECONOMICS AND FINANCIAL MANAGEMENT IN CONSTRUCTION	L	T	P	C	100
		3	0	0	3	
Course Objectives	To study the concepts of construction economics and finance such as comparing alternatives proposals, evaluating alternative investments, management of funds, Insurance procedures, risks involved and economics of costing.					

UNIT – I	BASIC PRINCIPLES	9
Time Value of Money - Cash flow diagram - Nominal and effective Interest – Continuous interest - Nominal and effective interest- continuous interest . Single Payment Compound Amount Factor (P/F,F/P) – Uniform series of Payments (F/A,A/F,F/P,A/P)– Problem time zero (PTZ)- equation time zero (ETZ). Constant increment to periodic payments – Arithmetic Gradient(G), Geometric Gradient (C)		
UNIT – II	MARKET STRUCTURE AND CONSTRUCTION ECONOMICS	9
Types of Market Structure in the Construction Industry – Markets and the competitive environment- Perfect competition -. Monopolistic competition - Oligopoly - Monopoly – Characteristics and economic Profit – Construction Economics – BOOT, BOT, BOO Methods - Depreciation - Inflation-Taxes		
UNIT – III	EVALUATING ALTERNATIVE INVESTMENTS	9
Present worth analysis, Annual worth analysis, Future worth analysis, Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis, Benefit/Cost Analysis, Break Even Analysis - Replacement Analysis- Equipment Replacement Analysis.		
UNIT – IV	FUNDS MANAGEMENT	9
Project Finance - Sources - Working capital management- Inventory Management- Mortgage Financing-- Interim construction financing - Security and risk aspects		
UNIT – V	ECONOMICS OF COSTING	9
Construction accounting-Chart of accounts- Meaning and definition of costing - Types of costing – Methods of calculation (Marginal costing, cost sheet, budget preparation) – Equipment Cost- Replacement Analysis - Role of costing technique in real estate and infrastructure management.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Pandey, I.M, Financial Management, 12th Edition Vikas Publishing House Pvt. Ltd., 2012.
2	Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19 th edition, Tata McGraw Hill, 2010.
4	Blank, L.T., and Tarquin,a.J , Engineering Economy,4th Edn. Mc-Graw Hill, 1988.
6	Patel, B M, Project management- strategic Financial Planning, Evaluation and Control, Vikas Publishing House Pvt. Ltd. New Delhi, 2000.
4	Shrivastava,U.K., Construction Planning and Management,2nd Edn. Galgotia Publications Pvt. Ltd. New Delhi, 2000.
5	Steiner, H.M.,Engineering Economic principles, 2nd Edn. Mc-Graw Hill Book, New York, 1996.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	On completion of this course the students will be able to know the concepts in Economics and Finance in Construction
CO2:	On completion of this course the students will be able to know the concepts in Economics and Finance in Construction
CO3	On completion of this course the students will be able to know the concepts in Economics and Finance in Construction
CO4	On completion of this course the students will be able to know the concepts in Economics and Finance in Construction
CO5	On completion of this course the students will be able to know the concepts in Economics and Finance in Construction

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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	2	2	3	3	-	-	2	1	2	3	2	2	
CO2	3	2	2	3	3	-	-	2	1	2	3	2	2	
CO3	3	3	2	3	3	-	-	2	1	2	3	2	2	
CO4	2	3	3	3	3	-	-	2	1	2	3	2	2	
CO5	3	3	3	3	3	-	-	2	1	2	3	2	2	
Avg.	2.6	2.6	2.4	3	3	-	-	2	1	2	3	2	2	

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2454	URBAN ENVIRONMENT MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To create awareness on the various environmental issues in an urban scenario and give an exposure to the urban water resources and its management. - To impart knowledge on the stages of works involved in a water supply project of a city, safe wastewater collection system for generate waste water and its management, solid waste and their safe disposal beyond urban limit to be free from pollution is also addressed in the course work.					

UNIT – I	URBAN ENVIRONMENTAL ISSUES	9
Urbanization- Population growth scenario -Migration - Pollution of surface water resources - Rivers, tanks, channels -Ground water exploitation - Waste water -Characteristics –Pollution problems - Solid waste -Air pollution - CPCB norms.		
UNIT – II	URBAN MASTER PLANS	9
Planning and organizational aspects -Urban waste resources management - Water in urban ecosystem – Urban water resources planning and organization aspects -Storm water management practices -Types of storage -Magnitude of storage -Storage capacity of urban components -Percolation ponds -Temple tanks - Rainwater harvesting -Urban water supply - Demand estimation -Population forecasting -Source identification -Water conveyance Storage reservoirs –Fixing storage capacity – Distribution Network – Types –Analysis -Computer Applications – Conservation techniques –Integrated urban water planning – Smart city project planning - Green Building – LEED certification – Green audit		
UNIT – III	URBAN WASTEWATER MANAGEMENT	9
Sewage generation -Storm drainage estimation -Industry contribution -Wastewater collection system - Separate and combined system -Hydraulic design of sewer and storm drain Wastewater treatment –Disposal methods - Concept of decentralization - 3R concepts		
UNIT – IV	MUNICIPAL SOLID WASTE MANAGEMENT	9
Sources of solid waste -Characteristics -Rate of generation -Segregation at source –Collection of solid waste -Methods of collection -Route analysis -Transfer and transfer stations Processing and disposal of solid waste.		
UNIT – V	CASE STUDIES	9
Environmental economics- Social and physiological aspects of pollution - Successful urban management - Models- Urban management-Case studies from developed nations -Software.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	George Tchobanoglous, Hilary Theisen and Samuel A, Vigil “Integrated Solid Waste Management”, McGraw Hill Publishers, New York, 1993.
2	McGhee J., “Water supply and sewerage”, McGraw Hill Publishers, 1991
3	Martin P. Wanelista and Yousef. “Storm Water Management and Operations”, John Wiley and Sons, 1993.
4	Neil S. Grigg., “Urban Water Infrastructure Planning – Management and Operations”, John Wiley and Sons, 1986.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	Understand planning of a city and identify various urban environmental issues
CO2:	Apply and prepare project plans to integrate urban water resource
CO3	Develop water resource management using available water resources
CO4	Understand and apply the principles of solid waste management

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	2	3	2	1	1	1	1	3	2	-
CO2	3	3	3	3	2	3	2	2	1	1	1	3	3	-
CO3	3	3	3	3	3	3	3	2	1	1	1	3	3	-
CO4	3	3	3	3	3	3	3	2	1	1	1	3	3	-
Avg.	3	2.75	2.75	2.75	2.5	3	2.5	1.75	1	1	1	3	2.75	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2455	SMART MATERIALS, TECHNIQUES AND EQUIPMENTS FOR INFRASTRUCTURE	L	T	P	C	100
		3	0	0	3	
Course Objectives	To give an exposure on the advanced materials, techniques and equipments used in infrastructure industry.					

UNIT – I	SPECIAL CONCRETES	9
Concrete -Behavior of concrete - High strength and high performance concrete – Fibre reinforced concrete - Self compacting concrete - Bacterial concrete -Reactive powder concrete - Ready mix concrete - Geopolymer concrete -Alternative materials for concrete.		
UNIT – II	METALS	9
Steels - New alloy steels - Coatings to reinforcement - Cold formed steel -Aluminum and its products Applications. Composites: Plastics - Reinforced polymers- FRP -Applications. Smart and intelligent materials: smart and intelligent materials for intelligent buildings – Special features.		
UNIT – III	ADVANCED CONSTRUCTION TECHNIQUES	9
Sub structure construction: Box jacking- Pipe jacking- Under water construction of diaphragm walls and basement- Tunnelling techniques-Cable anchoring and grouting- Driving diaphragm walls, sheet piles, laying operations for built up offshore system- Shoring for deep cutting- Large reservoir construction - Trenchless technology.		
UNIT – IV	SUPERSTRUCTURE CONSTRUCTION FOR BUILDINGS	9
Vacuum dewatering of concrete flooring- Concrete paving technology- Techniques of construction for continuous concreting operation in tall buildings of various shapes and varying sections -Launching techniques suspended form work -Erection techniques of tall structures, large span structures- Launching techniques for heavy decks -Inset pre-stressing in high rise structures, aerial transporting, handling, erecting lightweight components on tall structures.		
UNIT – V	CONSTRUCTION OF SPECIAL STRUCTURES	9
Erection of lattice towers and rigging of transmission line structures- Construction sequence in cooling towers, silos, chimney, sky scrapers, bow string bridges, cable stayed bridges - Launching and pushing of box decks -Advanced construction techniques of offshore structures- Construction sequence and methods in domes and prestress domes –Support structure for heavy equipment and conveyor and machinery in heavy industries -Erection of articulated structures, braced domes and space decks. Demolition Techniques –		

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Advanced techniques and sequence in demolition and dismantling.

Total No of Periods to be Taught

45 periods

REFERENCES:

1	Jerry Irvine, “Advanced Construction Techniques”, C.A. Rocketr, 1984
2	Patrick Powers, “Construction Dewatering: New Methods and Applications”, John Wiley & Sons, 1992
3	Robertwade Brown, “Practical foundation Engineering handbook”, McGraw Hill Publications, 1995.
4	Sankar S.K. and Saraswathi. S, “Construction Technology”, Oxford University Press, New Delhi, 2008.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Explain the properties and applications of special concretes, composites, smart and intelligent materials
CO2:	Identify and explain advanced construction techniques used for sub structure Construction
CO3	Select appropriate techniques for super structure construction of buildings
CO4	Select suitable techniques for construction of special structures
CO5	Choose relevant technique for demolition and dismantling works

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	3	3	2	2	2	1	1	1	1	1	3	3	-
CO2	3	3	3	3	2	3	2	1	1	1	1	3	3	-
CO3	3	3	3	3	3	3	2	1	1	1	1	3	3	-
CO4	3	3	3	3	3	3	3	2	1	1	1	3	3	-

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CO5	3	3	3	3	3	3	3	2	1	1	1	3	3	-
Avg.	3	3	3	2.8	2.6	2.8	2.2	1.4	1	1	1	3	3	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2456	STRATEGIC AIRPORT INFRASTRUCTURE MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To provide the participants with a good knowledge on strategic planning and marketing in airport organizations.					

UNIT – I	INTRODUCTION TO AIRPORT INFRASTRUCTURE	9
Growth of air transport, Airport organization and associations, Classification of airports airfield components, Air traffic zones and approach areas. Context of airport system planning - Development of airport planning process - Ultimate consumers - Airline decision - Other airport operations.		
UNIT – II	AIRPORT INFRASTRUCTURE CAPACITY DESIGN	9
Components, size, turning radius, speed, airport characteristics. Capacity and Delay – Factors affecting capacity, determination of runway capacity related to delay, gate capacity and taxiway capacity.		
UNIT – III	AIRPORT INFRASTRUCTURE PLANNING AND SURVEYS	9
Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons, numbering, holding apron. Planning and design of the terminal area: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports. Air traffic control and aids: Runways and taxiways markings, day and night landing aids, airport lighting and other associated aids.		
UNIT – IV	AIRPORT INFRASTRUCTURE ENTERPRISE	9
The economic impact on countries and regions - the main governance patterns in the airport business - The International path of evolution in the airport business - Airport transport value chain - Air enterprises - two primary actots in the air transport value chain - Skipping peripheral positions in the value chain. Rise of airport marketing for the aviation related business – Airport revenue management- Airport alliances- management contract.		
UNIT – V	THE DEVELOPMENT OF THE NON AVIATION INFRASTRUCTURE	9
Related value Proposition. Evolution of traditional Airport - Evolutionary patterns for airport enterprises- Commercial Airport Philosophy - tourist and conference service - logistic services- property management- consulting services - BAA and the non aviation business - best airport in the world: The case of Singapore Airport - Role and meaning of loyalty for a service company- Bench marking airline experience - Provider - Customer relational link – benefits from ALPS implementation of ALPS.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Aviation Safety Programs A Management Hand Book: Richard H. Wood - Jeppesen Sanderson Inc.
2	Airport Systems,: Planning, Design and Management, Second Edition, Richard L. De Neufville , Amedeo R. Odoni, Peter Belobaba,& Tom G. Reynolds), 2013.
3	Airport Planning and Management, Sixth Edition, Seth B. Young, Ph.D., Alexander T.Wells, Ed.D., McGraw-Hill Education, 2011.
4	Asset and Infrastructure Management for Airports—Primer and Guidebook, The national academic press.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Explain the classification of airports airfield components
CO2:	Explain the main governance patterns in the airport business
CO3	Identify the evolutionary patterns for airport enterprises.
CO4	Explain the primary actors in the air transport value chain
CO5	Explain the primary actors in the air transport value chain

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	2	-	-	-	1	-	-	2	1	-
CO2	2	2	1	-	2	1	-	-	1	-	-	2	1	-
CO3	3	2	2	1	3	2	-	1	2	-	-	3	2	-
CO4	3	3	2	2	3	2	-	1	2	-	-	3	2	-
CO5	3	3	2	3	3	3	1	1	2	1	-	3	3	-

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Avg.	2.6	2.2	1.4	1.2	2.6	1.6	0.2	0.6	1.6	0.2	0	2.6	1.8	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2457	REAL ESTATE MARKETING AND MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To provide the participants with a good knowledge on real estate marketing and management..					

UNIT – I	CONCEPT	9
Fundamental concepts and techniques involved in real estate development process- Role of various organizations - CREDAI- BAI etc		
UNIT – II	EVENTS AND PRE-PROJECT STUDIES	9
Modeling sequential events in real estate development process - Site evaluation – Land procurement - Development Team assembly - Market study		
UNIT – III	DEVELOPMENT PLANNING & APPROVAL PROCESS	9
Identifying technical inputs required, planning objectives, front end clearances from various authorities, timing of the project and scheduling		
UNIT – IV	CONSTRUCTION AND PROJECT MANAGEMENT	9
Identifying the elements of infrastructure and the resource mobilization, disaggregating the project components, mobilizing the human and fiscal resources procuring and storing materials		
UNIT – V	PROJECT MARKETING & HANDING OVER	9
Over of the completed project- Communication tools required for presenting the project –In house sales promotion -Franchisee system -Joint venture and sharing issues - Procedure and laws relating to transfer of completed project.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Gerald R. Cortesi, “Mastering real estate principles” (2001); Dearborn Trade Publishing, New York, USA.
2	Fillmore W Galaty, “Modern real estate practice” (2002); Dearborn Trade publishing, New York, USA

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3	Tanya Davis, “Real estate developer’s handbook” (2007), Atlantic pub company, Ocala, USA.
4	Mike E. Miles, “Real estate development - Principles & process 3 rd edition” (2000); Urban Land Institute, ULI, Washington DC.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Explain the fundamental concepts and techniques involved in real estate development process
CO2:	Explain the procedure and laws relating to transfer of completed project
CO3	Identify the fiscal resources procuring and storing materials process.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	1	-	-	2	-	-	-	1	-	-	2	1	-
CO2	2	2	1	-	2	1	-	-	1	-	-	2	1	-
CO3	3	2	2	1	3	2	-	1	2	-	-	3	2	-
Avg	2.3	1.6	1	0.3	2.3	1	0	0.3	1.3	0	0	2.3	1.3	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2458	INFRASTRUCTURE AND REAL ESTATE ENTREPRENEURSHIP	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To develop and strengthen entrepreneurial quality and motivation students. - To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.					

UNIT – I	ENTREPRENEURIAL COMPETENCE	9
Entrepreneurship concept - Entrepreneurship as a Career - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur - Knowledge and Skills of Entrepreneur.		
UNIT – II	ENTREPRENEURIAL ENVIRONMENT	9
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.		
UNIT – III	BUSINESS PLAN PREPARATION	9
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT – IV	LAUNCHING OF SMALL BUSINESS	9
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching -Incubation, Venture capital, IT startups.		
UNIT – V	MANAGEMENT OF SMALL BUSINESS	9
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.
2	Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005

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3	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
4	P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Students will gain knowledge and skills needed to start and run an enterprise
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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PSO 1	PSO 2	PSO 3
CO1	3	3	2	1	3	2	-	1	2	-	-	3	2	-
Avg.	3	3	2	1	3	2	0	1	2	0	0	3	2	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2459	VALUATION OF REAL ESTATE AND INFRASTRUCTURE ASSETS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To gain knowledge about the valuation of different infrastructure assets					

UNIT – I	REAL ESTATE VALUATION	9
Scope and objectives -Concepts of valuation - Types of value - Value vs Price vs Cost-Different methods of valuation- SWOT analysis		
UNIT – II	APPROACHES TO REAL ESTATE VALUATION	9
Sales comparison approach - Cost approach - Income approach - SWOT analysis		
UNIT – III	VALUATION OF VARIOUS CATEGORIES OF REAL ESTATE	9
Residential real estate valuation - Commercial real estate valuation - Industrial real estate valuation - Retail real estate valuation- Mixed-use real estate valuation		
UNIT – IV	INFRASTRUCTURE ASSET VALUATION	9
Objective and approaches-Different categories of infrastructure assets- Valuation methodology- Key operational and financial parameters -Valuation framework and models.		
UNIT – V	SECTORAL INFRASTRUCTURE VALUATION	9
Power sector- IT sector - Telecom sector - Aviation-Education sector- Other service sectors- Plant and Machinery -Case studies		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Infrastructure valuation –Frederic Blanc - Brude and Majid Hasan, EDHEC Risk Institute
2	infrastructure Asset Management - Frederic Blanc - Brude and Majid Hasan, EDHEC Risk Institute
3	Valuation techniques for infrastructure investment decisions, Michael J. Garvin, Department of Civil Engineering and Engineering Mechanics , Columbia University
4	Application of Real Options in Infrastructure Projects Charles Y.J. Cheah, PhD, CFA

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COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Students will gain knowledge and skills in connection to the valuation of different types of real estates and infrastructure assets.
CO2:	Students will gain knowledge and skills in connection to the valuation of different types of real estates and infrastructure assets
CO3	Students will gain knowledge and skills in connection to the valuation of different types of real estates and infrastructure assets
CO4	Students will gain knowledge and skills in connection to the valuation of different types of real estates and infrastructure assets
CO5	Students will gain knowledge and skills in connection to the valuation of different types of real estates and infrastructure assets

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	1	2	1	1	1	1	1	1	2	3	
CO2	3	3	2	2	3	2	1	1	2	1	1	2	3	
CO3	3	3	3	2	3	2	1	1	2	1	2	3	3	
CO4	3	3	3	3	3	2	1	1	2	2	2	3	3	
CO5	3	3	3	3	3	3	2	2	2	2	3	3	3	
Avg.	3	2.8	2.6	2.2	2.8	2	1.2	1.2	1.8	1.4	1.8	2.6	3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT – Bloom's Taxonomy

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SECTORAL SPECIALISATION IN TOURISM MANAGEMENT

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2460	TOURISM PRINCIPLES AND PRACTICES	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To comprehend the conceptual dimensions of tourism industry. - To understand the dynamics of tourism businesses and its impacts.					

UNIT – I	INTRODUCTION	9
Tourist/ Visitor/ Traveler/ Excursionist, Early and Medieval Period of Travel: Renaissance and Its Effects on Tourism - Birth of Mass Tourism, Old and New Age Tourism, Concept of Tourism: Nature - Scope - Characteristics - Components - Significance of Tourism - Tourism System: Interdisciplinary Approaches - Motivations and Deterrents to Travel – Emerging Areas and Practices.		
UNIT – II	FORMS OF TOURISM	9
Inbound, Outbound, National, International- Alternative Tourism – Inclusive Tourism, Current Trends in Domestic and Global Tourism: Tourism Statistics- Need for Measurement of Tourism - Tourism Demand and Supply.		
UNIT – III	TOURISM INDUSTRY	9
Structure, Functions and Constituents - Direct, Indirect and Support Services – Basic Components of Tourism: Transport - Accommodation- Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & Superstructure.		
UNIT – IV	TOURISM THEORY	9
Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory- Stanley Plog's Psychographic Model- Gunn's Tourism Planning Model		
UNIT – V	TOURISM ORGANIZATIONS	9
UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.		
Total No of Periods to be Taught		45 periods

REFERENCES:

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1	Rajat Gupta, Nishant Singh, Ishita Kirar and Mahesh Kumar Bairwa, Hospitality and Tourism Management, Vikas Publishing House Pvt. Ltd., 2015
2	Charles R. Goeldner and J. R. Brent Ritchie, Tourism: Principles, Practices, Philosophies, 12th Edition, Wiley, 2016
3	Sampad Kumar Swain and Jitendra Mohan Mishra, Tourism: Principles and Practices (Oxford Higher Education), Nov 2011
4	Chris Cooper, John Fletcher, Alan Fyall, David Gilbert and Stephen Wanhill, Tourism: Principles and Practice, 5 th Edition, Pearson Education Limited, 2013
5	Renu Malra, Tourism Principles Practices Concepts And Philosophies, Anmol Publications Pvt. Ltd., 2013

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Students will learn the practices and ways to promote the tourism industry.
CO2:	Students will learn the practices and ways to promote the tourism industry
CO3	Students will learn the practices and ways to promote the tourism industry
CO4	Students will learn the practices and ways to promote the tourism industry
CO5	Students will learn the practices and ways to promote the tourism industry

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	2	2	3	2	3	2	1	3	2	1	2	3	2	
CO2	3	2	3	2	2	2	1	2	3	1	3	2	3	
CO3	2	3	2	3	2	1	2	3	3	2	2	3	3	
CO4	3	2	3	2	3	2	1	2	3	1	3	2	3	
CO5	2	3	2	3	2	1	2	3	3	2	2	3	3	
Avg.	2.4	2.4	2.6	2.4	2.4	1.6	1.4	2.6	2.8	1.4	2.4	2.6	2.8	

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2461	TRAVEL MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To enable the students to enhance the skills and knowledge on travel industry and its types.					

UNIT – I	INTRODUCTION	9
Travel Industry – modes of Travel – Air, Rail, Road, Sea, Authorities; Classification of travels-Inbound& Outbound Tours- Classification		
UNIT – II	TRAVEL AGENCY	9
Introduction to Travel Trade: Historical Background of Travel Trade, Significance of Travel Agency Business, Meaning of Travel Agency- Types of Travel Agent- Full Service Agency, Commercial Agency, Implant Agency, Group / Incentive Agency, Types of Tour Operator - Inbound, Outbound , Domestic, Ground and Specialized.		
UNIT – III	OMPONENTS OF TRAVEL MANAGEMENT	9
Market Survey and Research , A Guide to Marketing of Leisure Activities, Marketing Techniques of a Travel management - Marketing of Conferences, Congress, Conventions, Incentive Travel, Workshops, Seminars, MICE, Fare constructions and Scheduling – railway and airlines, consumer mix, Rules and regulations for registration - International Travel Formalities- Foreign Exchange Regulations, passport, visas, Clearances and other Procedures.		
UNIT – IV	CARGO MANAGEMENT	9
Air & Sea ,Pre-requisites, Different types of Cargo, Documentations, Cargo Rates, Loading, Manifestation, Transshipment, Handling at Destination, Regulations.		
UNIT – V	MODERNIZATION AND TRENDS IN TRAVEL INDUSTRY	9
Impact of Liberalization, Strategic trends in Travel Industry- Disinvestments, Takeovers, Consolidations, and Acquisitions in Travel Industry.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Chand, M. (2009), Travel Agency Management: An Introductory Text. Anmol Publications Pvt. Ltd., New Delhi.
2	Swain, S.K. & Mishra, J.M.(2012). Tourism: Principles & Practices. Oxford University Press, New Delhi.
3	Holloway, J.C. (2012), The Business of Tourism, Prentice Hall, London,
4	Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi.
5	Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The learners will have a complete idea about the different concepts, trends and strategies used in this industry.
CO2:	The learners will have a complete idea about the different concepts, trends and strategies used in this industry.
CO3	The learners will have a complete idea about the different concepts, trends and strategies used in this industry.
CO4	The learners will have a complete idea about the different concepts, trends and strategies used in this industry.
CO5	The learners will have a complete idea about the different concepts, trends and strategies used in this industry.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	3	2	3	2	1	3	3	1	2	3	2	
CO2	2	3	2	3	2	1	2	3	3	2	2	3	3	

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CO3	3	2	3	2	3	2	1	2	3	1	3	2	3	
CO4	2	3	2	3	2	1	2	3	3	2	2	3	3	
CO5	3	2	3	2	3	2	1	3	3	1	2	3	2	
Avg.	2.6	2.4	2.6	2.4	2.6	1.6	1.4	2.8	3	1.4	2.2	2.8	2.6	
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2462	INTERNATIONAL TOURISM	L	T	P	C	100
		3	0	0	3	
Course Objectives	The course aims to provide the past, present and future perspectives of international tourism. The factors and challenges influencing the growth of international tourism will be studied. The students will study the role of international regulatory bodies.					

UNIT – I	THE GLOBAL ENVIRONMENT	9
Globalization- scope of international tourism- types, Cultural diversity- Intercultural theories cultural Practices-impact on tourism. Cultural influences on intercultural communication- social interactions.		
UNIT – II	INTERNATIONAL TOURISM GROWTH	9
Economic determinants-forces and factors influencing growth of international tourism, trends - regional, domestic and global tourist movements, methods and measurements in determining future trends. Arrivals – receipts, foreign exchange, emerging trends in international travel, sustainable tourism, experiential tourism, social responsible tourism – Ethics – Emerging threats in International Tourism.		
UNIT – III	REGIONAL DISTRIBUTION OF INTERNATIONAL TOURISM	9
International Tourism (inbound and outbound tourism) trends in : Europe -France, Spain, Italy, and United Kingdom, USA, Mexico, Caribbean, Islands and Brazil, China, Thailand, Singapore, Australia, and New Zealand, South Africa, Kenya and Egypt.		
UNIT – IV	INTERNATIONAL TRENDS	9
Tourism bills of Rights, tourism code, Manila declaration, International conventions: Warsaw convention 1924, Chicago convention 1944, Brussels convention 1961 and 1966, Athens convention 1974, Helsinki accord 1974, IATA conditions of carriage (passage and baggage). World travel laws.		
UNIT – V	ROLE OF GOVERNMENT AND INTERNATIONAL TOURISM BODIES/ ORGANISATIONS	9
Tourism Bodies: Need for Tourism organizations, Functions, Administrative set up: National Tourism Organization (NTO).Tourism Organizations : Role of United Nations World Tourism Organization (UNWTO); World Travel & Tourism Council (WTTC); Pacific Asia Travel Association (PATA) : International Air Transports Association (IATA): International Union of Official Travel Organisation (IUOTO); UFTAA, WATA, International Civil Aviation Organisation(ICAO), Travel industry fairs – advantages of participation. Travel Mart – WTM, ITB, KTM and FITUR.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	Yvette Reisinger, International Tourism- Cultures and Behavior, Taylor & Francis, 2011
2	K. Bhatia, International Tourism Management, Sterling Publishers Private Limited, 2011.
3	Roland Conrady and Martin Buck, Trends and Issues in Global Tourism, Springer Science & Business Media, 2012
4	Sarah M. Lyon and E. Christian Wells, Global Tourism: Cultural Heritage and Economic Encounters, Lanham, MD, AltaMira Press, 2012.
5	John Burkart, S. Medlik, Tourism: Past, Present and Future, Helnemann, 2 nd edition, 1986.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	The students will be able to comprehend the importance of international tourism, trends, formalities. They will know the importance of regulatory bodies in international tourism
CO2:	The students will be able to comprehend the importance of international tourism
CO3	The students will be able to comprehend the importance of international tourism
CO4	The students will be able to comprehend the importance of international tourism
CO5	The students will be able to comprehend the importance of international tourism

Mapping of COs with POs and PSOs														
COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	3	2	3	2	1	3	3	1	2	3	2	
Avg.	2	3	2	3	2	1	2	3	3	2	2	3	3	

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CO3	3	2	3	2	3	2	1	2	3	1	3	2	3	
CO4	2	3	2	3	2	1	2	3	3	2	2	3	3	
Avg.	3	2	3	2	3	2	1	3	3	1	2	3	2	
	2.6	2.4	2.6	2.4	2.6	1.6	1.4	2.8	3	1.4	2.2	2.8	2.6	
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2463	TOURISM GEOGRAPHY	L	T	P	C	100
		3	0	0	3	
Course Objectives	To introduce the students to the various geographical locations across the world with a tourism perspective.					

UNIT – I	BASIC GEOGRAPHY	9
Definition, scope and importance of Tourism geography, Impact of weather and climate on Tourist destinations. Study of maps, longitude & latitude, international date line, time variations, time difference, GMT variations, concepts of elapsed time, flying time, ground time. Standard time and summer time (day light saving time).		
UNIT – II	INDIA	9
Physical Factors – Relief, Climate, Vegetation, wildlife, water Bodies. Socio-cultural and economic factors influencing tourism in India - Political boundaries and major tourist attractions. Modes of travel to the places of tourism in India		
UNIT – III	ASIA, CANADA AND EUROPE	9
An overview of the physical features, political boundaries, tourism destinations and best time to visit the following countries in Asia and Europe, the states in Canada, and available modes of travel to these destination countries/states from India. Asia: China, Mongolia, Japan, Korea, Thailand, Philippines, Singapore, Malaysia, Bangladesh, Maldives, Nepal, Pakistan, Sri Lanka. Canada: Ontario, Ottawa, Montreal, British Columbia. Europe - England, France, Italy, Spain, Ireland, Turkey, Spain, Netherlands, Czech Republic, Austria, Germany, Greece, Switzerland, Russia, Ukraine		
UNIT – IV	UNITED STATES OF AMERICA, CENTRAL AND SOUTH AMERICA	9
An overview of the physical features, political boundaries, tourism destinations, best time to visit the following states in USA, Central and South America and available modes of travel to these destinations from India. United States of America: California, New York, Texas, Pennsylvania, Florida, Virginia, Massachusetts, Ohio, Washington, Florida, Nevada, Georgia, Hawaii, North and South Carolina and Rhode Island. Central America - Costa Rica, Panama, Nicaragua, Guatemala, Honduras, Belize. South America: Peru, Ecuador, Venezuela, Chile, Bolivia, Brazil.		
UNIT – V	AFRICA, UAE AND AUSTRALIA	9

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An overview of the physical features, political boundaries, tourism destinations, best time to visit the following countries in Africa, UAE and Australia and the available modes of travel to these destinations from India.

Africa: Kenya, Zimbabwe, Zambia, Egypt, Mali, South Africa, Morocco, Ethiopia, Uganda, Rwanda, Congo, Tanzania, Mauritius, Gambia. Middle East: United Arab Emirates, Israel, Saudi Arabia, Iran, Syria, Lebanon, Jordan. Australia, New Zealand and Papua New Guinea

Total No of Periods to be Taught

45 periods

REFERENCES:

1	Alan A. Lew, Colin Michael Hall, Dallen J. Timothy, World Geography of Travel and Tourism: A Regional Approach, Butterworth-Heinemann, 2008.
2	Robinson H.: A Geography of Tourism, Mac Donald & Evans London, 1978
3	Douglas Pearce, Topics in Applied Geography, Tourism Development, Longman Scientific Technical, New York, 1995. & Business Media, 2012
4	Majid Husain, Geography of India, Tata McGraw Hill, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	General knowledge of worldwide tourism flows
CO2:	Ability to Plan a trip to a tourism destination

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	2	1	1	2	2	1	2	3	2	
CO2	2	3	2	3	2	2	2	3	2	2	2	3	3	
Avg	2.5	2.5	2	2.5	2	1.5	1.5	2.5	2	1.5	2	3	2.5	

1 – Slight, 2 – Moderate, 3 –Substantial, BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2464	CULTURE AND HERITAGE	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To provide the background of Indian culture and heritage. - To give students a solid foundation for understanding and managing cultural diversity in the workplace					

UNIT – I	INTRODUCTION TO INDIAN CULTURE AND HERITAGE	9
Salient features of Indian culture – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition, Indian cultural heritage.		
UNIT – II	CULTURAL DIMENSIONS AND REFLECTIONS	9
Key elements of Indian cultural dimensions –Tangible and intangible culture- Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life – languages and literature- Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception – Museum – Special interest – Tourism		
UNIT – III	CULTURAL MIX	9
Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourist.		
UNIT – IV	CROSS CULTURAL MANAGEMENT	9
Frameworks of cross cultural management- Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues-Cultural differences in ethics and decision making		
UNIT – V	GLOBAL APPROACH	9
UNESCO – criteria, fairs and festivals, funding, committee and convention, reporting and monitoring, approved heritage sites-challenges, Impact of IT, Trends.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	F.r. Allchin, Conservation of Indian Heritage, Cosmo publications, New Delhi
2	David C. Thomas, Cross-cultural management- Essential concepts, Sage Publications, 2008
3	S.M.Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.
4	G. Hofstede, Culture and organizations: intercultural cooperation and its importance for survival, Harper Collins, London, 2010.
6	Rajiv Desai , Indian business culture - An Insider's guide , Butterworth and Heinemann,19

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The learners should be able to describe Indian culture and heritage.
CO2:	The learners are competent to explain how different national cultures can influence
CO3	The individuals and groups in social and business settings.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	3	1	2	3	2	1	3	3	2	
Co2	2	3	2	2	3	1	2	3	3	2	2	3	3	
Co3	3	2	3	2	3	2	1	3	2	1	3	3	2	
Avg	2.6	2.3	2.3	2	3	1.3	1.6	3	2.3	1.3	2.6	3	2.3	

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2465	TOURISM PRODUCTS IN INDIA	L	T	P	C	100
		3	0	0	3	
Course Objectives	To enable the students to understand the tourist resources in India, prepare a theme based tour itinerary and manage the tourist destinations travel.					

UNIT – I	INTRODUCTION	9
Tourism Products: Definition, Concept, Characteristics and Classification. Cultural Heritage of India — Stages of evolution, continuity. Heritage - Types of Heritage Tourism, Heritage Management Organizations.		
UNIT – II	NATURAL RESOURCES	9
Natural resources: Wildlife sanctuaries - National parks - Biosphere reserves – Back water Tourism - Mountain and Hill Tourist Destinations – Islands, Beaches, Caves & Deserts of India.		
UNIT – III	TOURISM CIRCUITS	9
Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits.		
UNIT – IV	MANMADE DESTINATIONS AND THEME PARKS	9
Manmade Destinations: Locations of Adventure sports - Commercial attractions - Amusement Parks – Gaming - Shopping - Live Entertainments – Supplementary accommodation - House boats – Tree houses - Home stays - Tourism by rail - Palace on wheels - Zoological and Botanical Garden.		
UNIT – V	CONTEMPORARY DESTINATIONS IN INDIA	9
Places and Packages for Ecotourism, Rural Tourism, Golf Tourism, Medical Tourism and Pilgrimage Tourism - Camping Tourism.		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	S.P. Gupta (2003), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2	Jacob, R. (2012). Indian Tourism Products. Abhijeet publications.

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3	Hussain.A.K (2000). The National Culture of India. National Book Trust, New Delhi.
4	Sahai, S. (2006), Indian Architecture: Hindu Buddhist and Jain. Prakash Books.
5	Incredible India website and Tourism websites of individual states like Tamilnadu, Kerala, etc.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students would be able to understand the needs of the tourists and manage their destination requirements.
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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	3	2	3	2	1	3	2	1	2	3	2	
Avg.	3	2	3	2	3	2	1	3	2	1	2	3	2	

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Mecheri, Salem Dt-636453, Tamilnadu



Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2466	ACCOMMODATION AND HOUSE KEEPING MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	- To study the flow of activities and functions in lodging operations. - To make the learner to understand about the operation and the management of front office and Housekeeping departments in hotels.					

UNIT – I	INTRODUCTION	9
Hotel Industry – Classification of hotels – Other types of lodging – Types of rooms – Tariff Plans – Duties & Responsibilities of front office personnel – Inter-department coordination.		
UNIT – II		
Room Reservation – Types of reservation – Front office accounting – Registration – Lobby and well desk operations – Guest Services – Settlements – Safety & Security – Night Audit - Yield Management – Budgetary Control.		
UNIT – III	HOUSE KEEPING MANAGEMENT	9
Importance of housekeeping – Departmental Structures – Coordination with other departments – Duties & Responsibilities of Executive housekeeper, Asst. Executive house keeper, floor supervisor, room attendant – House Keeping Control desk.		
UNIT – IV	HOUSE KEEPING FUNCTION	9
Linen & Uniform – Laundry: Equipment, detergents, Stain removal, Laundry Process flow – Sewing – Cleaning Practice: Equipment, Cleaning agents, Cleaning methods – Pest Control – Public area cleaning and maintenance.		
UNIT – V	INFRASTRUCTURE MANAGEMENT & OTHER SOURCES	9
Elements of Interior Decoration & Design – Colours – Furniture – Floor – Lighting – Floral art – Textiles – Carpets – Catering Services – Wellness & Fitness Services – Leisure & Travel Services – Business Services – Concierge services - Innovative ideas.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Sudhir Andrews. Text book of Hotel Housekeeping Management & Operations, Tata Mcgraw Hill, 2008.
2	Jatashankar R. Tiwari, Hotel Front office & Operations management, Oxford University Press, 2009.
3	Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Management. Second Edition. Oxford 2007.
4	Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2nd edition, 2011.
5	Ahmed Ismail. Front Office Operations and Management. Cengage Learning.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The learners shall be competent in handling Front Office and Housekeeping Management operations.
CO2:	The learners will be equipped with knowledge on a wide range of front office and housekeeping tasks and situations in a commercial environment.
CO3	The learners will be equipped with knowledge on a wide range of front office and housekeeping tasks and situations in a commercial environment
CO4	The learners will be equipped with knowledge on a wide range of front office and housekeeping tasks and situations in a commercial environment
CO5	The learners will be equipped with knowledge on a wide range of front office and housekeeping tasks and situations in a commercial environment

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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1:	3	2	2	2	1	2	1	3	2	1	1	3	2	-
CO2:	2	3	2	3	2	1	2	2	3	2	1	2	3	-
CO3	2	2	3	2	3	2	1	2	2	3	1	2	2	-
CO4	3	3	2	1	3	2	2	1	3	1	2	3	2	-
CO5	2	2	3	2	2	3	2	3	2	2	1	2	3	-
Avg	2.4	2.4	2.4	2	2.2	2	1.6	2.2	2.4	1.8	1.2	2.4	2.4	-

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2467	TRAVEL MEDIA AND PUBLIC RELATIONS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To facilitate in the understanding of travel media and its role in tourism promotion Through public relations. To impart and equip the students with practical know-how on travel writing and dynamics of of travelogues.					

UNIT – I	HISTORICAL UNDERSTANDING OF MASS MEDIUMS	9
History of print media – Global and Indian context, Advent of printing; British and American streams of journalism; Overview of world mass media -- Sky Invasion, Newspapers and Globalization, Role of Travel Media		
UNIT – II	COMMUNICATION MESSAGE AND ITS CONSTRUCTION	9
Idea of a successful message; Ethics, Standards and Practices; Relevance of effective messages, interpretation of cues; How and what you communicate; Self-awareness in travel communication –Power of message/words; Organization – converting information into convenient understandable messages, Interpretation – how easily the thoughts of the source is organized for the receiver to interpret it correctly		
UNIT – III	TRAVEL WRITING	9
News Worthiness of developed Ideas; Writing Travel Pieces; Writing and Submitting Stories for Travel Mediums; Articles and Short Pieces, Travel Magazines, Travel Newsletters, Travel and Guide Books; Travel Reviews; the Internet; Coffee Table Books and Anthologies; Preparing Scriptsfor Travel Programs; Conducting Interviews; Visual support		
UNIT – IV	GENERAL INTRODUCTION TO PUBLIC RELATIONS	9
Public Relations Fundamentals – Definitions, Practices, Strengths -Duties and responsibilities of a Public relations manager, Code of ethics, Emergence of Public Relations –from ancient times to Modern- the changing role of PR. Grunig and Hunt's four models. Public Relations in India – a historical perspective- pre and post independence era-liberalised economy and corporate -PR in India growth and challenges.		
UNIT – V	ROLE OF PUBLIC RELATIONS	9
Standard PR Tools and Most Common Travel/Tourism PR Tools, PR at Hotels and Lodging Establishments, Restaurant Public Relations, Transportation Public Relations, Destination and Tourist Attraction PR, What Travel and Tourism Employers Should Understand About PR		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	Seema Hasan, Mass Communication Principles and Concepts, 2 nd Edition, CBS Publishers & Distributors Pvt Ltd, 2016
2	Dennis E. Deuschl, Travel and Tourism Public Relations – An Introductory Guide for Hospitality Managers, Routledge, 2011
3	Keval J. Kumar, Mass Communication in India, 4 th Edition, JAICO Publishing House, 2010
5	Annamulai Murguan, Tourism and Public Relations, Kalpaz Publications, 2013

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students will understand about Travel Media and Public Relations field.
CO2:	The students will understand about Travel Media and Public Relations field.
CO3	The students will understand about Travel Media and Public Relations field.
CO4	The students will understand about Travel Media and Public Relations field.
CO5	The students will understand about Travel Media and Public Relations field.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	2	2	1	2	1	3	2	1	1	3	2	
CO2	2	3	2	3	2	1	2	2	3	2	1	2	3	
CO3	2	2	3	2	3	2	1	2	2	3	1	2	2	
CO4	3	3	2	1	3	2	2	1	3	1	2	3	2	
CO5	2	2	3	2	2	3	2	3	2	2	1	2	3	
Avg	2.4	2.4	2.4	2	2.2	2	1.6	2.2	2.4	1.8	1.2	2.4	2.4	

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2468	DESTINATION PLANNING AND MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To prepare the learners with knowledge and skills essential to understanding and manage the needs of destination					

UNIT – I	INTRODUCTION	9
Tourists destination-concepts/ notions; Destination- Elements of Tourists Destination - Characteristics of successful destination- Uniqueness of destination management-Sustainable Tourism Development : Meaning , Principles and Practices		
UNIT – II	TOURISM DESTINATION PLANNING	9
Tourists destination development; planning and development of tourism; Traditional and contemporary approaches to destination planning- History & Influence on planning- Factors affecting the planning process- Stages in destination planning Benefits of strategic plans- Outcome of destination planning - Strategic Plans Environment Analysis, Resource Analysis, Regional Environment analysis. Market analysis, competitor's analysis		
UNIT – III	DESTINATION PRODUCT DEVELOPMENT & PROMOTION	9
Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies. Segmenting, Targeting, and Positioning. Destination branding, Destination Image Resort development-Types, Planning and Development		
UNIT – IV	TOURISM DESTINATION MANAGEMENT	9
Stakeholders in destination management- Destination governance- Destination management organization (DMO)Partnership and Team-building –Leadership and Coordination- Community Relations& Roles Tourists Destination - Destination Information and Communication Technologies - Future of Destination Management		
UNIT – V	EMERGING TRENDS IN DESTINATION MANAGEMENT	9
Environmental Management Systems -Integrated Coastal Zone Management- Eco-friendly Practices -Water Conservation- Energy Efficiency - Waste Management – Commoditization Community Participation– Responsible tourism - Space Tourism - Recent Trends – Best Practices.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	C.Gunn (2002), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.
2	Krishan K. Kamra, Managing Tourist Destination: Development, Planning, Marketing & Policies, Kanishka Publishers, 2005.
3	Alastair Morrison, Marketing & Managing Tourism Destination, Routledge Publications, 2013.
4	Nigel Morgan, Annette Pritchard & Roger Pride (2011), Destination branding: Creating the Unique Proposition, Butterworth and Heinemann , 3 rd edition.
5	Shalini Singh, DallenJ.Timothy& Ross Kingston Dowling (2003), Tourism in Destination Communities, CABI Publishing.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The learners shall be competent for analyzing how the destinations are segmented to handle and design a product of their own.
CO2:	The learners shall be competent for analyzing how the destinations are segmented to handle and design a product of their own.
CO3	The learners shall be competent for analyzing how the destinations are segmented to handle and design a product of their own.
CO4	The learners shall be competent for analyzing how the destinations are segmented to handle and design a product of their own.
Co5	The learners shall be competent for analyzing how the destinations are segmented to handle and design a product of their own.

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1:	3	2	2	1	3	3	1	3	2	1	2	3	2	

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CO2:	2	3	3	2	2	2	1	2	3	2	1	3	3	
CO3	3	2	2	3	2	3	2	2	3	1	2	2	3	
CO4	2	3	3	2	2	2	1	3	2	2	1	3	2	
CO5	3	2	3	3	2	3	2	3	3	2	1	2	3	
Avg	2.6	2.4	2.6	2.2	2.2	2.6	1.4	2.6	2.6	1.6	1.4	2.6	2.6	
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy														

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2469	TOUR OPERATIONS	L	T	P	C	100
		3	0	0	3	
Course Objectives	To make the students knowledgeable in tour operations and its related Documentation. The student will study the tour preparation, marketing tour products role of guides and escorts in tour operations.					

UNIT – I	TOUR INDUSTRY	9
Tour operations business – definition, evolution; Types of tours – inbound, outbound, escorted, guided, types of package tours and operators; factors affecting tour design and selection; Tourism intermediaries - mass-market package holidays, specialist tour operators, domestic & international, collaborative tourism.		
UNIT – II	ITINERARY PREPARATION	9
Itinerary Preparation -meaning, types, Resources and steps of preparation, Do's and don'ts of itinerary preparation; Tour Formulation and Designing Process - Starting of tour operations business, departments of tour operations, tour departure procedure, activities.		
UNIT – III	TOUR OPERATIONS BUSINESS	9
Tour operations process, research, planning, costing, costing elements; Tour operations business – role, relevance, tour operational techniques – Booking a tour, reservations, hotel booking procedures, boarding bus/coach, emergency procedures, finance details, travel insurance, Foreign Exchange, Cargo, documentation, food and beverages, transportation delays; Recognition - IATA Accreditation - Recognition from Government; Travel trade organizations – Objectives, activities and functions.		
UNIT – IV	MARKETING AND PROMOTION OF TOUR	9
Marketing and promotion of tour – marketing strategies of tour operation business, tour brochure, how to prepare a tour brochure, items to be included in tour brochure, tools used to market tour packages, Indian and world tourism day; Promotion of Tour Operation - Mix and Media, Types of media, Selection criteria; Tour Pricing - Calculation of Tour Price – Pricing Strategies.		
UNIT – V	GUIDING AND ESCORTING	9
Guiding and escorting – meaning, concepts, golden rules of guiding, difference between guide and escort, skills, responsibilities of guides, interpreting sites, escorts, personal hygiene, grooming, pre, post, and during tour responsibilities, checklist, safety and security, insurance, first aid, emergency handling, leading a group, code of conduct.		

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Total No of Periods to be Taught	45 periods
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REFERENCES:	
1	K. Bhatia, Business of Travel Agency & Tour Operations Management, Sterling Publishers, 2012.
2	Jagmohan Negi, Travel Agency and Tour Operation Concepts and Principles, Kanishka Publishers & Distributors, 2006.
3	Lalita Sharma, Travel Agency & Tour Operation Concepts and Principles, Centrum Press, 2010.
4	Lalita Sharma, Travel Agency & Tour Operation Concepts and Principles, Centrum Press, 2010.
6	Dennis L. Foster, The Business of Travel: Agency Operations and Administration, Glencoe Division, Macmillan/McGraw-Hill, 1991.
4	Sunetra Roday, Archana Biwaland Vandana Joshi, Tourism: Operations and Management, Oxford University Press, 2009.

COURSE OUTCOMES: On completion of the course, the students will be able to	
CO1:	The students will have good learning on tour operations. They can prepare and market tour itinerary. They will know the importance of tour operators, guides and escorts.
CO2:	The students will have good learning on tour operations. They can prepare and market tour itinerary. They will know the importance of tour operators, guides and escorts.
CO3	The students will have good learning on tour operations. They can prepare and market tour itinerary. They will know the importance of tour operators, guides and escorts.
CO4	The students will have good learning on tour operations. They can prepare and market tour itinerary. They will know the importance of tour operators, guides and escorts.
CO5	The students will have good learning on tour operations. They can prepare and market tour itinerary. They will know the importance of tour operators, guides and escorts.

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Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1:	3	2	3	2	2	1	2	1	2	1	2	3	3	
CO2:	2	3	3	2	3	2	2	1	2	2	2	2	3	
CO3	3	2	2	3	3	1	2	2	3	2	2	3	3	
CO4	2	3	3	2	3	1	1	2	2	3	3	3	3	
CO5	3	2	3	3	3	2	2	1	3	2	2	2	3	
Avg	2.6	2.4	2.8	2.4	2.8	1.4	1.8	1.4	2.4	2	2.2	2.6	3	

1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom's Taxonomy

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Mecheri, Salem Dt-636453, Tamilnadu

Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2470	LEISURE AND RECREATION MANAGEMENT	L	T	P	C	100
		3	0	0	3	
Course Objectives	To introduce the student to the broad base of study needed for understanding of the Fundamentals of and issues in leisure and recreation management..					

UNIT – I	INTRODUCTION TO LEISURE	9
Introduction, the historical analysis of leisure, Leisure – the social context, Demand for leisure, leisure participation and leisure behavior, Supply for leisure, leisure places, spaces and environment, Planning, managing and marketing leisure.		
UNIT – II	SECTORS IN LEISURE	9
The public, private and voluntary sectors in leisure provision, Leisure and the experience economy: the cultural industries and entertainment, Urban leisure, Coastal leisure, Rural leisure, Future of leisure.		
UNIT – III	INTRODUCTION TO RECREATION	9
Recreation: an overview - Recreation & Leisure Participation and Behavior - Role in Health & Well-Being - Leisure & Culture - Mass Leisure: Popular Culture & Purple Leisure – Balancing Leisure & Work services.		
UNIT – IV	RECREATION MANAGEMENT	9
Recreation Theories -Impact of recreation on tourism - Recreation Resource Management - Recreational and Tourist Motivation - Barriers to Recreation - Gender and Social Constraints Tourism and recreation planning and policy - Urban and rural recreation – Relationships between leisure, recreation and tourism.		
UNIT – V	RECENT TRENDS	9
Trends in the recreation industry- Tourists and recreational demand for wilderness, National Parks and natural areas - Supply of the wilderness and outdoor recreation experience Tourism recreation and climate change - - Environmental perspectives on coastal recreation and tourism. Technology Impacts on Recreation & Leisure		
Total No of Periods to be Taught		45 periods

REFERENCES:	
1	Stephen J. Page and Joanne Connell, Leisure – An Introduction, Pearson Education Limited, 2010.
2	George Torkildsen (2000), Leisure and Recreation Management, Fourth Edition, E&FN Spon, London.

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3	Daniel D. McLean and Amy R. Hurd, Kraus' Recreation and Leisure in Modern Society, Jones and Bartlett Learning, 10th Edition, 2015.
4	William C. Gartner & David W. Lime (2000), Trends in Outdoor, Recreation, Leisure and Tourism, CABI, London.
5	Michael Hall.C. & James Higham (2006), Tourism, Recreation and Climate Change, Viva Books, New Delhi.

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	Ability to design, conduct, promote, evaluate, and manage activities involved in the successful operation of a variety of leisure and recreation organizations and operations
CO2:	Ability to design, conduct, promote, evaluate, and manage activities involved in the successful operation of a variety of leisure and recreation organizations and operations
CO3	Ability to design, conduct, promote, evaluate, and manage activities involved in the successful operation of a variety of leisure and recreation organizations and operations
CO4	Ability to design, conduct, promote, evaluate, and manage activities involved in the successful operation of a variety of leisure and recreation organizations and operations
CO5	Ability to design, conduct, promote, evaluate, and manage activities involved in the successful operation of a variety of leisure and recreation organizations and operations

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1:	3	3	2	2	2	1	2	2	3	2	2	3	2	
CO2:	2	2	3	2	3	1	2	2	3	3	3	3	3	
CO3	3	3	3	3	2	2	1	2	2	3	2	3	3	
CO4	2	3	3	2	3	2	1	2	3	3	3	2	3	
CO5	3	3	2	2	3	1	2	2	2	3	2	3	3	
Avg	2.6	2.8	2.6	2.2	2.6	1.4	1.6	2	2.6	2.8	2.4	2.8	2.8	

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Department	MBA	Programme Code & Name	631-MBA
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Semester 3

Course Code	Course Name	Hours/Week			Credit	Maximum Marks
PMBE2471	MEDICAL TOURISM	L	T	P	C	100
		3	0	0	3	
Course Objectives	To give an overview of global health care practices and strategies for marketing and Communications in India with focus on international tourists					

UNIT – I	INTRODUCTION TO HEALTH CARE IN INDIA	9
Historical Review – Health care services: Level & Types – Disease burden - Public Services in India - Private health care sector growth: a retrospective & road ahead– Pharmaceutical, Biotechnology - Health Insurance- Financing and delivery of health services: Issues & Challenges.		
UNIT – II	MEDICAL TOURISM	9
Concept, typology Genesis and growth of Medical Tourism - benefits of medical tourism, Factors responsible for growth of health and medical tourism. Medical Tourism Business- Global medical tourism scenario, Stakeholders, countries promoting medical tourism – Health and Medical Tourism markets at global level.		
UNIT – III	MEDICAL TOURISM PRODUCT AND PACKAGE	9
Factors and Steps for designing product and tour package, development, issues and considerations, Approvals and formalities, Pre-tour arrangements, tour operations and post-tour management, Health Insurance, Claiming Health Insurance		
UNIT – IV	LEGAL ASPECTS OF MEDICAL TOURISM	9
Certification and Accreditation in health and medical tourism, Ethical, legal, economic and environmental issues in health and medical tourism. An Introduction to National Accreditation Board for Hospitals & Healthcare (NABH) and Joint Commission International (JCI).		
UNIT – V	MEDICAL TOURISM IN INDIA	9
Centres/Destinations, Current and futuristic trends, Potentials, Issues and Challenges, Troughing the challenges, Government Support.		
Total No of Periods to be Taught		45 periods

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REFERENCES:

1	MilicaZ. Bookman Karla R. Bookman, Medical Tourism in developing countries, palgrave Macmillan tm 2007.
2	MilicaZ. Bookman Karla R. Bookman, Medical Tourism in developing countries, palgrave Macmillan Tm 2007.
3	RNCOS, Opportunities in Medical Tourism in India (2007), RNCOS E-Services Pvt. Ltd., 2006.
4	Michael D. Horowitz Jeffrey A. Rosensweig, Medical Tourism – Health Care in The global economy (Trends), American College of Physician Executive, 2007.
6	Glenn Cohen, Patients with Passports: Medical Tourism, Law, and Ethics, Oxford University Press, 2015

COURSE OUTCOMES: On completion of the course, the students will be able to

CO1:	The students will have an overview of contemporary tourism practices and global perspectives.
CO2:	The students will have an overview of contemporary tourism practices and global perspectives
CO3	The students will have an overview of contemporary tourism practices and global perspectives
CO4	The students will have an overview of contemporary tourism practices and global perspectives
CO5	The students will have an overview of contemporary tourism practices and global perspectives

Mapping of COs with POs and PSOs

COs/POs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PSO 1	PSO 2	PSO 3
CO1	3	2	3	2	3	1	2	1	2	2	2	3	3	-
CO2	2	3	3	2	3	2	2	1	2	2	2	2	3	-
CO3	3	2	2	3	3	1	2	2	3	2	2	3	3	-
CO4	2	3	3	2	3	1	1	2	2	3	3	3	3	-
CO5	3	2	3	3	3	2	2	1	3	2	2	2	3	-

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Avg.	2.6	2.4	2.8	2.4	3	1.4	1.8	1.4	2.4	2.2	2.2	2.6	3	-
1 – Slight, 2 – Moderate, 3 –Substantial , BT – Bloom’s Taxonomy														

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