ETHIRAJ COLLEGE FOR WOMEN
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
FULL-TIME – (2-YEARS)
Revised Syllabus - June 2018-   Revised Regulations –November 2019

Department of Master of Business Administration is revising syllabi with effect from the academic year 2018-2019.

Every academic year is divided into two semester sessions. Each semester will have a minimum of 90 working days and each day will have minimum of 5 working hours. Teaching is organized into a modular pattern of credit courses. Credit is normally related to the number of hours a teacher teaches a particular subject. It is also related to the number of hours a student spends learning a subject or carrying out an activity.

REGULATIONS

Conditions for Admission:

Candidates shall be required to have passed any Bachelor's Degree of the University of Madras or any other University or a qualification accepted by the Syndicate of Madras University as equivalent thereto, shall be eligible for admission to MBA Degree Course.

Eligibility for the award of Degree:

A candidate shall be eligible for the award of the Degree only if she has satisfactorily undergone the prescribed Course of Study in this College for not less than TWO academic years, passed the examinations of all the Four semesters prescribed earning minimum of 91 CREDITS plus 14 ADDITIONAL NON-CGPA CREDITS (TOTAL OF 105 CREDITS and Non-Credit course) one audit course and fulfilled such conditions as have been prescribed therefore.

Duration of the course:

The course for the students shall extend over a period of TWO academic years consisting of FOUR Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters and the SECOND academic year the Third & Fourth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 Weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

Examinations

There shall be four examinations, first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly the third and fourth semester examinations will be held at the middle and the end of the second academic year respectively. All examination related rules shall be followed as per the college policy.

CURRICULUM STRUCTURE AND OBJECTIVES

PROGRAM EDUCATIONAL OBJECTIVES (PEO's)

1. To impart knowledge on core functions of management so as to enable, demonstrate an understanding of key functions of management as applied in practice.

2. To impart competency and skills required for management functions- self management, professional management and organisation management.

3. To professionally groom and culturally align to the ever changing dynamic business / corporate environment and ethical practices through continuous learning and development approaches.

4. To prepare and equip to cater to the various domains of business in diverse career fields for a holistic and inclusive learning outcome with global perspectives.

5. To empower and promote excellence, self resilience and a sense of responsibility in achieving sustainable development goals at individual/organisational and social front.

PROGRAM OUTCOMES (PO's)

1. Apply and synthesize the acquired conceptual and technical knowledge to formulate business processes and solutions. (**Knowledge Transfer**)

2. Demonstrate effective communication, presentation, problem solving, decision making, team work and leadership skills. (**Workplace Competency**)

3. Initiate, encourage and bring out latent qualities, abilities to be creative and innovative in identifying and developing business skills / business opportunities / business models. (**Entrepreneurial Skill**)

4. Exhibit and apply comprehensive multi functional knowledge/skill for enhancing career choices.(**Employability/Diversity**)

5. Embrace technology, current techniques and relevant business tools necessary for effective managerial practice. (**Organisational Adaptability and Effectiveness**)

6. Identify, equip and meet the changing organisational expectations and challenges.(**Management of Change**)

7. Able to lead a team and contribute towards team environment in achieving individual/organisational goals**.(Team Building)**

8. Internalise Physical, Mental and Emotional Wellness and Positive Outlook at individual, organisational and social front.(**Life Management Skill**)

9. Apply and be responsive to ethical principles/issues and make ethical choices at the individual/organisational and social level**.(Ethics)**

10. Continuous pursuit for professional excellence and performance outcomes. (**Sustainability**)

11. Create empowered, self-sufficient, independent individuals. (**Capacity Building**)

12. Increase awareness to Value driven individual and social responsibility.(**Nation Building**)

PROGRAM SPECIFIC OUTCOMES (PSO's)

After completion of the program, the student will be professionally equipped and will

1. Demonstrate and apply various management processes, theories, models and functions across business   verticals in managerial and administrative capacity.

2. Acquire and practice managerial skills and competencies required for a successful management role / function in various functional domains towards holistic development.

3. Exposed to multidisciplinary approach and will be able to apply and analyze in a multicultural/global perspective towards creative problem solving at individual /organisational front.

TYPE OF COURSES OFFERED

- **Core Course (C):** are intended to provide broad domain knowledge on various functional areas of Management.

- **Elective Course (E):** are intended to provide specialized and advanced knowledge and inputs in specific functional domains of Management as chosen by the student for their professional aspirations.

- **Interdisciplinary Elective (IE) / Non-functional Elective:** are intended to provide multiple knowledge on new disciplines which are not included in their domain functional areas of Management.

- **Bridge Course(BC):** are foundation course intended to provide basic conceptual knowledge and understanding as a pre-requisite for the regular course, considering the diverse graduation background of the students of the program.

- **Value Education Course (VE):** are intended to provide Physical, Mental and Emotional Wellness programs for a holistic development of self and society.

- **Skill Development Course (SD):** are intended to impart skills and competencies required for self employability and sustenance.

- **Soft Skill Course (SS):** are intended to equip and groom students to prepare for transition from campus to corporate.

- **Self Learning Course (SL):** is intended to encourage students to explore and gain knowledge on topics beyond classroom teaching through e-learning platform.

- **Directed Study Course (DS):** is intended to provide courses on emerging areas of business and management. The course is designed for each academic session in concurrence with the practitioners of the relevant business/management and delivered to enhance the employability skills.

- **Audit Course (AC): carry no academic credit** for the purposes of self-enrichment and academic exploration. A student will receive a grade of S (Satisfactory) or NR (No Report) for an audited course. The course is intended for an introduction to a number of diverse academic disciplines without the pressure of papers, grades and tests.

- **SIP Course (SIP):** summer project for a period of not less than 6 weeks in an organization. It is intended to expose the student to observe and learn how management concepts are applied in real life scenario

- **MIP Course (MIP).** Final project for a period of 12 weeks in an organization intended to address the changing organizational challenges by identifying problems and solutions in a specific functional area of management. This inculcates research skills and instills decision making and managerial skills.

- **Business Analysis Lab** : is intended to give a practical exposure to technology and related business tools necessary for effective managerial decision making.

Course of Study and Scheme of examinations

The total number of subjects of study shall be a minimum of 24 out of which 13 shall be compulsory core subjects, 7 shall be Electives (5 functional electives & 2 non functional /interdisciplinary elective) and a soft skill paper in every semester. Apart from this a Summer Internship Programme (SIP- Summer Project and Viva Voce) will be at the end of Second Semester and Management in Practice (MIP –Major Project Work and Viva-voce) will also be in the Final Semester. These courses are considered for CGPA classification and ranking.

The candidates have the option of taking 2 Non-functional /interdisciplinary electives under choice based credit system from any of the 2 choices given in the second and third semester. The candidate is allowed to take up these electives according to her choice, in the second and third semester respectively. Any of the elective courses will be offered only if there is minimum of 20 enrollments.

The candidate would also be required to undertake additional credit courses of 14 credits, over and above the prescribed minimum of 91 credits. These additional credit programmes will be on Value Education, Skill Development courses and Business Analysis Lab in the first, second, third semester ; Bridge course in the first semester, Self learning course in the second and third semester, Term Paper as an audit course in the third semester , Directed Study in the fourth semester .

These additional courses will be considered for additional credit as Non –CGPA credit courses and will not be included for classification or Ranking. However the candidate has to compulsorily undertake, participate and complete the courses during the respective course period to complete the MBA program. These courses will be assessed internally.

DETAILS OF THE ADDITIONAL CREDIT COURSES: (NON – CGPA)

Semester	Course Title	Subject Code	Credit
A) BRIDGE COURSE			
I	Principles of Management	MBA18/BC/POM	1
B) VALUE EDUCATION COURSES			
I	Value Education I - Art of Self Management and Basic Life Skills	MBA18/VE1/ASM	1
II	Value Education II – Community Service & Development	MBA18/VE2/CSD	1
III	Value Education III – Women in Leadership	MBA18/VE3/WIL	1
C) SKILL DEVELOPMENT COURSES			
I	Skill Development – Entrepreneurial Skill Development – I	MBA18/SD/ED1	1
II	Skill Development – Entrepreneurial Sill Development – II	MBA18/SD/ED2	1
III	Skill Development – Entrepreneurial Skill Development –III	MBA18/SD/ED3	1
D)BUSINESS ANALYSIS LAB			
I	Business Analysis Lab – I	MBA18/BL1/DAE	1
II	Business Analysis Lab - II	MBA18/BL2/DAS	1
III	Business Analysis Lab - III	MBA18/BL3/DAA	1
E) SELF LEARNING COURSE			
III	Self Learning Programme	MBA18/SL/SLP	2
F) DIRECTED STUDY			
IV	Directed Study	MBA18/DS/***	2
G) AUDIT COURSE			
III	Term Paper	MBA18/AC/***	0
Total Credits			14

Summer Project and Main Project Report & Viva-voce

There shall be Summer Internship Programme (SIP- Summer Project and Viva Voce) for all students undergoing the course at the end of the Second Semester for a period of not less than 6 Weeks. Main Project work (MIP- Management in Practice) shall be in the fourth semester for a period of 12 weeks.

Each student shall be required to prepare a project report on the basis of research carried out by them in a business or industrial organisation on possible solutions for a typical problem of current interest in the area of Management. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry.

The report should include field studies, surveys, interpretation, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. The students shall choose the area of projects only from the functional electives chosen in the third semester.

The Project Report must be submitted through the Supervisor and the Head of the Department on or before date prescribed, failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking.

The Fourth Semester Project would be evaluated by the Internal and External examiners. The candidate who fails in the summer project viva-voce/ fourth semester project viva-voce will be permitted to appear in the next summer after the completion of the Fourth Semester project and next academic year respectively.

Requirements for Proceeding to subsequent Semester

Candidates shall register their names for the First Semester Examination after the admission in PG Courses.

Candidates shall be permitted to proceed from, the First Semester unto Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects.

Candidates shall be eligible to go to subsequent Semester, only if they earn, sufficient attendance as prescribed by the college from time to time.

Passing Minimum

Candidates who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.

A Candidate shall be declared to have passed Project Work and Viva – Voce respectively, if she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively. A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.

A candidate who fails in either Project Work or Viva Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva Voce on a subsequent occasion, if so recommended by the Examiners.

A candidate has to compulsorily pass the additional credit courses (Non-CGPA courses) to complete the MBA Program. These additional credit courses on Bridge Course, Value Education , Skill Development, Business Lab, Directed Study will be evaluated through Continuous Internal Assessment(CIA) and there will be no End Semester Examination. If the candidate appears but fails in these courses, she has to appear for the same as arrear/supplementary and complete the course. However if the candidate fails to attend the additional credit courses(Non-CGPA courses), the candidate has to repeat these courses, in the next academic session.

A candidate has to compulsorily complete the Self Learning Paper which is an additional credit course. Students should choose atleast a 6 weeks course to obtain credits through online course offered by various MOOC's platforms (Massive open online course) like nptel, Swayam, EdX, Coursera, FutureLearn, iVersity, NovoEd etc.,. The students to choose online course according to their interest in consultation with their faculty guide, which will be considered as an equivalent work of 2 credits. The faculty guide will facilitate the students to choose an appropriate course and students should receive a course completion certificate from the institution offering the programme/faculty guide facilitating the program.

A candidate has to compulsorily complete the Term Paper as an audit course which is a non-credit course. Non-credit course will be evaluated and graded as S (Satisfactory) or NR (No Report). Students securing No Report (NR) grade in this course will need to repeat the course when it is offered next time.

A candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per the Syllabus earning 105 credits (91 CGPA Credits and 14 Non CGPA Credits) shall be declared to have qualified for the Degree. Provided the whole course has been completed within a maximum period as prescribed and permissible by the college.

Classification of Successful Candidates

Successful candidates securing not less that 60 percent in the aggregate of the marks prescribed for the course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and Viva-Voce at the First appearance and the Examination of all the other subject within TWO Years after their admission in the case of Full Time Students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First appearance/instance. All other successful candidates shall declare to have passed the examination in the Second Class.

Ranking

Candidates who pass all the examinations prescribed for the Course in the First Appearance alone are eligible for Classification/Ranking/Distinction.

EVALUATION PATTERN FOR CGPA COURSES:

I)   Component of Evaluation
  Continuous Internal Assessment **(CIA)**   **:** 40Marks
  End Semester written Exam **(ESE)**   **:** 60Marks
      Total Marks   :**100 Marks**

II) Component of Continuous Internal Assessment (CIA)

Level	Component	Marks
K3,K4 &K5	Fieldwork/Assignment	10
K2 &K3	Presentation/Seminar	10
K3,K4&k5	Group Discussion/Case study/Class participation	10
K1&K2	Test	10
Total		40

III) End Semester Question Paper Pattern

Duration of the written exam (End Semester Exam): 3 Hour   Max.   Marks: 60 Marks

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 **K2**	Part A (Answer four out of Six)	**Remember**, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate **Understand,** Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 **K4**	Part B(Answer 4 out of Six)	**Apply,** Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute **Analyse ,**Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 **K5**	Part C (Answer 2 out of Three)	**Analyse,** Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose **Evaluate,** Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 **K6**	Part D (Compulsory Case study)*	**Evaluate,** Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh **Create**, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

IV) Internal Test Question Paper Pattern:

Duration of the written exam (End Semester Exam): 2 Hour

Max. Marks: 50 marks

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 **K2**	Part A – 4 out of 5 questions	**Remember**, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate **Understand,** Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4x3 Marks = 12
K3 **K4**	Part B - 2out of 3 questions	**Apply,** Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute **Analyse ,**Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	2 x5 Marks =10
K4 **K5**	Part C –2out of 3 questions	**Analyse,** Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose **Evaluate,** Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2x8 Marks = 16
K5 **K6**	Part D – Compulsory Question –Case Study	**Evaluate,** Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh **Create**, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1x12 Marks=12
	Total		**50 Marks**

V) Management in Practice (MIP) Project Work & Viva Voce Valuation Pattern

External   50 Marks
Internal Based on review   50 Marks

Total   **100 Marks**

VI) Summer Internship Program (SIP) Evaluation Pattern

Basic Work done	40Marks
Training in the Organisation	10Marks
(Includes feedback from Organisation)	
Report & Viva Voce	50Marks

Total **100 Marks**

EVALUATION PATTERN FOR NON- CGPA COURSES:

Valuation Criteria for Bridge Course, Value Education , Skill Development, Business Lab, Directed Study, Self learning programme - Additional Credit Courses and audit course-Non credit course:

There will be no End Semester Examination for these courses and will be evaluated through Continuous Internal Assessment(CIA).

Level		Components	Marks	Total
K2 K3 K4	I	Participation/ Testing Concepts	25	50
		Case study Analysis/ Assignment /Demonstration	25	
K5 K6	II	Documentation/ Study Report/Mini Project	25	50
		Viva-Voce/Model Preparation/Prototype	25	
Total				**100 Marks**

Audit course* Non-credit course will be evaluated and graded as S (Satisfactory) or NR (No Report).

MBA DEPARTMENT

PREAMBLE

The MBA department submits the following changes in the regulation for conduct of Outcome Based Education (OBE) Pattern of curriculum - November 2019:

- Framing of Program Educational Objective (PEO), Program Outcome (PO), Program Specific Outcome (PSO) for the MBA Program.

  ❖ **I)** Five PEO's in alignment with the Vision and Mission of the Institution and Expectations from the industry was framed. The Objectives are intended in preparing and developing budding Women Managers with necessary business and managerial acumen and skill sets to meet out to the diverse, multifunctional career fields/business opportunities.

  ❖ It also aims at sensitizing and empowering the women managers to excel and contribute to the holistic development of self, organisation and society.

  ❖ It aims in overall professional and personal development to be confident, independent and to lead at any walks of life/business/career.

  ❖ **II)** Twelve PO's framed at three levels Domain/Functional Knowledge; Organisation; Personal/Individual ; Societal.

    o **Domain/Functional Knowledge :**Knowledge Transfer (KT), Workplace Competency (WC), Entrepreneurial Skill (ES), Employability (EM)

    o **Organisation :** Organisational Adaptability and Effectiveness (OAE), Management of Change (MOC), Team Building and Leadership (TBL)

    o **Personal/Individual:** Life Management Skills(LMS), Sustainability (SU),Capacity Building (CB)

    o **Societal:** Ethics (ET), Nation Building (NB)

  ❖ **III)** Program Specific Outcomes and Course Outcomes were framed and mapping done.

- Modification of Continuous and End Semester Examination Pattern with incorporation of Blooms taxonomy and Illustrative Key words for framing of questions. The question paper pattern revised to include Part A with three marks questions, Part B with five marks question, Part C with 8 marks questions and Part D Compulsory Case Study Question with 12 marks.

  The MBA department submits changes and additions suggested in the PG curricula that are given in the ensuing pages from academic year 2018-2019.

- Introduction of new Additional Credit courses

    ❖ Self Learning Programme (MOOC), Business analysis lab

- Introduction of non credit Audit Course   - Term paper in any one of the following areas

  - ❖ Management Dynamics and Indian Ethos

  - ❖ Educational Management, Administration and Leadership

  - ❖ Women Employment and Empowerment

  - ❖ Social and Women Entrepreneurship

  - ❖ Environmental Management

- Modification of course contents in the fifth unit of the courses to give scope for Experiential learning and field work by introducing recent technological trends, digital advancement , business tools and metrics impacting management functions and business practices.

- Introduction of Women in Leadership as a Value Education Course in the III Semester and introduction of Basic Life Skills as a unit in Value Education Course -Art of Self Management offered in I semester.

- Introduction of a new course on Technological Intervention in Management as Interdisciplinary elective course in III semester and inclusion of Introduction to Business Analytics as a unit.

- Shifting of Interdisciplinary elective course Social Enterprise Management –to the II Semester.

- Changes in the title & subject code as per need.

Code	Course Title	Core / Elective Soft Skill Additional	*Cr*	*Hrs/WK*	C.I.A	E.E	T.M.M
**FIRST SEMESTER**						
MBA18/BC/POM	Bridge Course on Principles of Management	A#	1	1			100
MBA18/1C/OBM	Organisational Behaviour	C	4	4	40	60	100
MBA18/1C/ACM	Accounting for Managers	C	4	5	40	60	100
MBA18/1C/MEM	Managerial Economics	C	4	4	40	60	100
MBA18/1C/BRT	Business Research And Techniques	C	4	5	40	60	100
MBA18/1C/OPM	Operations Management	C	4	4	40	60	100
MBA18/SS1/BEH MBA18/SS1/BEA MBA18/SS1/BEB MBA18/SS1/BEC	Business English Communication-Higher * Business English Communication-Vantage Business English Communication-Preliminary Business English Communication-Basic	S	2	2		100	100
MBA18/VE1/ASM	**Value Education – I -** Art of Self Management & Basic Life Skills	A#	1	1			100
MBA18/SD/ED1	**Skill Development -** Entrepreneurial Skill Development – I	A#	1	2			100
MBA18/BL1/***	Business Analysis Lab – I	A#	1	2			100
**SECOND SEMESTER**						
MBA18/2C/MMM	Marketing Management	C	4	4	40	60	100
MBA18/2C/HRM	Human Resource Management	C	4	4	40	60	100
MBA18/2C/FIM	Financial Management	C	4	4	40	60	100
MBA18/2C/QMS	Quality Management System	C	4	4	40	60	100
MBA18/2C/LFB	Legal Framework of Business	C	4	4	40	60	100
MBA18/2C/OPR	Operations Research	C	4	4	40	60	100
MBA18/IE1/***	Interdisciplinary Elective 1	E	3	3	40	60	100
MBA18/SS2/SAC	Self Assessment and Career Development*	S	2	2			100
MBA18/2I/SIP	Summer Internship Programme	I	2		50	50	100
MBA18/VE2/CSD	**Value Education – II -** Community Service and Development	A#	1	1			100
MBA18/SD/ED2	**Skill Development -** Entrepreneurial Skill Development – II	A#	1	2			100
MBA18/BL2/***	Business Analysis Lab – II	A#	1	2			100
**THIRD SEMESTER**						
MBA18/3C/IME	Information Management & ERP	C	4	4	40	60	100
MBA18/3E/	Elective I	E	3	3	40	60	100
MBA18/3E/	Elective II	E	3	3	40	60	100
MBA18/3E/	Elective III	E	3	3	40	60	100

ETHIRAJ COLLEGE FOR WOMEN,CHENNAI MBA-AUTONOMOUS COURSE PROFILE 2018-2019

MBA18/3E/	Elective IV	E	3	3	40	60	100
MBA18/3E/	Elective V	E	3	3	40	60	100
MBA18/IE2/ ***	Interdisciplinary Elective 2	E	3	3	40	60	100
MBA18/SS3/***	Foreign Language Germany/ Japanese/Chinese/Korean*	S	2	2			100
MBA18/VE3/WIL	**Value Education – III –** Women In Leadership	A#	1	1			100
MBA18/SD/ED3	**Skill Development -** Entrepreneurial Skill Development –III	A#	1	2			100
MBA18/BL3/***	Business Analysis Lab - III	A#	1	2			100
MBA18/SL/SLP	Self Learning Programme	A#	2				100
MBA18/AC/***	Term Paper	NC					S/NR
FOURTH SEMESTER							
MBA18/4C/STM	Strategic Management	C	4	4	40	60	100
MBA18/SS4/MBE	Business Etiquette*	S	2	2			100
MBA18/4C/MIP	Management In Practice	C	8		50	50	100
BA18/DS/***	Directed Study	A#	2	2			100

C.I.A. Continuous Internal Assessment   **E.E**   External Exam , **T.M.M** Total Maximum Marks

* Marks secured in Soft skill courses will not be considered for Classification/Ranking

** Students should opt for 2 Interdisciplinary courses from 2 choices given under the ODD and EVEN Semester.

#A-Additional Credit courses – It is mandatory and students are expected to complete the course. The credit earned for this course will be treated as additional credit and will not be considered for Classification/Ranking

NC – Non-Credit course – It is mandatory for the student to complete the course and earn 'S' Satisfactory for completion of the course. **'NR'** for Non Completion of the course.

SUBJECT TITLE

\

SUBJECT TITLE

LIST OF FUNCTIONAL ELECTIVE

CODE	LIST OF INTERDISCIPLINARY ELECTIVE	PAGE NO
MBA18/IE1/SOE	Interdisciplinary Elective I - Social Enterprise Management	47
MBA18/IE1/DVM	Interdisciplinary Elective I - Diversity Management	49
MBA18/IE2/DIM	Interdisciplinary Elective II - Disaster Management	58
MBA18/IE2/TIM	Interdisciplinary Elective II - Technology Intervention and Innovative Practices in Management	60

CODE	LIST OF SOFT SKILL COURSES	PAGE NO
MBA18/SS1/BEH	Business English Communication-Higher	31
MBA18/SS1/BEA	Business English Communication-Vantage	
MBA18/SS1/BEB	Business English Communication-Preliminary	
MBA18/SS1/BEC	Business English Communication-Basic	
MBA18/SS2/SAC	Self Assessment and Career Development	51
MBA18/SS3/***	Foreign Language German/Japanese/Chinese/Korean	
MBA18/SS3/MBE	Business Etiquette	69

CODE	LIST OF VALUE EDUCATION COURSES	PAGE NO
MBA18/VE1/ASM	**Value Education – I -** Art of Self Management and Life skills	32
MBA18/VE2/CSD	**Value Education – II -** Community Service and Development	53
MBA18/VE3/WIL	**Value Education – III –** Women In Leadership	62

CODE	LIST OF SKILL DEVELOPMENT COURSES	PAGE NO
MBA18/SD/ED1	**Skill Development -** Entrepreneurial Skill Development – I	33
MBA18/SD/ED2	**Skill Development -** Entrepreneurial Skill Development – II	54
MBA18/SD/ED3	**Skill Development -** Entrepreneurial Skill Development – III	63

CODE	LIST OF BUSINESS LAB	PAGE NO
MBA18/BL1/DAE	**Business Analysis Lab I** – Data Analysis using Excel	34
MBA18/BL2/DAS	**Business Analysis Lab II** – Data Analysis using SPSS	55
MBA 18/BL3/DAA	**Business Analysis Lab III** – Data Analysis using AMOS & R Programming	64

CODE	LIST OF AUDIT COURSES / TERM PAPER	PAGE NO
MBA18/AC/*** **Term Paper (Any one of the following areas of management)**		66
MBA18/AC/MDI	Management Dynamics and Indian Ethos	
MBA18/AC/EAL	Educational Management, Administration and Leadership	
MBA18/AC/WEE	Women Employment and Empowerment	
MBA18/AC/SWE	Social and Women Entrepreneurship	
MBA18/AC/ENM	Environmental Management	

CREDIT STRUCTURE

Particulars	Semester I	Semester Ii	Semester III	Semester IV	Total course	Total Credit
Core Paper (C)	5	6	1	1	13	13*4=52
Functional Elective (E)			5		5	5*3=15
Non Functional /Other Elective (OE)		1	1		2	2*3=6
Soft skill (SS)	1	1	1	1	4	4*2=8
Summer Internship Project-SIP (I)			1		1	1*2=2
Management in Practice (MIP) – Main Project and Viva (C)				1	1	1*8=8
TOTAL CGPA CREDIT						91
Additional Credit Course: 1.Bridge Course (BC)	1				1	1*1=1
2.Value Education Course (VE)	1	1	1		3	1*3=3
3.Skill Development Course (SD)	1	1	1		3	1*3=3
4.Directed Study (DS)				2	1	2
5.Business Analysis Lab (BL)	1	1	1		3	1*3=3
6.Self Learning Program (SLP)			1		1	1*2=2
TOTAL NON-CGPA CREDIT						14
Non-Credit/Audit Course: Term Paper (AC)					1(no credit)	S/NR
TOTAL						105 Credits

COURSE OUTLINE

SEMESTER – I
BRIDGE COURSE
PRINCIPLES OF MANAGEMENT

COURSE CODE : MBA18/BC/POM

Teaching Hours : 15hrs   **Credits : 1**

OBJECTIVES:

To enable students to

- To lay the foundation for understanding the basic concepts in management
- To act as a preparatory course to bridge the knowledge for the programme.

Unit – I : Introduction – Evolution of management principles – Functions- Levels of Management – Planning – Types of plans, steps in planning- Decision-making process and types.

Unit – II : Organizing – purpose- principles, Types – Departmentation – Delegation of Authority- Span   of Control – Decentralization.

Unit – III : Communication – Types – Process – Barriers. Motivation – Theories-Leadership-process   and approaches. Co-ordination and Control – Types and process. Trends in Management

REFERENCE BOOKS:

1. Stephen P. Robbins and Mary Coutler, " Management", 10th Edition, Prentice Hall(India) Pvt Ltd, 2009
2. JAF Stoner, Freeman RE and Daniel R Gilbert "Management", 6th Edition ,Pearson Education , 2004
3. Stephen A. Robbins and David A. Decenzo and Mary Coulter, " Fundamentals of Management , 7th Edition, Pearson Education, 2011.
4. Robert Kreitner and Mamata Mohapatra, " Management", Biztantra, 2008.
5. Harold Koontz and Heinz Weihrich " Essentials of Management", Tata Mc Graw Hill, 1998
6. Tripathy PC and Reddy PN, " Principles of Management", Tata Mc Graw Hill, 1999.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts and functions of management..
CO 2	Evaluate leadership styles to anticipate the consequences of each leadership style.
CO3	Assess and Analyse how organizations adapt to uncertain environment in order to apply techniques which influence and control the internal environment.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	2	2	2
CO 3	2	2	1
Average	**2.3**	**2.3 3**	**1.6**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium) 3 – Substantial (High)

SEMESTER - I
ORGANISATIONAL BEHAVIOUR

CORE - 1   **COURSE CODE : MBA18/1C/OBM**
Teaching Hours: 53hrs   **Credits : 4   LTP -4-0-0**
Field Work: 15 hrs

OBJECTIVES:

To enable students to

- Understand the importance and significance of attitudes and behaviour in an organizational setting
- Give an insight into various dimensions of human behaviour in an organization.

COURSE OUTLINE:

UNIT I: Introduction to Organisational Behaviour, meaning, elements need, approaches, models.
5 hrs

UNIT II: Individual Behaviour- Foundations of Individual Behaviour, Personality Perception, Learning, Values, Attitudes & Job Satisfaction, Types of work place behavior and diversity. Motivation at work, early theories, contemporary theories, Motivation at work, designing motivating jobs
20hrs*

UNIT III:. Group Behaviour, Group Dynamics, Group norms, Group Cohesiveness Group Decision making, Inter Group Relation. Leadership, styles, qualities, types, trait theories, Behavioural & Contingency theories.   20hrs*

UNIT IV: Organisational Structure and Design, Organisational Culture and Climate, Organisational Change and Development, Organisational Conflicts.   18hrs*

UNIT V: Behavioral Practices - Communication, Transactional Analysis Team building - Managing Stress in workplace. Communication, Time management, Emotional Intelligence, Psychometric analysis/ Personality profile **(Not to be included for End Semester Examination)**   5hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra. Organizational Behavior, 16/e; New Delhi: Pearson Education (2017)
2. McShane & Von Glinow Organisational Behavior, 6/e; New Delhi: McGraw Hill Education (2015).
3. Luthans, Fred Organisational Behavior, 12/e; New Delhi: McGraw Hill Education (2011).
4. Griffin and Moorhead. Organisational Behaviour Cengage learning Publication (2014)
5. Robert N.Lussier Human relation in organizations McGraw Hill Education (2015)
6. Richard L.Daft.Understanding the theory and design of organization Cengage learning Publication(2015)
7. Keith Davis, Human Behaviour at work, McGraw Hill Book Co., (1998)
8. Steven L Mc Shane, Marry Ann Von Glinow, Organisational Behaviour, Tata Mc Graw Hill.(2009)
9. Terrance R. Motchell, People in Organization An Introduction to Organisational Behaviour,McGraw-Hill, New York .(2011)
10. Mullins, Laurie J., Management and Organisational Behaviour, Prentice Hall.(2010)

**End Semester Question Paper Template**
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6 Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6 Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3 Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**

ORGANISATIONAL BEHAVIOUR   **COURSE CODE: MBA18/1C/OBM**

COURSE OUTCOME

Students will be able to.

CO No.	CO Statement
CO 1	Analyse the behaviour of individuals and groups in organisations in terms of organisational models and concepts
CO 2	Apply organisational behaviour concepts, models and theories to real life situations in the organisational and personal life
CO 3	Exercise skills in managing and resolving organizational problems relating to individual and group interactions
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the behaviour of an individual in an Organisation.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	2	3	3
CO 3	3	3	3
CO 4	3	3	3
Average	**2.8**	**3**	**2.8**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - I
ACCOUNTING FOR MANAGERS

CORE - 2   **COURSE CODE: MBA18/1C/ACM**

Teaching Hours : 53 hrs   **Credits : 4**   **LTP-3-2-0**   **Field Work: 15 hrs**

OBJECTIVES :

To enable students to
- Adopt a decision-maker perspective on accounting and finance
- Examine management accounting and related analytical methodologies for decision-making and control in profit-directed organizations.

COURSE OUTLINE:

UNIT I :   Introduction To Management Accounting
Management Accounting : Meaning & Purpose - Role and Scope of Management Accounting - Understanding of Income Statement & Balance Sheet - Reporting to Management   5 hrs

UNIT II :   Financial Statement Analysis & Interpretation
Ratio Analysis – Comparative Analysis - Common Size Analysis - Trend Analysis - Fund Flow Analysis.   20 hrs*

UNIT III : Cost Accounting
Cost Accounting: Definition – Scope – Significance and Limitations - Cost Classification - Cost Sheet - Process Costing – Job Costing – Activity Based Costing   20 hrs*

UNIT IV : Marginal Costing & Budgetary Control
Marginal Costing: Cost-Volume-Profit Analysis - Break Even Analysis - Decisions Regarding Sales Mix – Key Factor - Make or Buy Decisions - Budgetary Control: Nature and Objectives of Budgetary control - Classification of Budgets – Zero Based Budgeting.   18 hrs*

UNIT V : Computerized accounting – Introduction to Tally   **(Not to be included for End Semester Examination)**   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. I.M.Pandey, Management Accounting, Vikas Publishing House Pvt. Ltd., New Delhi, Third Edition , 2015
2. Khan, M.Y., and P.K. Jain , Management Accounting: Text, Problems and Cases, 6th edition; New Delhi: McGraw Hill Education, 2013.
3. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari , A Textbook of Accounting for Management, 4 edition ; New Delhi: Vikas Publications , 2018
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting 16th edition PHI Learning, 2017.
5. Sawyers, B. Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar Managerial ACCT A South-Asian Perspective, 2 edition ; New Delhi: Cengage Learning, 2016.
6. Jan Williams, Financial and Managerial Accounting –The basis for business Decisions, 15th edition Tata McGraw Hill Publishers, 2010.
7. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2010.
8. Singhvi Bodhanwala, Management Accounting -Text and cases, 2nd edition PHI Learning, 2009.
9. Dr.Murthy & S.Gurusamy, Management Accounting, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2nd Edition. 2006
10. T.S. Reddy, Y.Hari Prasad Reddy, Management Accounting, , 1st edition Margham Publication, Chennai 2002

Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**

End Semester Question Paper Template
Duration: 3 Hour   **Max. Marks: 60 Marks**

Total Number of 16 Questions

ACCOUNTING FOR MANAGERS   **COURSE CODE: MBA18/1C/ACM**

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Analyse and interpret financial statements
CO 2	Apply marginal costing, cost volume profit analysis and budgetary control techniques in decision making process
CO 3	Possess a managerial outlook at accounts
CO 4	Apply and demonstrate Knowledge on Recent Trends relevant to the functional domain of Accounting

Note: At least 50% should include theory questions.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	1
CO 2	3	3	2
CO 3	3	3	2
CO4	3	3	3
Average	**3**	**3**	**1.7**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - I

MANAGERIAL ECONOMICS

CORE - 3   **COURSE CODE: MBA18/1C/MEM**

Teaching Hours : 53hrs   **Credits : 4**   **LTP-4-0-0**   **Field Work: 15 hrs**

OBJECTIVES:

To enable students to

- Efficiently achieve the goals of the firm and to recognize how economic forces affect the organization.

- Helps to identify themes and trends of good business.

COURSE OUTLINE:

UNIT I: Introduction to Economics: Managerial Economics- Nature, Scope, & significance. - Relationship of Managerial Economics with functional areas of business.   5 hrs

UNIT II: Demand analysis, Law of Demand, Exceptions to law of demand, Elasticity of Price, Income & Cross elasticity, Measurement of elasticity of demand. Demand forecasting: Meaning & Significance. Opportunity Costs.   20 hrs*

UNIT III: Production analysis: Concepts, production function: Single Variable & Two variable Function. Total, Average, & Marginal Product. Law of diminishing returns, returns to scale. Costs & Revenue functions, Short run and long run cost curves.   20 hrs*

UNIT IV: Market Structure: Perfect Competition, Determination of pricing under perfect competition. Monopoly: Types of monopoly, Pricing under monopoly. Oligopoly: Features, Kinked demand Curve, Monopolistic Competition: Pricing Approaches: Full cost Pricing, Product Line Pricing, Pricing Strategies: Price Skimming, Penetration Pricing. National Income – difficulties in measuring national income – methods of measurement – income method, Inflation, GDP. 18 hrs*

UNIT V: Introduction to Econometrics, Different data types – cross section, time series and panel data and problems associated with them – examples from Indian context **(Not to be included for end semester examination)**   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. Mansfield Edwin, Managerial Economics – Theory , Applications & cases, Eighth Edition, Norton , 2016.
2. Mehta.P.L ,"Managerial Economics analysis problems and cases", Eighth revised edition ,Sultan Chand ,2016
3. Atmanand.J," Managerial Economics" , Seventh Edition, Excel Books, 2009
4. Paul A.Samuelson and William.D.Nordhans ,Economics, 19th Edition, TaTa McGraw Hill, New Delhi ,2011.
5. William A. McEachern and Simrit Kaur, Principles of Micro Economics", CENGAGE Learning Publication, New Delhi, India. 2015.
6. N. Gregory Mankiw, Principles of Micro Economics, Cengage Learning Publication, New Delhi, India. 2015.
7. Dominick Salvatore, Managerial Economics, Oxford University Press, New Delhi, India. 2015.
8. Ahuja, H.L. Managerial Economics: Analysis of Managerial Decision Making, 8/e; New Delhi: S. Chand & Company Limited ,2015.
9. Varshney & Maheshwari ,Economics, , Third Edition ,Sultan Chand , 2005.
10. Geetika, Ghosh; Piyali, Choudhury and Purba, Roy ,Managerial Economics,2/e; New Delhi: McGraw Hill Education, 2013.
11.

**End Semester Question Paper Template**
\multicolumn{3}{l}{**Duration: 3 Hour**}	\multicolumn{2}{r}{**Max. Marks: 60 Marks**}
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**

MANAGERIAL ECONOMICS MBA18/1C/MEM

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand the roles of managers in firms and understand the internal and external decisions to be made by managers.
CO 2	Analyze the demand and supply conditions and design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
CO 3	Analyze real-world business problems with a systematic theoretical framework.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the Economics Field.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO 4	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – I

BUSINESS RESEARCH AND TECHNIQUES

CORE -   4   **COURSECODE:MBA18/1C/BRT**

Teaching Hours: 53 hrs

Field work   : 15 hrs   **Credits: 4   LTP- 3-1-0**

OBJECTIVES:

- To develop an understanding of research, research design, sources of data collection, analysis of the collected data and preparation of research report.
- Understand the most widely used tools of business techniques, which form the basis for rational and sound business decisions

COURSE OUTLINE:

UNIT- I: Business Research – Definition and Significance –the research process –Types of Research   – Research Questions /Problems – Research objectives – Research Hypothesis – the role of theory in research – Research Design – types – Variables in Research – Measurement and scaling - Different scales   5 hrs

UNIT-II: Types of Data – Primary Vs Secondary Data – Methods of Data Collection – Construction of Questionnaire and instrument – Sampling plan – Sample size – Sampling Techniques - Probability Vs Non probability sampling methods.   20 hrs*

UNIT-III: Data Preparation – editing – coding – validity of data – Analysis of Data –   Introduction to SPSS package. Research Report – Different types – Contents of report – Layout of research   report.

20 hrs*

UNIT –IV: Application of statistical tests – Parametric and non parametric - interpretation of test results, Correlation and regression analysis – Chi-Square test- Single and two factor analysis   of variance.   18 hrs*

UNIT –V: Use of online methods of data collection and analysis.   **(Not to be included for End Semester Examination)**   5 hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 4th Edition, Oxford University Press, New Delhi, 2015.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
4. Anderson , "Quantitative Methods for Business', 8th Edition, Thomson Learning, 2002
5. Aczel A.D. and Sounderpandian J., Complete Business Statistics,6th edition, Tata McGraw – Hill, 2004.
6. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
7. Srivatsava TN, ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
8. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.
9. Albright S and Winston.L., Business Analytics : Data Analysis and Decision Making 5th Edition,Cengage Learning, 2015
10. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

BUSINESS RESEARCH AND TECHNIQUES   COURSECODE:MBA18/1C/BRT

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Possess knowledge in different types of research methods and techniques and be able to conduct business research
CO 2	Display skill in performing statistical and research analysis and
CO 3	Prepare structured reports that would help businesses make appropriate decisions
CO 4	Apply and demonstrate Knowledge on Recent Trends in the field of Business Research and application.

Mapping of CO with PS

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

Theory – 80% Problem – 20%

SEMESTER – I

OPERATIONS MANAGEMENT

CORE - 5   **COURSECODE:MBA18/1C/OPM**
Teaching Hours: 53 hrs   **Credits: 4   LTP – 3-1-0**
Field Work   : 15 hrs

OBJECTIVES:

To enable the students to

- Understand Operations Management as a functional area and its relevance in the management of a firm.

- Understand emerging techniques in Operations Management and its application in the firm.

COURSE OUTLINE:

UNIT I: Introduction to Operations Management function – Operations System – Objectives, Function and Scope of Operations Management - various types/ classification of production systems - productivity.   5 hrs

UNIT II: Factors affecting Plant Location decisions – Choice of general region, site and community. Layout concepts, Factors and Principles of a good Layout – Basic types of Layout – Developing Manufacturing facility Layouts. Materials handling Systems, Cellular manufacturing system. 20hrs*

UNIT III: Work Study – Introduction – Method Study – Time Study - Work Sampling, Ergonomics,   Working Environment – Industrial Hazards, Accidents, Fatigue and Worker Safety.   Modern Operations Management Techniques, Business Process Reengineering, Lean Manufacturing, Use of Control Charts, Concept of quality circles, Value Analysis.   20* hrs

 UNIT IV: Integrated Materials Management and its components, Inventory Control, Basic Inventory Models, Purchasing Management, Stores Management, Materials Requirement Planning, Make or Buy Decisions.Introduction to Maintenance Management   18* hrs

 UNIT V: The servitization of manufacturing - E-operations – Outsourcing - Leanness and agility   - Performance measurement and quality control –Logistics and Supply Chain Management – Environmental Issues   (**Not to be included for End Semester Examination)**   5 hrs.

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12thEdition, 2010.
2. William J Stevenson, Operations management, McGraw-Hill Education, Thirteenth Edition,2018
3. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra, K. Manoj , Operations Management: Processes and Value Chains, ,Pearson Education, 11th Edition ,2016
4. Mahadevan B, Operations Management Theory and practice, 3/e, Pearson Education, 2015
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.
6. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
7. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
8. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
9. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
10. Pannerselvam R, Production and Operations Management, Prentice Hall India,   Second Edition, 2008

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6 Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

OPERATIONS MANAGEMENT COURSECODE: MBA18/1C/OPM

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts underlying Operations Management as a functional area and its relevance in the management of a firm.
CO 2	Exhibit knowledge of Operations management in various areas for problem solving.
CO 3	Apply the principles of Operations management in practice and be aware of the emerging areas in Operations management
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the field of Operations in an Organisation.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium) 3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

<div align="center">

SEMESTER – I

BUSINESS ENGLISH COMMUNICATION

</div>

SOFT SKILL - 1   **Course Code:**

MBA18/SS1/BEH   -   Business English Communication-Higher

 MBA18/SS1/BEA   -   Business English Communication-Vantage

 MBA18/SS1/BEB   -   Business English Communication-Preliminary

MBA18/SS1/BEC   -   Business English Communication-Basic

Contact Hours : 30 hrs   **Credits : 2**

OBJECTIVES:

- To familiarize with theoretical perspectives that determines successful career and career change.
- To identify effective approaches to the development/use of resumes, career networking, informational and employment interviewing.

COURSE OUTLINE:

Based on the diagnostic test, the English proficiency and knowledge of the students will be assessed and accordingly the level of course will be decided.

MBA18/SS1/BEH   - Business English Communication-Higher

It includes tests of reading and writing, listening and speaking .

MBA18/SS1/BEA   - Business English Communication-Vantage

It includes tests of reading, writing, listening and speaking at a higher level. It includes reading longer business reports and company documents, writing letters or proposals, listening to short discussions, and contributing to a discussion about a business topic in the speaking part.

MBA18/SS1/BEB - Business English Communication-Preliminary

It includes tests of reading and writing, listening and speaking. Candidates have to read reports, charts and advertisements, as well as write a short email or memo. They also have to understand short conversations and discussions and give a short presentation in the speaking test.

MBA18/SS1/BEC - Business English Communication-Basic

It includes tests of reading and writing, listening and speaking at basic level

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand and demonstrate a good understanding of effective writing and business communications.
CO 2	Express different genres of reading, writing and speaking from creative to critical and factual writing.
CO 3	Identify short conversations and discussions, design business reports and company documents.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
Average	**3**	**3**	**2**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER I

ART OF SELF MANAGEMENT AND LIFE SKILLS

Value Education I   **COURSE CODE: MBA18/VE1/ASM**

Contact Hours : 15 hrs   **Credit: 1**

OBJECTIVES:

- Aims to improve quality of life by developing strategies for successful and joyous living.
- Guide to healthy living by maintaining mental, physical and emotional well-being.
- To provide with the required level of training, skills and knowledge in First Aid, and comply with the requirements of the Health and Safety.

COURSE OUTLINE:

Self awareness, assessment and realization – Preferences, Strengths, Weaknesses & Values – Self motivating strategies – Developing personal development plan.

Mental Well-being – Managing Anxiety – Stress Management – Anger Management – Depression Management – Relaxation techniques and exercise. Physical Well-being – Healthy eating – Healthy habits – Yoga & meditation – Prioritization & Time Management.

Emotional Well-being – Managing healthy relationships – Communication issues – Building self esteem.

Health Emergency-The role of the first aider, Basic life support -Performing rescue breathing-Chest

Pain, Stroke   and accidents.

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand and develop strategies for successful and joyous living.
CO 2	Guide to healthy living by maintaining mental, physical and emotional well-being.
CO 3	Equipped with the required level of training, skills and knowledge in First Aid and demonstrate Knowledge on Self Management and Life Skills.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
Average	3	3	2

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER I

ENTREPRENEURIAL SKILL DEVELOPMENT – I

COURSE CODE: MBA18/SD/ED1   **Credit: 1**

Contact Hours: 24 hrs

- To provide a hands on experience in the process of creating new venture
- Provide exposure to basic entrepreneurship skills.

New Venture Creation: Concepts and Skills

Introduction to Entrepreneurship- Behavioral Aspects and Empowerment - Developing self confidence, motivation, self esteem, importance of positive attitude & human values.

Importance of entrepreneurial thinking, self employment - Concept and description, Women Entrepreneur and Incentive Schemes

Venture Life Cycle- Exposure to entrepreneurial Journey of an Entrepreneur.

A real time experience of being an Entrepreneur-Experiences and learning.

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand the idea generation process and the importance of entrepreneurship skills needed to run a business.
CO 2	Have the ability to discern distinct entrepreneurial traits
CO 3	Able to do the self-analysis, apply the elements of entrepreneurship in their real life and develop knowledge to start the venture.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
Average	3	3	2

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER I
BUSINESS ANALYSIS LAB I
DATA ANALYSIS USING EXCEL

Lab I   **COURSE CODE: MBA18/BL1/DAE**
Contact Hours: 15 hrs   **Credits: 1   LTP – 0-0-2**

OBJECTIVES:
- To familiarize the students with important features of Excel.
- To enable use in-built functions in Excel for data analysis.

COURSE OUTLINE:

Spreadsheet and its application – opening spreadsheet- working with spreadsheets – formatting spreadsheets working with sheets – creating charts – using tools- Fundamentals of Excel Cell, Referencing, Formatting cells, Tables, Functions - Application of Functions, Array Functions and Ranges - Basic Formulae like SUM,AVERAGE,COUNT,MAX,MIN etc

Advanced Formulas and Using Data Ranges

Analysis and Presentation What-if Analysis, Sensitivity Analysis - Data table; Scenario Building - Data Validation -- Using Data Validation- Handling Date and Time Data - Presentation of data using Charts, Conditional Formatting

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand and familiarize the important features of Excel.
CO 2	Able to use in-built functions in Excel for simple calculation, apply features of Excel for decision making
CO 3	Apply and analyse data and present the processed information using advanced features of Excel

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	2	2
CO 3	2	2	2
Average	2.7	2	2

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER – II
MARKETING MANAGEMENT

CORE – 6   **COURSE CODE: MBA18/2C/MMM**
Teaching Hours: 53 hrs   **Credits: 4   LTP – 4-0-0**
Field Work   : 15 hrs
OBJECTIVES:
To enable the students to
- Understand the concept of marketing in theory and practice, evaluate the environment and develop a feasible marketing Solution.
- to Understand fundamental premise underlying market driven strategies

COURSE OUTLINE:
UNIT I: Marketing –Definitions -Conceptual frame work –Marketing environment : Internal and External - Marketing interface with other functional areas –Production, Finance, Human Relations Management, Information System. Marketing in global environment –Prospects and Challenges. 5 hrs

UNIT II: Marketing strategy formulations –Key Drivers of Marketing Strategies -Strategies for   Industrial Marketing –Consumer Marketing ––Services marketing –Competitor analysis - Analysis of consumer and industrial markets –Strategic Marketing Mix components   20hrs*

UNIT III: Product planning and development –Product life cycle –New product Development and Management –Market Segmentation –Targeting and Positioning – Channel Management – Advertising and sales promotions –Pricing Objectives, Policies and   methods.   20hrs*

UNIT IV: Understanding industrial and individual buyer behavior -Influencing factors –Buyer Behaviour Models –Online buyer behaviour -Building and measuring customer satisfaction –Relationships management - Marketing Research –Process of Research –Concepts and applications of Research -Ethics in marketing   18hrs*

UNIT V: Digital transformation and Marketing – Data Analytics –GPS based search Engine Optimization – content marketing – Authenticity of brands –Personalization –Better Video Content -   Phygital experience –chatbots and AI – IoT to leverage tech and data- marketing to establish emotional connections –Emerging trends in Marketing - Social media marketing - Online marketing trends **(Not to be included for End Semester Examination)**   5 hrs

Note*   **Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.**

REFERENCE BOOKS:
1. Kotler,Philip and Kevin Lane Keller, Marketing Management, Pearson Education Limited, 15th Edition, 2016
2. Alexander Chernev, Strategic Marketing Management, Cerebellum Press,8th Edtion,2014
3. Capon, Noel, Siddharth Shekhar Singh (2014). Managing Marketing: An Applied   Approach, Wiley India, first edition, 2014.
4. Paul Baines, Chris Fill andKelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
5. Lamb, hair, Sharma, Mc Daniel–Marketing –An Innovative approach to learning and teaching -A south Asian perspective, Cengage Learning —2012
6. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
7. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
8. Ramasamy, V.S, Namakumari, S., Marketing Management: Global Perspective Indian Context, Macmillan Education, 5th Edition,2014
9. Boyd Walker, Marketing Management, McGraw Hill, 2002.
10. Paul Baines, Chriss Fill Kelly Pag, Marketing, II edition, Asian edition

		End Semester Question Paper Template		
Duration: 3 Hour				**Max. Marks: 60 Marks**
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D** (1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
		Total Number of 16 Questions		

MARKETING MANAGEMENT   **COURSE CODE : MBA18/2C/MMM**

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Marketing Management as a functional area and its relevance in the management of a firm.
CO 2	Exhibit knowledge of Marketing management to develop a feasible Marketing solution for the firm.
CO 3	Apply the principles of Marketing management in practice in an Organization and be aware of the emerging new practices in Marketing.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the functional domain of Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - II
HUMAN RESOURCE MANAGEMENT

CORE - 7   **COURSE CODE : MBA18/2C/HRM**
Teaching Hours : 53hrs   **Credits : 4 LTP-4-0-0**
Field Work:15 hrs
OBJECTIVES:
To enable students to
- To provide basic understanding of various functional components of human resource.
- To make student aware of organizational strategies and approach to modern HRM practice.

COURSE OUTLINE:
UNIT I: Introduction to HRM – Definition, Nature, Scope, Objective, Importance, Evolution and Growth Functions-HR Polices, Organization of HRM Department, Managerial and Operational functions, Qualities of HR Mangers. Role-HR-department- Role of Consultant and Consultancy   5hrs
UNIT II: HR Planning –Characteristics and Need, Job analysis-Job Description, Job Specification, Job Evaluation, Skills inventory, Employee Recruitment, Selection, Placement, and Induction. Forecasting Human Resource requirements. Induction- Socialization Retention Strategy   20 hrs*
 UNIT III: Employee Development and Growth - Training & Development-on the job Training-Off the job training- case study and other modern training methods. Training Evaluation. Performance Management, Contemporary PMS Job enrichment, Career Planning, Job Changes, Separation
   20 hrs*
UNIT IV: Compensation Management-Financial and Fringe benefits, Payroll Processing Employee discipline and Grievance handling. HR Audit and Accounting- objectives-indicators for HR Audit. Introduction to Strategic HRM, Talent Management. employee engagement
   8hrs*
UNIT V: Psychometric analysis/ Personality profile 2. Contemporary issues in HR practices, Digital in E-HRM, HRIS, issues of work life balance,. Social Media in HR. **(Not to be included for End Semester Examination)**   5 hrs
Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Dessler, Garry, Human Resource Management, Prentice Hall of India.(2018)
2. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, JohnWiley and Sons, NewDelhi. (2012)
3. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall,NewJersey.(2012)
4. Saiyadain, Mirza S., Human Resource Management, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.(2009)
5. Bernardin ,H. John, Human Resource Management, Tata McGraw Hill.(2009)
6. Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.(2000)
7. Singh B. P. and T. N. Chhabra, Personnel Management & Industrial Relations, DhanpatRai and Co.Pvt. Delhi.(2000)
8. Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management:Managing People in a Multiple Context, South Western College Publishing, Cincinnati .(2006)
9. Pattannayak, Human Resource Management, PHI (2001)
10. Robbins, Stephen.P, Personnel: The management of Human resources, Prentice Hall Inc., Engle Wood Cliffs,New Jersey. (1999)

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit-50**	**Part B** (4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C** (2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D** (1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

HUMAN RESOURCE MANAGEMENT   **COURSE CODE : MBA18/2C/HRM**

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand and gain the knowledge and skills needed to effectively manage human resources.
CO 2	Compare the common methods for recruiting and selecting human resources.
CO 3	Examine and appraise contemporary issues as it relates to human resources.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the functional domain of Human Resource Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	2
CO 3	3	3	2
CO 4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low)   2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – II
FINANCIAL MANAGEMENT

CORE - 8   **COURSE CODE : MBA18/2C/FIM**
Teaching Hours : 53 hrs   **Credits : 4   LTP: 3-2-0**
Field Work: 15 hrs

OBJECTIVES:

To enable students to

- Understand the basic theory of finance and help them make investment, financing, dividend and liquidity decisions of a concern
- Learn the financial tools needed to make good business decisions

COURSE OUTLINE:

UNIT I: Introduction to Financial Management

Financial Management – An Overview - Time Value of Money : Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of a Single Cash Flow, Multiple Flows and Annuity.   5 hrs

UNIT II: Investment Analysis

Investment Analysis: Cash Flow Estimation - Payback Period Method - Accounting Rate of Return - DCF methods - Discounted Payback, NPV, PI, IRR Methods.   20 hrs*

UNIT III: Financing Decision & Dividend Decision

Sources of Long-Term Finance: Equity - Preference Capital – Debentures - Term Loans – Venture Capital - Capital Structure – Operating & Financial Leverage - Cost of Capital

Dividend Decision: Types of Dividends - Dividend Policy - Factors Influencing Dividend Policy – Gordon's Dividend Growth Model - Walter's Model - MM Dividend Irrelevance Model – Issue of Bonus Shares.   20 hrs*

UNIT IV: Working Capital Management

Objectives of Working Capital - Types of Working Capital - Factors Influencing Working Capital - Estimation of Working Capital Requirements – Inventory Management –   Cash   Management   - Receivables Management   18hrs*

UNIT V: Introduction to Financial Modelling, Financial Modelling using excel (**Not to be included for End Semester Examination**)   5 hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:

1. Pandey, I.M. Financial Management, 11th edition; New Delhi: Vikas Publishing, (2015).
2. Chandra, Prasanna Financial Management, Theory and Practice, 9th edition; New Delhi: McGraw Hill Education, 2015.
3. Dr.R.P.Rustagi, Financial Analysis & Financial Management: A Contemporary Approach, Sultan Chand & Sons, 3rd Edition, 2014.
4. Khan, M.Y. and Jain, P.K. Financial Management: Text, Problems and Cases, 7th edition; New Delhi: McGraw Hill Education, 2015
5. Dr.S.N.Maheshwari, Financial Management: Principles & Practice, Sultan Chand & Sons, 14th Edition, 2014
6. Rajiv Srivastava, Financial Management, Oxford University Press, 2008
7. Sharan, Fundamentals of Financial Management, Pearson Publications, 3rd Edition. 2012.
8. James C Van Horne, Financial Management and Policy, Pearson Publications, 12th Edition.2002
9. Brigham, Fundamentals of Financial Management, Cengage Learning, 14th Edition. 2015
10. Aswath Damodaran, Corporate Finance Theory and Practice, John Wiley & Sons, Second Edition, 2004.

Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
				Case study should not contain more than two questions.
1	2	1		
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**

End Semester Question Paper Template
Duration: 3 Hour   **Max. Marks: 60 Marks**

Total Number of 16 Questions

FINANCIAL MANAGEMENT   **COURSE CODE : MBA18/2C/FIM**

COURSE OUTCOME

Students will be able to

Note: At least 50% should include theory questions.

CO No.	CO Statement
CO 1	Possess an understanding of the techniques of managing finance in an organization
CO 2	Use the concept of time value of money in making finance related decisions
CO 3	Able to measure the cost of capital, identify the best investment alternative and predict the change in the value of firm with respect to dividend decision
CO 4	Apply and demonstrate Knowledge on Recent Trends 0relevant to the functional domain of Financial Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**2.5**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – II
QUALITY MANAGEMENT SYSTEM

CORE - 9   **COURSE CODE : MBA18/2C/QMS**
Contact Hours: 53 hrs
Field Work : 15 hrs   **Credits: 4   LTP – 4-0-0**
OBJECTIVES:
To enable the students to

- Understand the basic concepts of quality and gain an outline on the quality management system.
- To learn about the basic technical issues concerning quality & the tools & techinques of quality control.

COURSE OUTLINE:

UNIT I :   Quality, Strategic Planning, and Competitive Advantage: Brief History - Definitions of Quality. Quality in Manufacturing and Service Systems. Quality and Price - Quality and Cost - Quality & Competitive Advantage   5 hrs

UNIT II :   Principles of Total Quality Management: Introduction - Elements of Total Quality
Management - Benefits of Total Quality Management. The Deming management Philosophy – The Juran Philosophy – The Crosby Philosophy - Quality Audit -- Audit objectives- Types of Quality Audit- Purpose- Audit checklist- Audit reporting   .   20 hrs*

UNIT III : Quality Management Assistance Tools:Ishikawa Fish Done diagram – Group Technique –
Quality Circles – Benchmarking,Flow Charts – Pareto Analysis – Poka Yoke (Mistake
Proofing),Lean manufacturing -Six sigma- Kaizen- Kanban and JIT-quality circle- 5 –S principle
20 hrs*

UNIT IV: Concept and need of Quality Standards, National Quality Standard organisations- Quality
Council of India; International Ogranisation for Standardisation (ISO), ISO Standards: ISO
9000 and   14000 Series, Environmental Management System (ISO 14000) EMS movement   18hrs

UNIT V: Emerging trends in quality auditing standards-Practical auditing. **(Not to be included for
end semester examination).**   5 hrs

**Note * Experiential learning pedagogy- field work related recent trends and practices in real life
business scenario covering unit II, III and IV.**

REFERENCE BOOKS :

1. Poornima M. Charimath, "Total Quality Management", Second Edition, Pearson Education, 2011.
2. Donna C.S. Summers, "Quality Management", Sixth Edition, Prentice Hall India, 2017.
3. Shailendra Nigam, Total Quality Management, Excel books, New Delhi, 2005.
4. James R. Evans, James W. Dean, "Total Quality, Excel Books, 2005.
5. N. Logothetis, Managing for Total Quality, Prentice Hall India,2009.
6. J Evans and W Linsay, The Management and Control of Quality, 6'th Edition, Thomson, 2005
7. Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2011.
8. Shridhara Bhat K, Total Quality Management –Text and Cases, Himalaya Publishing House, Second Edition 2010.
9. Douglas C. Montgomory, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
10. Indian standard –quality management systems –Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

End Semester Question Paper Template			
Duration: 3 Hour			**Max. Marks: 60 Marks**
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

QUALITY MANAGEMENT SYSTEM   **COURSE CODE : MBA18/2C/QMS**

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Evaluate the principles of quality management and explain how these principles can be applied within quality management systems
CO 2	Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
CO 3	Critically analyse the issues in quality management, including current issues and developments.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Quality Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.8

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium) 3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - II
LEGAL FRAMEWORK OF BUSINESS

CORE - 10   **COURSE CODE: MBA18/2C/LFB**

Teaching Hours: 53 hrs   **Credits: 4   LTP – 4-0-0**
Field Work: 15 hrs
OBJECTIVES:

To enable students
- The objective of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.
- The students will be able to discuss about the Indian legal environment in which business is carried on

COURSE OUTLINE:

Business Law

UNIT I: Companies Act- Nature, Classification of company- Private and Public Company- Holding and Subsidiary Company-Government Company –Foreign Company, Formation of company. Memorandum of Association- Meaning and Purpose Forms and Contents   5hrs

UNIT II- Article of Association- Meaning and Purpose. Registration of articles- alteration -effects of alteration. Share capital and issue of shares- Classes of Shares- Preference shares-Equity shares-.Prospectus- Content of Prospectus. Power, Duties, and Liabilities of the Directors- Appointment of directors- Disqualification and vacation of office. Meetings Resolution and, Winding Up.   20hrs*

Industrial Law

UNIT   III: Laws   regulating   working   conditions: Factories   Act-   objective-elements-duties   and liabilities   of   a   occupier.   Shops   and   Establishment   Act,   Industrial   Establishment (National & Festival) act. Laws regulating wages and fringe benefits: Payment of wages Act, Minimum wages Act, Equal remuneration Act, Bonus, Pension, ESI, Gratuity and Providential Fund Industrial Employment act   Law regulating Labour Welfare, Workmen compensation act.   20hrs

Mercantile law

UNIT IV- Law of contracts (Only General Contracts) - Nature and Classification, Performance of contract- assignment of contract-time and place of performance. Discharge of contract-performance- -lapse of time- breach of contract- suit for damages. Negotiable instruments- Promissory notes and Bill of exchange.   18hrs*

Contemporary Business Law

UNIT V-Service Tax- -Classification of Taxable services.-Levy of Service. VAT- Valuation of Tax, CST, RTI Excise Duty, Impact of GST in India, (**Not to be included for End Semester Examination)**
 5hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:

1.   N.D.Kapoor, Element of Mercantile Law, Sultan Chand, NewDelhi, (2014)
2.   Saravanavelu, Business and Industrial Law, Himalaya Publishing, (2015)
3.   R.S.N.Pillai, Bagavathi, Business Law, , S.Chand and Co., Ltd., NewDelhi, (2014)
4.   S.K.Aggarwal, Business Law, Galgotia Publishing Company, NewDelhi, (2004)
5.   S.S. Gulsan, G.K.Kapoor, Business Law, New Age International (P) Ltd, New Delhi,(2009)
6.   R.C.Saxena, Labour Problems and Social Welfare, Nath and Co, Meerut, (2011)
7.   M.R. Sreenivasan, Commercial and Industrial Law, Margham Publications, Chennai,(2013)
8.   Saravanavelu and Sumathi, Legal Systems in Business, Himalays Publishing Home.(2010)
9.   D.P. Jain, Industrial and Labour Laws, Konark Publishers (P) Ltd., NewDelhi, (2000)
10.   Dr.Avtar Singh, Company Law, Eastern Book Co., Lucknow, (2011)

End Semester Question Paper Template			
Duration: 3 Hour			**Max. Marks: 60 Marks**
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

LEGAL FRAMEWORK OF BUSINESS   **COURSE CODE: MBA18/2C/LFB**

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand about how business and legal matters intertwine.
CO 2	Gain a realistic understanding of how the law actually works.
CO 3	Be able to recognize and apply basic principles of law to various problems which business faces
CO 4	Apply and demonstrate Knowledge on Recent regulations in Legal Framework

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

Mapping Levels: 1 – Slight (Low)   2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER II
OPERATIONS RESEARCH

CORE - 11   **COURSE CODE : MBA18/2C/OPR**
Teaching Hours: 60   **Credits : 4   LTP – 3-2-0**

OBJECTIVES:

To enable the students to
* Understand and have a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.
* to learn about the mathematical models which act as a tool to solve Managerial problems.

COURSE OUTLINE:

 UNIT I: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management. 5hrs

  UNIT II: Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Primal & Dual.   17hrs

 UNIT III: Transportation problem: North / West corner Solution - Stepping stone method - Vogel's approximation method - Modi method – Degeneracy - Imbalance matrix. Assignment model: Hungarian method - Traveling salesmen problem.   17 hrs

  UNIT IV: Replacement model – Sequencing - Networking - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling.
Game Theory and Strategies –Mixed Strategies for games without saddle points - Two person zero sum games   16hrs
UNIT V: Simulation game models **(Not to be included for End Semester Examination)**   5 hrs
Note: * Experiential Learning Pedagogy: Games and Quizes related real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1.Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management,Tata Mcgraw Hill, 2010.
3. Pradeep Prabakar Pai, Operations Research -Principles and Practice, Oxford Higher
   Education,
4.Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh
   Edition, Third Indian Reprint 2004.
5. G. Srinivasan, Operations Research –Principles and Applications, PHI, 2007.
6. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
7. Kalavathy S, Operations Research, Second Edition, Vikas Publishing
   House, 2004.
8. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies   approach with spreadsheets, Tata Mcgraw Hill, 2005.

| : **End Semester Question Paper Template** |||||
| **Duration: 3 Hour** |||| **Max. Marks: 60 Marks** |
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
: **Total Number of 16 Questions**				

OPERATIONS RESEARCH   **COURSE CODE : MBA18/2C/OPR**

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	To decide on the best course of action given the limitations in various resources with the objective of maximizing profit and/or minimizing loss
CO 2	Apply the appropriate mathematical techniques in problem solving for managerial decision making
CO 3	To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty
CO 4	Apply and demonstrate Knowledge on Recent research and analysis relevant to the field of Operations research.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.8

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

Theory – 60% Problem – 40%

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER-II
INTERDISCIPLINARY ELECTIVE I – OTHER ELECTIVE
SOCIAL ENTERPRISE MANAGEMENT

ELECTIVE-NF2   **COURSE CODE: MBA18/IE1/SOE**

Teaching Hours: 45   **Credits: 3   LTP –3-0-0**

OBJECTIVES:

To enable students to

1. To expose students to the various functions of CSR

2. To analyze different concepts and models.

3. To learn how students could accept leadership position in NGOs

UNIT I: Theories and Philosophies- Social Development Theories/ Social Philosophies- Plato, Adam smith, Jeremy Bentham Karl Marx.   5 hrs

UNIT II: Welfare state- Definition- Meaning of welfare, social security systems in western countries, social security in developing countries and social security and welfare in India.   15 hrs*

UNIT III: Corporate Social Responsibility- Classification of societies, classification of public, private and corporate sector, why Multi-Nationals and corporations of IT and Business Enterprise launch into social responsibility programs? Methodology to pursue Corporate Social Responsibility   15 hrs*

UNIT IV: Project Management-NGO's Role in Social Development & Social Enterprising-

Project Conception and Initiation**,** Project planning to comply with Social Problems, NGO's effectiveness and its focus on Disaster Management **Developing the sense of Ethics and Social Commitment of HR Executives in Society-** Social problem in General, Social Problem in Indian Society, Globalization – Winners & Losers? NGO leadership for HR executives   13 hrs*

UNIT V: Company and their practices – Social Responsibility – Current Scenario in Social Enterprise Management. (Not to be included for End Semester Examination) 5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS

1. Management for Social Enterprise- Bob Doherty, George Foster and Maureen Royce- Rayer Publication 2009
2. Bob Doherty and John Thompson- emerald Group Publishing 2006
3. The Management of NGO - David Lewis 2009

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

SOCIAL ENTERPRISE MANAGEMENT   COURSE CODE: MBA18/IE1/SOE
COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand ethical issues in workplace and Corporate Social responsibility
CO 2	Identify the contemporary issues in management of social sector
CO 3	Create social enterprises through collaborative learning with social enterprises and demonstrate knowledge relevant to the Social Enterprise Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
Average	**3**	**3**	**2**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER-II

INTERDISCIPLINARY ELECTIVE I – OTHER ELECTIVE

DIVERSITY MANAGEMENT

ELECTIVE – NF1   **COURSE CODE: MBA18/IE1/DVM**
Teaching Hours : 38 hrs   **Credits : 3 LTP-3-0-0**
Field Work: 15 hrs
OBJECTIVES:
To enable the students to
- Develop cross-cultural skills and provide an understanding of critical issues in the management of multinational or transnational organization.
- Identify the areas in which cultural differences present a challenge in communication with persons of different culture and to explore our cultural backgrounds and distinctive management assumptions and practices.

COURSE OUTLINE:
UNIT I: Introduction to Diversity management - issues and themes, key theorists, Cultural blind spots
                                                                                            6 hrs
UNIT II: The nature and meaning of Diversity and culture from different theoretical perspectives Understanding: The dominant culture, stereotyping, prejudice and discrimination in the workplace, Gender discrimination, age discrimination   7hrs*
UNIT III: Management issues in a diversity and cross-cultural context –Impact of culture on motivation, culture and leadership, culture and strategy, culture and Organisational Structure.   10 hrs*
UNIT IV: HRM and the management of an international workforce - multicultural team work - inter-cultural communication and negotiation; language issues   12 hrs*
UNIT V: New workplace diversity trends – Emerging trends in workforce diversity – Initiatives adopted by companies **(Not to be included for End Semester Examination)**   10 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. George Henderson, Cultural Diversity in the Workplace: Issues and Strategies Praeger Publishers, Westport, 1994
2. Margaret S. Stockdale, Faye J. Crosby, The psychology and management of workplace diversity, Black well publishers, 2004
3. Alison M. Konrad, Pushkala Prasad, Judith K. Pringle, Handbook of workplace diversity, Sage publication, 2006.
4. Richard Mead, Tim G. Andrews, International Management: Cross-cultural Dimensions (3rd edition) Blackwell, 2009
5. Schneider, S. and Barsoux, J-L, Managing Across Cultures (2nd edition) Prentice Hall, 2002
6. Huntington, Samuel P. 1996. The Clash of Civilizations. New York: Simon & Schuster. Adler, N., International Dimensions of Organizational Behavior (4th edition) Prentice Hall, 2002.
7. Patricial Arnanodo, Successful diversity Management Initiatives – Planning and Implementation, Sage publication, Inc

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

DIVERSITY MANAGEMENT   COURSE CODE: MBA18/IE1/DVM
COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Posses an understanding of the varied culture in the global perspective
CO 2	Develop skills to handle critical cross-cultural issues in the management of multinational or transnational organization
CO 3	Predict the challenges in managing diverse work force and proactively develop ways to combat them

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
Average	3	3	2

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   **3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – II
SELF ASSESSMENT & CAREER DEVELOPMENT

SOFT SKILL – 2   **COURSE CODE: MBA18/SS2/SAC**

Contact Hours : 30   hrs   **Credits : 2**

OBJECTIVES:

To enable students to

- To familiarize with theoretical perspectives that determines successful career and career change.
- To identify factors that affect future career decisions.
- To identify work profile with meaningful careers.
- Identify effective approaches to the development/use of resumes, career networking, informational and employment interviewing.

COURSE OUTLINE:

UNIT I: Self Assessment: Improving Self-Understanding, Values and Personal Development, Values and Cognitive Styles, Personality Types, Lifestyle Patterns, Finalizing Life Themes, Occupational Interests and Rewards, The Written Interview, Drawing Implications From Self Assessment Data, Career Anchors.   15 hrs

UNIT II: Career Choice and the Developmental Process, Internal/ External Career, Career as Social Identity, Perspectives on Adult Development.   8 hrs

UNIT III: The Career Development Process - Managing the Job Search, Making a Career Decision - Self-Assessment and Career Development   7hrs

REFERENCE BOOKS:

1. Frances A.Clark, Total Career Management, McGraw-Hill / Henley Management Series, 1994.
2. Helga Drummod, Effective Decision Making, Wheeler Publishing, 1995.
3. Rao, S.L. Successful Negotiation, Wheeler Publishing, 1998.
4. Reddin W.J. Effective Management, Tata McGraw-Hill Company, New Delhi, 1998.
5. Timpe D.A. (ed.) The Art and Science of Business Management: Performance, Jaico Publishing Company, New Delhi, 1996.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Familiarize with theoretical perspectives that determine successful career and career change.
CO 2	Identify and analyse the factors that affect future career decisions.
CO 3	Apply and demonstrate skills required for designing work profile for meaningful careers.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
Average	3	3	2

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER – II
SUMMER INTERNSHIP PROGRAMME

COURSE CODE: MBA18/2I/SIP

Summer Project   **Credits : 2**

Objectives :

- To expose the student to observe and learn how management concepts are applied in real life scenario
- To inculcate research skills, logical and Analytical skills

Summer Internship Programme (SIP- Summer Project and Viva Voce) is for all students undergoing the course at the end of the Second Semester for a period of not less than 6 Weeks

Each student shall be required to prepare a project report on the basis of research carried out by them in a business or industrial organisation on possible solutions for a typical problem of current interest in the area of Management. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry.

The report should include field studies, surveys, interpretation, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. The students shall choose the area of projects only from the functional electives chosen in the third semester.

The Project Report must be submitted through the Supervisor and the Head of the Department on or before date prescribed, failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking. The Project would be evaluated by the Internal and External examiners. The candidate who fails in the summer project viva-voce will be permitted to appear in the next summer after the completion of the Fourth Semester project.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Demonstrate knowledge on how management concepts are applied in real life scenario.
CO 2	Explore and exhibit research skills to solve real life business problems.
CO 3	Apply appropriate judgment from the experience with enhanced logical, analytical and decision making skills.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
Average	3	3	2.7

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER II
COMMUNITY SERVICE AND DEVELOPMENT

Value Education-II   COURSE CODE: MBA18/VE2/CSD
Contact Hours: 15 hrs   Credits: 2

OBJECTIVE;

- To provide required educational facilities for children and adults through students
- To inspire people to develop the desire for better living by means of their own efforts

Creating awareness for improvement the status of women- programmes of educating rural women and making them aware of women's rights both constitutional and legal;

Health education- AIDS Awareness and preliminary health care.

Work in orphanages- homes for the aged and prevention of slums through social education and community action

Collection of clothes and other materials, and sending the same to orphanage

Programmes of continuing education of school drop outs, remedial coaching of students from weaker sections.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the need for educating children and adult to improve their status in society
CO 2	Exhibit skills to motivate people to develop the desire for better living by means of their own efforts
CO 3	Develop programmes to aid the weaker sections of the society through community development and service.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	2	2
CO 2	3	2	3
CO 3	2	3	3
Average	2.7	2. 6	2.7

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medum) 3 – Substantial (High)

SEMESTER II
ENTREPRENEURIAL SKILL DEVELOPMENT –II

Skill Development II   **COURSE CODE: MBA18/SD/ED2**

Contact Hours: 24   **Credits: 1**

- To provide a hands on experience in the process of creating new venture
- Understand the importance of idea generation process and opportunity evaluation.

New Venture Creation: Idea Generation and business Opportunity Identification

Business ideas, tools for generating ideas, Distinguishing Idea from an Opportunity.

 Creativity , research techniques, brain storming, sample ways of generating ideas.

Capturing and screening ideas, classification & sorting, macro screening, micro screening of ideas, rating chart.

Evaluating an opportunity from a VC perspective, SWOT analysis, and final selection.

COURSE OUTCOME
Students will be able

CO No.	CO Statement
CO 1	Understand the parameters to assess opportunities and constraints for new business ideas
CO 2	Analyse the systematic process to select and screen a business idea
CO 3	Design strategies for successful implementation of business ideas leading to venture creation

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	2	2
CO 2	3	2	3
CO 3	2	3	3
Average	2.7	2. 6	2.7

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medum) 3 – Substantial (High)

SEMESTER II
BUSINESS ANALYSIS LAB II
DATA ANALYSIS USING SPSS

Lab II   **COURSE**   **CODE:**
MBA18/BL2/DAS
Contact Hours: 15 hrs   **Credits: 1**   **LTP: 0-0-2**

OBJECTIVES:
- To acquire basic knowledge about SPSS
- To have hands on experience in statistical tools.

COURSE OUTLINE:

Data and Variable View – importing a file, data transformations, sort cases, merging and appending data

Construction of frequency tables: Univariate frequency tables – cross tabulation - calculation of Measures of Central Tendencies: Mean, Median and Mode, Geometric Mean, Calculation of methods of Dispersion – Standard Deviation, Quartiles, Skewness and Kurtosis.
Calculation of Correlation Coefficient – Karl Pearson's correlation Coefficient, Spearman's Rank correlation Co-efficient
Non- Parametric Test – Chi Square, Test of Homogeneity of Means for more than 2 samples,
One Way ANOVA, Two Way ANOVA, Independent, t-test, paired t test, Regression.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the SPSS concepts and to apply SPSS for data analysis.
CO 2	Analyse and input data into SPSS, select appropriate data analysis techniques to perform requisite analyses using SPSS,
CO 3	Apply and Interpret the data output for various decision making needs and design presentation of the output

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	2	2
CO 2	3	2	3
CO 3	2	3	3
Average	2.7	2. 6	2.7

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   **3 – Substantial (High)**

SEMESTER – III
INFORMATION MANAGEMENT AND ERP

CORE - 12   **COURSECODE: MBA18/3C/**   **IME**
Contact Hours : 53 hrs   **Credits : 4 LTP: 4-0-0**
Field Work : 15 hrs
OBJECTIVES:

To enable students to
- Understand various MIS operating in functional areas of an organization
- Explain the relationship of MIS with the various activities of the organization and importance of ERP in today's business scenario.

COURSE OUTLINE:

 UNIT I: Introduction to information system-The management, structure and activities-Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.   5 hrs

 UNIT II: **T**ransaction Processing information system, Information system for managers, Intelligence information system –Decision support system-Executive information systems. Enterprise Resource Planning (ERP) System, Benefits of the ERP, Need for ERP , ERP components , ERP implementation, Customer Relationship management , emerging trends in information systems..
               20hrs*

UNIT III:. **F**unctional Management Information System: Production Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.   20hrs*.

UNIT IV: System Analysis and Design: The work of a system analyst-SDLC-System design –Requirement analysis-Data flow diagram, design-Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- advantages and disadvantages of database 18hrs*

UNIT V: Introduction to cloud computing, Smart machines, Big data analytics, Mobile computing (Not to be included for end semester examination) .   5 hrs

 Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

RECOMMENDED BOOKS:
1. Kenneth J Laudon, Jane P. Laudon ,Management Information Systems",14th Edition, Pearson/PHI ,2015
2. O'Brien, James A., George M. Marakas, and Ramesh Behl , Management Information
Systems, 10edition; New Delhi: McGraw Hill Education, 2013.
3. Waman Jawadekar, Management Information system: Text & Cases, Fourth edition, Tata Mc Graw Hill New Delhi,2010.
4. Gordon B Davis," Management Information System Conceptual Foundations structure and development",Mc Graw Hill,2006.
5. Kendall & Kendall,System Analysis And Design ,Prentice Hall Publication, Seventh edition, New Delhi, 2016
6. Leon Alexis, Enterprise resource Planning, third Edition ,TataMcGraw hill, 2008.
7. Greenberg," CRM at the seed of light", TataMcGrawhill 4th edition, 24.
8. Frederick Gallegor, Sandra Senft,, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4thEdition, 2013.
9. Raplh Stair and George Reynolds, Information Systems, Cengage Learning, 10thEdition, 2012.
10. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6thEdition, 2008.

Unit	Part A (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	Part B(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	Part C(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	Part D(1X12 Mrks=12) **One Case Study** **Word Limit -250**
End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
1	2	1		Case study should not contain more than two questons.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

INFORMATION MANAGEMENTAND ERP   COURSE CODE: MBA18/3C/IME

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the role of Management Information Systems in achieving business competitive advantage through informed decision-making.
CO 2	Apply knowledge and skills learned to facilitate the acquisition, development, implementation, and management of information systems.
CO 3	Effectively communicate strategic alternatives to facilitate decision-making and to learn how to use information technology in solving day to day business problems.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Information Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	**3**	**3**	**2.8**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium) 3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
NON FUNCTIONAL ELECTIVE II – OTHER ELECTIVE
DISASTER MANAGEMENT

ELECTIVE- NF2   **COURSE CODE: MBA18/OE2/DIM**
Teaching Hours: 45   **Credits: 3   LTP –3-0-0**

Objective

- To understand the basic concept in Disaster Management

- To undertake Mitigation and Risk reduction steps

UNIT-I: Disaster Preparedness - Meaning and nature of natural disasters, their types and effects - Prevention, Preparedness and Mitigation - The effects of disasters on human lives, property and livestock through adequate preparedness - Preparedness plan, use and application of emerging technologies.   5 hrs

UNIT-II: Disaster Response and Development - Disaster response plan, communication, participation and activation of Emergency Plan - Reconstruction and Rehabilitation as a Means of Development - Damage Assessment.   15 hrs*

UNIT-III: International strategy for disaster reduction - National disaster management framework - Disaster Risk Assessment – Hazard – Vulnerability –Capacity Building.   15 hrs*

UNIT IV: Role of NGOs - Community–based organizations and media - Central, state, district and local administration - Armed forces   13 hrs*

UNIT V: Demonstration on Disaster Preparedness and response **(Not to be included for End Semester Examination)**   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:

1. Principles of Emergency planning and Management. Harpended: Terra publishing. Gupta HK., 2003.

2. Disaster Mitigation: Experiences and Reflections , By Pardeep Sahni, Alka Dhameja, Uma Medury, PHI Learning Pvt. Ltd., 2001

3. Disaster Management and Preparedness, Larry R. Collins, Occupational Safety & Health Guide Series, 2000.

4. Introduction to Disaster Management, Satish Modh, Macmillan Publishers India, 2010.

5. Worst Natural Disasters In History B. Wisner, P. Blaikie, T. Cannon, and I. Davis, 2004.

6. Hodgkin son PE & Stewart M. Coping with Catastrophe: A handbook of
   Disaster Management. Routledge, 1991.

7. Dealing with natural Disaster by Taylor and Francis Rita Pellen, William Miller (Other)

8. Environmental Studies and Disaster Management- Haroun er Rashid- the University Press Limited (UPL)

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

DISASTER MANAGEMENT   **COURSE CODE: MBA18/OE2/DIM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand how to help themselves and guide others in disaster mitigation and preparedness measures
CO 2	To possess knowledge on ways to respond to disasters
CO 3	To gain knowledge on the framework of disaster management
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to Disaster Management

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	3	3	2.75

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate	4X3Marks=12
K2		Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	
K3	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute	4X5Marks=20
K4		Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	
K4	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	2X8Marks=16
K5		Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	
K5	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh	1X12Marks=12
K6		Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
NON FUNCTIONAL ELECTIVE II – OTHER ELECTIVE
TECHNOLOGY INTERVENTION AND INNOVATIVE PRACTICES IN MANAGEMENT

ELECTIVE- NF2   **COURSE CODE: MBA18/OE2/TIM**
Teaching Hours: 45   **Credits: 3   LTP –2-0-1**

OBJECTIVES:

To enable the students to

- To understand Innovation types and evolve ideas to capitalize the market driven innovation

- To manage through cycles of technological change through critical thinking and creativity

COURSE OUTLINE:

UNIT I:

Innovation – types - process -innovation system –Creativity techniques -Computer assisted creativity-Evaluation of ideas- Implementation of Ideas   5 hrs

UNIT II:

Technology - Managing through cycles of technological change-Digital Innovation - Market driven innovation
                                                                                        10 hrs

UNIT III:.

Technological Interventions in Functional areas of Business – Changes in HR practices – e- financial services-digital marketing – technological innovative practices in Operations   10 hrs

UNIT IV:

Introduction to Analytics – Big Data - Technology Driving Big Data – Enterprise Applications   10 hrs

UNIT V:

Mobile Applications in Business, Artificial Intelligence, Internet of Things, Cloud Computing – Application of Technology in Business   10 hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Mark Dodgson, David Gann, and Ammon Salter, The Management of Technological Innovation, Oxford University Press, 2008.
2. Scott Shane, Handbook of Technology and Innovation Management, John Wiley & Sons, 2009
3. Frederick Betz, Managing Technological Innovation, John Wiley & Sons, Third Edition, 2011.
4. Robbert Szakonyl, Managing Strategic Innovation and Change: A Collection of Readings, Handbook of Technology Management
5. Twiss B & Goodridge, M. Pitman, Managing Technology for Competitive Advantage: Integrating Technological and Organizational Development from Strategy to Action, 1989.

**End Semester Question Paper Template**				
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**				

TECHNOLOGY INTERVENTION AND INNOVATIVE PRACTICES IN MANAGEMENT
COURSE CODE: MBA18/OE2/TIM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Gain knowledge about the technologies and methods used for effective decision making in an organization.
CO 2	Analyze the big data analytic techniques for useful business applications.
CO 3	Explore the applications of Big Data and Apply Knowledge on Recent Trends relevant to emerging trends in Technology and its impact on organisations.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER III

Value Education-III

WOMEN IN LEADERSHIP

Value Education III   **COURSE CODE: MBA18/VE3/WIL**
Contact Hours : 15 hrs   **Credits: 1**

OBJECTIVES:
- To facilitate the students to appreciate the significance of women leadership.
- To imbibe leadership qualities and be aware of various facets which will enable students to lead effectively.

Unit I

Women in profession- issues and challenges – work –family interface – support systems- changing working conditions-career and growth- protective legislation for women at work –Case Studies

Unit II
Leadership in women- breaking glass ceiling-declining gender gap- technology and women- entrepreneurship and women leadership journey- challenges and success stories-Case studies.

Unit III
Leadership tools for women– Leadership self assessment - developing leadership identity- Case studies.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Familiarize and understand the significance of women in leadership.
CO 2	Analyse the contribution of women towards the development of societies and economies.
CO 3	Assess the leadership qualities using leadership tools.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	2	3	2
CO 2	3	2	3
CO 3	3	3	3
Average	2.7	2.7	2.7

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER III
ENTREPRENEURIAL SKILL DEVELOPMENT –III

Skill Development III   **COURSECODE: MBA18/SD/ED3**
Contact Hours: 24   **Credits: 1**

- To provide hands on experience in the process of creating new venture and provide basic entrepreneurship skills including business modeling, writing business plans.

New Venture Creation: Business Model Generation and Writing a Business Plan

Initial Business Models and Key Numbers for a new venture, Marketing, Understanding the ingredients for a successful venture; Steps to develop a business model, need to create a business model before a business plan.

Need and importance-process of conducting marketing survey,, key components, questionnaire, tips for effective market survey,, collection of data, analysis of data and report preparation.

Understanding financial concepts i.e. fixed cost, Variable cost, Break Even Point, assessment of working capital.

Business Plan Preparation: Introduction to business plan, format -process of preparation, how to write and present it effectively.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand how to Design and develop business models
CO 2	Analyse the financial aspects for business and new ventures
CO 3	Design and prepare the business reports for new business models.

Mapping of CO with PSO

SEMESTER III

BUSINESS ANALYSIS LAB III

DATA ANALYSIS USING AMOS AND R

Lab III   **COURSE CODE: MBA18/BL3/DAA**
Contact Hours: 15 hrs   **Credits: 1   LTP: 0-0-2**

OBJECTIVES:
- To acquire knowledge about AMOS and R Programming
- To have hands on experience in model preparation

COURSE OUTLINE:

Introduction to model building – AMOS and SEM , Understanding AMOS Graphics - Basic SEM Model - Regression analysis in AMOS - factor Analysis in AMOS,

SEM in AMOS & PLS SEM in Model Evaluation -Mediation Testing - Moderation in SEM - Multiple Model Comparison Fit Measures in AMOS - Improving the model fit -Getting the Best Model- Finalizing the model and Report preparation for SEM models

Introduction to R (basics of Installing and working with R)

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Acquire Basic knowledge of AMOS, SEM and R concepts
CO 2	Apply the acquired knowledge of AMOS and SEM for designing models
CO 3	Apply the techniques of usage of analytical software to develop the best model fit for relevant research.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	2	2	2
CO 2	2	2	2
CO 3	2	3	3
Average	**2**	**2**	**2**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER III
SELF LEARNING PROGRAMME

COURSE CODE: MBA18/SL/SLP
Credits: 2

Objectives
- To explore and gain knowledge on topics beyond classroom teaching.
- Encourage continous learning through e-learning platform.

A candidate has to compulsorily complete the Self Learning Paper which is an additional credit course. Students should choose atleast a 6 weeks course to obtain credits through online course offered by various MOOC's platforms (Massive open online course) like nptel, Swayam, EdX, Coursera, FutureLearn, iVersity, NovoEd etc.,. The students to choose online course according to their interest in consultation with their faculty guide, which will be considered as an equivalent work of 2 credits. The faculty guide will facilitate the students to choose an appropriate course and students should receive a course completion certificate from the institution offering the programme/faculty guide facilitating the program.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Have in depth knowledge on concepts and topics of interest.
CO 2	Explore and keep pace with continuous learning on e-learning platforms beyond classroom teaching.
CO 3	Demonstrate and apply the acquired knowledge in various facets of management

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER III
TERM PAPER

COURSE CODE: MBA18/AC/***

Objectives:
- To inculcate research skills, logical and Analytical skills
- To improve writing and communication skills
- To introduce to multi disciplinary fields of management through continuous learning

Term Paper carries **no academic credit** and is introduced for the purposes of self-enrichment and academic exploration. A student will receive a grade of S (Satisfactory) or NR (No Report) for an audited course. The course is intended for an introduction to a number of diverse academic disciplines without the pressure of papers, grades and tests.

It will be evaluated for 100 marks through Continuous Internal Assessment (CIA). The term paper will be introduced in the first semester and should be done through the third semester with a faculty guide who shall facilitate the progress of work by the students on continuous basis.

The term paper can be done in any one of the following areas:

Subject Code	Title
MBA18/AC/MDI	Management Dynamics and Indian Ethos
MBA18/AC/EAL	Educational Management, Administration and Leadership
MBA18/AC/WEE	Women Employment and Empowerment
MBA18/AC/SWE	Social and Women Entrepreneurship
MBA18/AC/ENM	Environmental Management

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically through either primary or secondary data. Each term paper should reflect the analysis done by the students. The student can also undertake a book review, case study, deliberations in conference/ seminar/workshop/professional forums, interview and discussion of key personalities involved in their area of study. A report shall be submitted at the end of the third semester reflecting the continuous work done through the three semesters..

Depending on the quality of work, the faculty guide can review the presentation and evaluate the performance of the student on a continuous basis.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the need for research skills, logical and Analytical skills
CO 2	Exhibit better writing and communication skills
CO 3	Apply and demonstrate knowledge about multi disciplinary fields of management through continuous learning

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	2	2	2
CO 2	2	2	3
CO 3	3	3	3
Average	**2**	**2**	**2.7**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER – IV
STRATEGIC MANAGEMENT

CORE -13   **COURSE CODE: MBA18/4C/STM**
Teaching Hours : 53 hrs   **Credits : 4   LTP: 4-0-0**
Field Work : 15 hrs
OBJECTIVES:
To enable students to
- Have an exposure to various perspectives and concepts in the field of Strategic Management achieve conceptual clarity.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives

COURSE OUTLINE:
UNIT I: Introduction, Business Policy, business as a social system /Economic system; Social Responsibilities of Business. Corporate Mission, Vision

                                                                                    5 hrs
UNIT II: Policy formulation and Implementation, objectives, characteristics, importance; Different types of policies. Strategies, procedures, Programmes, evaluating strategies, evaluating deviations. Porters 5 force Model, 7s framework, BCG matrix.   20hrs*
UNIT III: Concept of Corporate Strategy and Tactics, Strategic Management Process; Strategy formulation -, Purpose & Objectives. SWOT Analysis.   Resource Allocation, Organization structures and Processes   20 hrs*
UNIT IV: Strategic Alternatives: Identification of strategic alternatives, Alternate strategies, Stability, Growth, Expansion, Retrenchment, Turnaround, Divestment, and Liquidation. Combination Strategies. Process of Strategy Implementation. Strategy Evaluation and Reformulation
                                                                                    18hrs*

UNIT V-International Strategy in business. Strategic management and NGO
(Not to be included for End Semester Examination   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Azhar Kazmi : " Business Policy ", Tata McGraw Hill , New Delhi. 2009
2. Lawrence R Januch & William I Glueek," Business Policy and Strategic Management"
3. Mamoria,"Business Policy" Himalaya Publishers
4. Vipin Gupta, Kamala Gollakota, R. Srinivasan, Business Policy And Strategic Management: Concepts And Applications, Phi Learning, Second Edition, 2009
5. V.S.P. Rao, V.S.P. Rao; V. Hari Krishna, Hari V,   Strategic Management, First Edition Excel Books, 2008
6. Arthur A. Thomson Jr., A.J.Strickland III, John E. Gamble:,"Crafting and Executing Strategy " Tata McGraw Hill,
7. Charles W.L.Hill, Gareth R. Jones" Strategic Mangement – An Integrated Approach "BIZZANTRA,
8. John A Pearce II & Richard B Robinson Jr," Strategic Management " AITBS/TMH
9. Robert A. Pitts, David Lei Thomson South," Strategic Management Building and Sustaining Competitive Advantage " Western,
10. Garry Johnson, Keven Scholes," Exploring Corporate Strategy Text and Cases –",Prentice Hall India, 6/e, 2001

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

STRATEGIC MANAGEMENT   **COURSE CODE: MBA18/4C/STM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the significance of internal and external environment of business
CO 2	Analyse and prepare organizational strategies that will be effective for the current business environment
CO 3	Devise strategic approaches to managing a business successfully in a global context
CO4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Strategic Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	2	3	3
CO 3	3	3	3
CO4	3	3	3
Average	2.8	3	2.8

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – IV
BUSINESS ETIQUETTE

SOFT SKILL-4
Contact Hours: 30

COURSE CODE: MBA18/4S/MBE
Credits: 2

OBJECTIVES:

To enable the students to

- Understand the concepts of business etiquette and learn how to apply business etiquette rules in a wide variety of typical business situations.

COURSE OUTLINE:

UNIT I: Office / Professional Protocol

Office etiquette – Understanding business etiquette – maintaining a professional appearance – Office relationship – Developing positive relationship with co – workers – Avoiding rumors and gossip – Developing relationship with superiors and staff - Maintaining loyalty and confidentiality – Personal issues in the workplace – Handling personal issues in the workplace.

UNIT II: Etiquette in Communication

Introduction – Introducing people – Following etiquette while being introduced – Conversations – Making Conversations – Etiquette in meeting – Understanding meeting protocol – Conducting yourself properly in the meetings.

Telephone courtesy – Applying telephone courtesy – Using voicemail and speakerphones – E-mail etiquette – Using subject lines and e-mail signatures – Composing the body of e-mail messages – Writing guidelines – formatting a business letter – Writing memos and informal letters.

UNIT III: Business functions and Traveling etiquette:

Attending business functions – Identifying types of business function - Following etiquette at business functions – Business dining – Identifying table settings at formal dinners – Following etiquette for business dining – Handling utensils and napkins – Applying basic rules of dinning etiquette.

The courteous traveler – Being a courteous traveler - Being courteous on an aero plane on the train or in a car – Following the rules of etiquette at hotels – International cultural orientation – Showing respect to your hosts.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of business etiquette .
CO 2	Apply business etiquette rules in a wide variety of typical business situations.
CO 3	Apply and demonstrate Knowledge on Trends and Multi cultural issues relating to business etiquette.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	2	2	2
CO 2	2	2	3
CO 3	3	3	3
Average	2.7	2	2.7

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER – IV
MANAGEMENT IN PRACTICE

Main Project & Viva-voce   **COURSE CODE: MBA18/4C/MIP**
                                                Credits: 8

- To understand the changing organizational challenges by identifying problems and solutions in a specific functional area of management.
- To inculcate research skills and instill decision.n making and managerial skills.

Main Project work (MIP- Management in Practice) shall be in the fourth semester for a period of 12 weeks. Each student shall be required to prepare a project report on the basis of research carried out by them in a business or industrial organisation on possible solutions for a typical problem of current interest in the area of Management. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry.

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand and develop Critical-thinking and analytical decision-making capabilities to investigate complex business problems to propose project-based solutions.
CO 2	Apply the theories and concepts of management learnt in classroom in business scenario.
CO 3	Demonstrate research based systematic problem solving skills which shall aid in business decision making.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

SEMESTER – III
HUMAN RESOURCE AND LEADERSHIP DEVELOPMENT

ELECTIVE - 1   **COURSE CODE: MBA18/3E/HLD**
Teaching Hours: 38 hrs   **Credits: 3 LTP –3-0-0**
Field Work: 15 hrs
OBJECTIVES:
To enable students to

- To reflect on their own understanding and experience of Leadership and Leader development.
- Gain advanced knowledge on development function of Human Resource and its role in corporate management and to make them aware of significance and effectiveness of various subsystems of HRD in changing HR scenario.

COURSE OUTLINE:
UNIT I: Introduction to HRD Concept, Evolution, Strategies, and Introduction to HRD competencies required in HRD professionals. Challenges in HRD. HRD Matrix.   5 hrs

UNIT II: HRD System-Functions of HRS, Different types of roles, Role analysis, Key Performance Area-. Critical Attributes, Role of Developing competency. Competency mapping. Assessment and Development centre Employee counseling and Employer branding.   15 hrs*

UNIT III: Developmental Dimensions of HR –Role and Person- Counseling- Characteristics-importance-function and types of counseling. Organizational Learning, Knowledge management, QWL-Factors-Criteria for measuring – Benefits to improve.   15 hrs*

UNIT IV: Introduction to Leadership- Need and Characteristics of Leadership-Importance of Leadership- Distinction between leader and manager Leadership role Leadership Model. Leadership in Organization- Leadership Practices- power, influence, impact. Women leadership for sustainability.   13hrs*

UNIT V: Leaderless group techniques and Mind Mapping.   **(Not to be included for End Semester Examination)**   5hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. The need for Leadership and Development- Karen Lawson. (2015)
2. Little book of Leadership development Scott.J.Allen & Mitchel Kusy- Printed United State of America. (2011)
3. Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. Compensation, 9/e; New Delhi: Tata McGraw Hill (2009).
4. Richard, I. Henderson Compensation Management in Knowledge Based World, 10/e; New Delhi: Pearson Education. (2009).
5. Dipak Kumar Bhattacharya, Compensation Management; New Delhi: Oxford University Press. (2009).
6. Udai Pareek and T.V. Rao., Desinging and managing hman resource systems, Oxford and IBH (2003)
7. T.V. Rao and Udai Pareek, Developing and Managing Human Resource system, IBH, (2003)
8. D.M.Silvera, Human resource development, The Indian Express, New Delhi(2001)
9. Rao T.V. and D.F.Pereira, Recent Experiences in Human Resource Development, Oxford and IBH,
10. Best Practices in Leadership development And Organizational Change- Louis Cartes. David ulrictt. Marshall Goldsmith.

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

End Semester Question Paper Template
Duration: 3 Hour   **Max. Marks: 60 Marks**

HUMAN RESOURCE AND LEADERSHIP DEVELOPMENT COURSE CODE: MBA18/3E/HLD

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Recognize and illustrate a general overview and principles of the HRD field.
CO 2	Identify the implications and consequences of HRD efforts in organizations.
CO 3	Develop training programs incorporating the stages of needs analysis, selection of resources, techniques and evaluation.
CO4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Human Resource Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	2	3	3
CO 3	3	3	3
CO4	3	3	3
Average	2.8	3	2.8

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)
QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
INDUSTRIAL RELATIONS AND LABOUR LAW

ELECTIVE - 2   **COURSE CODE: MBA18/3E/IRL**
Teaching Hours: 38 hrs   **Credits: 3 LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- To give basic understanding about the various dimensions of industrial Labour relations.
- To understand the legal framework behind industrial and labour relation.

COURSE OUTLINE:
UNIT I: Industrial Relations Concepts and Scope of Industrial Relations System.   5 hrs
UNIT II: Industrial Disputes - Causes, effects, trends, Forms of industrial disputes, preventions of industrial disputes, Codes of discipline, ILO. Workers Participation in Management, Codes of discipline, ILO. Industrial disputes in India   ,   15 hrs*

UNIT III: Collective Bargaining, Meaning, Objectives, Scope, Methods of collective bargaining, Fair and unfair labour practices, Collective Bargaining in India.   15 hrs*

UNIT IV: Trade Union, Meaning, Objectives, Functions, Theories, Structure of Trade Unions, Trade Union Movement in India.   13 hrs*
UNIT V: Recent cases and issues in Industries and arbitration methods practices in organization   **(Not to be included for End Semester Examination)**   5hrs
Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, NewDelhi, (2016).
2. A.M.Sharma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Bombay. (2012)
3. Sinha P R N, Indu Bala Sinha, and Seema Priyadarshini Shekhar Industrial Relations, Trade Unions, and Labour Legislation, 7/e; New Delhi: Pearson. (2011).
4. Pillai R S N, & Bagavathi Legal Aspects of Business, 1/e; New Delhi: S Chand & Company Ltd. (2011).
5. Srivastava, Industrial Relations and Labour Laws, Vikas,(2010)
6. Pylee. M.V and Simon George, Industrial Relations and Personnel Management, Vikas Publishig House (P) Ltd., (2007)
7. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand, (2002)
8. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books. (2001)
9. Dwivedi.R.S, Human Relations, Organisational Behaviour, Macmillan Ltd.,2000
10. S.N.Sarma, Labour and Industrial Laws, Allahabad Law Agency, Allahabad, 1997

**End Semester Question Paper Template**
\multicolumn{3}{l}{**Duration: 3 Hour**}	\multicolumn{2}{r}{**Max. Marks: 60 Marks**}
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**

INDUSTRIAL RELATIONS AND LABOUR LAW   COURSE CODE: MBA18/3E/IRL

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Identify and describe the context in which unions and employers meet to organize, bargain, and resolve disputes.
CO 2	Describe and assess, the collective bargaining process, including preparation, negotiation, and settlement.
CO 3	Evaluate and assess the process which is used to settle issues related to rights and disputes.
CO 4	Apply and demonstrate Knowledge on Recent and Multi cultural issues relevant to Labour Law and Industrial Relations.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	2	2
CO 2	2	3	3
CO 3	3	3	3
CO4	3	3	3
Average	2.8	2.8	2.8

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

***Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.**

SEMESTER – III
TRAINING AND DEVELOPMENT

ELECTIVE - 3   **COURSE CODE: MBA18/3E/TND**
Teaching Hours: 38 hrs   **Credits: 3 LTP –3-0-0**
Field Work: 15 hrs
OBJECTIVES:
To enable students to
- Develop an understanding of how to plan and implement training activities in an organization.
- To provide an experiential skill-based exposure to the process of planning, organizing and implementing a training system.

COURSE OUTLINE:
  UNIT I: Introduction-Training and Development.-Need-Importance. Systematic approach to Training and Development- Assessment Phase, Training and Development phase-Evaluation Phase. Training- Function and Overview of Training and   Development.   5 hrs

UNIT II: Trainer's role, Need Analysis, Designing a Training Program. StrategicTraining. Learning – Theories-Process - Principles-evaluation   15 hrs*

UNIT III: Training Methods: On-the job training-Induction-Apprentice-Refresher-Job rotation-Vestibule. Off-the job-Lecture and Conferences- Brain Storming-Sensitivity Training.   Training competencies-developing training materials-developing policy-strategic   planning- networking training resources-monitoring and evaluation   15 hrs*

UNIT IV: Training Techniques: The Case Method, Role Plays, Games and Simulations. Motivation   of Trainee, Reinforcement-Goal Setting. E-Learning and use of technology in Training. Technology based learning and training methods**;** Evaluation of Training and   Development, Marketing of Training Functions- Task of the Training system-Building   and Maintaining support   13hrs*
UNIT V: Design a training program for   various level of employees.   **(Not to be included for End Semester Examination)**   5hrs
Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.
REFERENCE BOOKS:

1. Blanchard, P. Nick, Effective Training, 5/e; New Delhi: Pearson Education. (2015).
2. Noe, A. Raymond and Kodwani, D. Amitabh Employee Training and Development, 5/e; New Delhi: Tata McGraw-Hill (2012).
3. Janakiram, B.. Training and Development; New Delhi: Biztantra. (2007).
4. Nick Blanchard, James W. Thacker, Effective Training Systems Strategies and Practices, Prentice Hall India Pvt Ltd., New Delhi, (2007)
5. Devendra Agochiya, Every Trainers Handbook, Sage Publication, New Delhi. (2002).
6. Irwin L. Goldstein, J.Kevin Ford, Training in Organisations, Thomson Learning Asis, (2001).
7. Bewnet, Roger cd improving Training Effectiveness, Aldershot, Gower Buckley.R & Caple, Jim, The Theory & Practice of Training, London,(1995)
8. Rae L. etc Hon to Measure Training Effectiveness, Aldershot, Gower,(1997).
9. Reid M.A, etc., Training Interventions, Managing Employees Development, London, (1994).
10. Lynton R. Pareek.U, Training to Development 2nd, New Delhi, Vistaar,(1990)

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

TRAINING AND DEVELOPMENT   **COURSE CODE: MBA18/3E/TND**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the management of training processes and system for developing human resource of the organisation.
CO 2	Demonstrate the concepts and process of training and development.
CO 3	Summarize how to implement successful training and development program.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to designing and implementing Training and Development.

Mapping of CO with PS

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
ORGANISATIONAL CHANGE AND DEVELOPMENT

ELECTIVE - 4   **COURSE CODE: MBA18/3E/OCD**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
- To understand the concept of development with respect to the organization, groups and individuals.
- To give an understanding the role of the individual and management in contributing towards overall development.

COURSE OUTLINE:
UNIT I: Organizational Change- Concepts, The process of Organizational change, Key roles in Organizational change, Culture and change. Theories and practices.   5hrs

UNIT II: Organizational Diagnosis- Issues and Concepts. Effective implementation of Change, Managing resistance to change. Types of change. Interventions in organizational changing. Evaluation of Organizational change programme.   15hrs*

UNIT III: Introduction to Organization Development and Operational Components of OD Diagnostic Action and process-Maintenance Components. Concepts-Nature and Scope of OD. Historical Perspective of OD   15hrs*

UNIT IV: OD Intervention: Team Interventions, Inter-group Interventions – Personal, Interpersonal and group process Interventions. Comprehensive Interventions. Structural Implementation and Assessment of OD. Implementation- condition for failure and success in OD efforts. Assessment of OD and change in Organizational Performance.   13hrs*

UNIT V: Design a framework that Indian Organisation and professionals could use to map and distinguish OD practices. **(Not to be included for End Semester Examination)**   5hrs*
Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.
REFERENCE BOOKS:
1. Organisational Behaviour-Fred Luthans,-Mc.Graw Hill International Edition (2013)
2. Brown, R. Donald, An Experiential Approach to Organization Development, 8/e: New Delhi: Pearson (2011)
3. Cummings, G. Thomas and Christopher G. Worley Organization Development and Change, 8/e; New Delhi: Cengage Learning. (2010).
4. Cummings, T. and Worley, C. Essentials of Organizational Development and Change , South-Western, a division of Thomson Learning (2009)
5. French, Wendell L., Cecil H. Bell Jr., and Veena Vohra Organization Development - Behavioural Science Interventions for Organisation Improvement, 6/e; New Delhi: Pearson. (2006).
6. Debra L.Nelson, James Campbell Quick, Organsiational Behaviour Foundations,   Realities and challenges-(2006)
7. French and Bell Organizational Development: Prentice Hall.(1999)
8. Burnes B Managing Change A strategic Approach to Organizaytional dynamics. London, Pitman. (1996).
9. Bhatia R.L., The Executive Track: An Action Plan for Self Development, Wheeler Publishing, New Delhi, (1996)
10. Organization Development and Change- by Cummings and Worely Cengage learning**.**

End Semester Question Paper Template				
Duration: 3 Hour				**Max. Marks: 60 Marks**
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

ORGANISATIONAL CHANGE AND DEVELOPMENT COURSE CODE: MBA18/3E/OCD

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Apply the concepts of Organisational change and development for effective change management in an organisation.
CO 2	Enable comprehensive intervention and analyse the impact of organisational development
CO 3	Analyse the principles of work culture and be aware of recent trends in organisational change and development.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Organisational Change.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	2	3
CO 2	3	3	3
CO 3	2	3	3
CO4	3	3	3
Average	**2.8**	**2.8**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
COMPENSATION MANAGEMENT

ELECTIVE - 5   **COURSE CODE: MBA18/3E/CPM**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs
OBJECTIVES:
To enable students to
- ▪ To Acquire advanced knowledge on wage and salary administration.
- ▪ To train them how to draw and administer various wage and salary concepts and fringe benefits.

COURSE OUTLINE:

UNIT I: Employee compensation-Concept and different context, framework of compensation,

   5hrs

UNIT II: Role and importance of Wage Policy, Methods of compensation. Performance linked Reward system, Incentives, Bonus, Profit Sharing, Allowances and Benefits, VRS   15hrs*

UNIT III: Wage and Salary – Wage –vs- Salary, Concepts, Definitions, Theory, Factors affecting   wage, Type , Methods and System of wage payment, Wage policy, Wage fixation through   Arbitration/ Adjudication. Payroll processing.   15 hrs*

UNIT IV: Legal frame work of wage administration-, Laws relating to Minimum wages, Payment of wages, Equal remuneration, Labour legislation.   Wage Determination Process – Job analysis, Job Evaluation, Wage payment, Wage differentials and differentials employee appraisal.

   13hrs*
UNIT V: Recent methods used in Wage and Salary administration. . **(Not to be included for End Semester Examination)**   5hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Gupta, LD., Nature and Significance of Wage and Salary Adminstration, Sage Publications, India Pvt. Ltd. New Delhi, (2013).
2. Luthans F. Organizational Behaviour, Tata McGraw Hill, (2013).
3. Milton L. Rock, Lance A. Berger, Handbook of Wage and Salary Administration, McGraw-Hill,(2007)
4. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill, (2009)
5. Wamsley, Gary L. and Wolf., James F., Handbook of Wage and Salary Administration. Sage Pub,(1997)

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

COMPENSATION MANAGEMENT COURSE CODE: MBA18/3E/CPM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand and Evaluate jobs on the dimensions represented by compensable factors to arrive compensation for employees.
CO 2	Describe what is involved in developing compensable and their associated factors.
CO 3	Analyse employee demographics, job characteristics, compensation data, and other meaningful human resources data using appropriate methods.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Compensation Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	2
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
CONFLICT AND NEGOTIATION MANAGEMENT

ELECTIVE - 6   **COURSE CODE: MBA18/3E/CNM**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
  • To learn how to plan and conduct conflict management interventions for both interpersonal and organization disputes.
  • Develop an understanding of various strategies and tactics to use as you ethically resolve conflicts.

COURSE OUTLINE:
  UNIT I: Introduction- Conflict- definition, types – Nature. Perceptive on Conflict. Conflict Styles-Intractable
          Conflict -Inter Group Conflict- Intervention   5 hrs
UNIT II: Dynamics of Conflict, resolution. The role of conflict resolution in social practice. The range   of
          conflict resolution Approaches: Negotiation, Mediation, third party decision makers,   Investigation,
          State enforcement and social control.   15 hrs*
UNIT III: Conflict communication. Conflict analysis. Conflict process and behaviors. Group work
          conflict Forgiveness & Reconciliation. Conflict coaching. Conflict in System   15 hrs*
UNIT IV: Negotiation, Mediation between individuals- Co-Workers in an Agency- Community
          Disputes. Limits of Mediation and Negotiation. Approaches, Skills and Strategies in
          Practice.   13 hrs*
UNIT V:. Emerging Technique in Conflict Resolution. Developing an Environment conductive to Conflict
          Management. . **(Not to be included for End Semester Examination)**   5 hrs*
**Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life
          business scenario covering Unit II, III and IV.**
REFERENCE BOOKS:
  1. Lewicki, Roy J., David M. Saunders, and John W. Minton. Essentials of Negotiation. 2nd ed. Irwin,. This is a new paperback – not the same text as last year.(2000)
  2. Moore, Christopher W. The Mediation Process. 2nd ed. Jossey-Bass, (1996).
  3. Ury, William. Getting Past No: Negotiating with Difficult People. Bantam, (1992).
  4. Other readings are on sale in the campus copy center, (15.667 Class Notes).
  5. Fisher, R., Ury, W, & Patton, B. Getting to yes: Negotiating agreement without giving in. New York: Houghton Mifflin. (1997).

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
	**End Semester Question Paper Template			
	Duration: 3 Hour**		**Max. Marks: 60 Marks**	
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
	**Total Number of 16 Questions**			

CONFLICT AND NEGOTIATION MANAGEMENT COURSE CODE: MBA18/3E/CNM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Integrate a broad understanding of conflict resolution principles
CO 2	Analyse and apply the multidimensional process of conflict resolution
CO 3	Identify the role of negotiator and negotiation process
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the functional domain of Human Resource Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	2
CO4	3	3	3
Average	3	3	2.8

***Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

***Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.**

SEMESTER - III
WORKPLACE COUNSELLING

ELECTIVE - 7   **COURSE CODE: MBA18/3E/WPC**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand Workplace Counseling and learn counseling provisions.
- To equip them to focus on counseling for different organizational needs.

COURSE OUTLINE:
UNIT I: Emergence and growth of counseling, Psychology aspects of counseling, Guidance and counseling in organizational settings.   5 hrs

UNIT II: Trends and Approaches to counseling, Models of workplace counseling, the impact of organizational culture and counseling. Ethical issues in workplace counseling.   15 hrs*

UNIT III: Setting Up counseling in the workplace, Process, Testing and Diagnosis, counseling Interview, Evaluation.   15 hrs*

UNIT IV: Special areas in counseling-Individual employee counseling, Group counseling, Social counseling. Training for counselors, supervising workplace counselors. organization's ethical responsibilities.   13 hrs*

UNIT V: Contemporary training techniques for counseling and case analysis **(Not to be included for End Semester Examination)**   5 hrs*
Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:

1. Richard Welson Jones, Introduction to counseling skills-texts and activities, Sage publications, (2000).
2. Michael Carroll, Workplace counseling, Sage Publications, (1999.)
3. Narayana roa, S., Counseling and Guidance, sec edn., Tata McGraw Hill. (1992)
4. Cottle,W.C. and N.M.Downie, Preparation for counseling, Prentice Hall.(1970)
5. Bennett,M.E. Guidance and counseling in groups. Second edn., McGraw Hill. (1993)
6. Murdock, N. L Counseling Theories and Techniques. Prentice Hall. (2013)
7. Corsini, R., & Wedding, D. (Eds.) Current psychotherapies (2008)
8. . Heppner, P. H., Rogers, M. E., & Lee, L. A. Pioneers in counseling & development (1990)
9. Neacsiu, A., Ward-ciesielski, E. F., & Linehan, M. M. Emerging approaches to counseling interventions. (2012).
10. Combs, G. & Freedman, J. Current practices in narrative therapy. (2012).:

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

WORKPLACE COUNSELLING   COURSE CODE: MBA18/3E/WPC

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Know the basic skills needed to be a successful counselor.
CO 2	Compare and contrast counseling techniques in diverse environments.
CO 3	Demonstrate clear understanding of the legal issues behind counselling
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to conflict management in the functional domain of Human resource Management .

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**2.8**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
HR METRICS AND WORKPLACE ANALYTICS

ELECTIVE - 8   **COURSE CODE: MBA18/3E/HWA**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Get an insight into various HR Metrics
- Enhance the capability to use Hr metrics/analytics strategically for better workplace productivity

COURSE OUTLINE

Unit I – Introduction to Hr Metrics and workforce analytics history of HR metrics and analytics- contemporary HR metrics and workforce analytics   5hrs*

Unit II- Goals/objectives of HR metrics and workforce analytics- types of HR measurements, Metrics and analytics Basics   15hrs*

Unit III- Impact – Process-Problems of HR Metrics   15hrs*

Unit IV- Workforce analytics and HR intelligence and reporting   13hrs*

Unit V- Analyse Latest HR analytics. Trends –case studies. **(Not to be included for End Semester Examination)**   5hrs

Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Phillips, J., & Phillips, P.P. Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill. (2014).
2. Pease, G., & Beresford, B. Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley. (2014).
3. Sesil, J.C. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Pearson FT Press (2013).
4. Smith, T. HR analytics; The What, Why and How…. CreateSpace Independent Publishing Platform. (2013).
5. Waber, B. People Analytics: How Social Sensing Technology Will Transform Business and What It Tells Us about the Future of Work. FT Press. (2013).
6. Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization. Massachusetts: Havard Business Review Press (2012)
7. Bassi, L., Carpenter, R., & McMurrer, D. HR Analytics Handbook. McBassi & Company. By the way, the research for this book was done by Dr. Jeroen Delmotte and Luk Smeyers from iNostix! (2012).
8. Davenport, T.H., Harris, J.G., & Morison, R. Analytics At Work: Smarter Decisions, Better Results. Harvard Business Review Press (2010).
9. Fitz-enz, J., & Davison, B.)**.** *How to measure Human Resources management*. New York: McGraw-Hill. (2002)
10. **Director, S.** *Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy*. Pearson FT Press. (2014).

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

End Semester Question Paper Template
Duration: 3 Hour   **Max. Marks: 60 Marks**

HR METRICS AND WORKPLACE ANALYTICS   COURSE CODE: MBA18/3E/HWA
COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand appropriate internal and external human resource metrics, benchmarks and indicators.
CO 2	Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.
CO 3	Identify the appropriate HRIS to meet organization's human resource needs
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Human resource Management and Analytics.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
CO 4	3	3	3
Average	**3**	**3**	**2.8**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

<div align="center">

SEMESTER – III
PERFORMANCE AND TALENT MANAGEMENT

</div>

ELECTIVE - 9   **COURSE CODE: MBA18/3E/PTM**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Identify and integrate the talent employee in the organization
- Helps to deliver high performance in the organization

COURSE OUTLINE
UNIT I- Performance management concepts, Process, objectives, Performance management system with other HR practices.
5 hrs
UNIT II- Performance planning- ongoing support and coaching - Organizational and individual performance plans - Components of Manage performance and development plan. Identifying potential for development, Appraisal communication; setting mutual expectations and performance criteria; Counselling.
                                                                                      15 hrs*

UNIT III- Role of HR in performance management, characteristics of effective performance, Performance & Mentoring. Use of technology and e-PMS, performance audit. Performance management practices in India
                                                                                      15 hrs

UNIT IV- Talent Management concepts and approaches; talent identification and integration. Talent management in India. .Key factors and different aspects of talent management. Current Talent management practices and research in Indian organization. Employee engagement: introduction, Concept of Employee Engagement and Retention, Retaining and Engaging Workers Improving Employee Retention. 13 hrs*

UNIT V- Analyse the latest employee retention practices in an organization. **(Not to be included for End Semester Examination)**   5 hrs
Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.
REFERENCE BOOKS:
1. Bhattacharyya, Dipak Kumar Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson. (2011).
2. Prem Chadha Performance Management, 1/e; New Delhi: Macmillan. (2011).
3. Robert B. Performance management, McGraw- Hill Education India.(2011).
4. Bhattacharyya, D.K., Performance management and strategies, Pearson Education.(2011).
5. Shukla, R., Talent Mangement; Process of developing and integrating skilled worker, Global India Publication, New Delhi.(2009)
6. Rao, T.V. Performance Management and Appraisal System, 1/e; New Delhi: Sage. (2008)..
7. Armstrong, M.& Baron, A., Performance management and development, Jaico Publishing House, Mumbai.(2004)
8. Bagchi, S.N., Performance management: Key strategies and practical guidelines, Kogan Page, London.(2000)
9. ASTD, Talent Management: Strategies for success from six leading companies, Cengage Learning.(2012)

<div align="center">

End Semester Question Paper Template

</div>

Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

PERFORMANCE AND TALENT MANAGEMENT   COURSE CODE: MBA18/3E/PTM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Compare the concepts of performance management and employee development.
CO 2	Explore and identify ways to utilize the personal self as an instrument in the performance management process.
CO 3	Identify and explain how to best implement a talent management system
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Performance Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO 4	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
TEAM WORK MANAGEMENT

ELECTIVE - 10   **COURSE CODE: MBA18/3E/TWM**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
- Understand the importance of raising groups
- To learn how individuals as team players must behave to sustain teams**.**

COURSE OURLINE:

UNIT I – Transforming groups to Teams; Stages of Team Building and its Behavioural Dynamics;
        Team role; Interpersonal Processes; Goal Setting and Problem Solving.   5hrs

UNIT II- Interpersonal Competence and Team Effectiveness- Team Effectiveness and important
        influences on Team Effectives. Role of Interpersonal Competence in team Building;
        Measuring Interpersonal Competence. Team Size; team Member Roles and Diversity;
        Norms Cohesiveness; leadership, Measuring Team Effectiveness.   15hrs*

UNIT III- Communication and Creativity- Communication process; Communication Effectiveness
        and Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique;
        Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.
                                                                        15hrs*

UNIT IV- Role of Leaders in Teams- Supporting Teams; Rewarding Team Players; Role   Allocation:
 Resource Management for Teams; Selection of Team Players; Leaders as   Facilitators, Mentors.
Functional and Dysfunctional Cooperation and Competition;   Interventions to Build Collaboration in
Organizations; Social Loafing, Synergy in   Teams, Self-Managed Teams.
                                        13 hrs*

UNIT V-Case studies, book review games role play covering various aspects of team management. **(Not
        to be included for End Semester Examination)**   5hrs

**Note: *Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life
        business scenario covering Unit II, III and IV.**

REFERENCE BOOKS:
1. Patrick M. Lencioni A Field Guide for Leaders, Managers, and Facilitators Paperback –(2005)
1. Candela Iglesias Chiesa Build your Dream Team: Leadership based on a passion for people. Kindle Edition (2005)
2. Patrick M. Lencioni The Five Dysfunctions of a Team, Large Print(2002).
3. MC Shane, S.L & Gilnow M.A.VOrganizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd. .(2001)
4. Schermerhorn, J.R., Hunt,J.G & Osborn, R.NOrganizational Behaviour. John Wiley & Sons Asia Pvt Ltd. Singapore. .(2001)
5. Naper, Rodhey, W & Gershenfeld Mattik, Groups Theory & Experience, AITBS, India. (1996).
6. Bass, B.M. (1954).The leaderless group discussion Psychological Bulletin

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

TEAM WORK MANAGEMENT **COURSE CODE: MBA18/3E/TWM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Administer and coordinate a group of individuals to perform a task in a team.
CO 2	Learn to identify problems and resolve conflicts within a team.
CO 3	Identify the strengths and weaknesses of their team members and assign roles accordingly to avoid role conflict
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Team Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	**3**	**3**	**2.8**

*****Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium) 3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
ADVANCED CORPORATE FINANCE

ELECTIVE - 11   **COURSE CODE : MBA18/3E/COF**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Gain basic insights of corporate finance theory and also emphasizes the application of theory to real business decisions
- Gain insight into all areas of finance, including valuation, investment and dividend decisions, capital market, mergers & acquisitions, financial institutions, venture capital and corporate governance

COURSE OUTLINE:
UNIT I : Introduction, Valuation of the Firm
Corporate finance – Introduction - Nature & Scope - Valuation of the firm – Bond valuation – Equity valuation   5 hrs

UNIT II : Investment Decision
Investment analysis - Appraisal of risky investments - Certainty equivalent cash flows - Risk adjusted discount rate - Risk analysis in the context of DCF methods using Probability - Sensitivity analysis - Decision tree approach in investment decisions.   15 hrs*

UNIT III : Capital Market, Financial Institutions, Venture Capital
Overview of capital market - Primary market and Secondary market – Role of Securities & Exchange Board of India - Financial institutions: Role of financial institutions - IDBI – ICICI – IFCI - SIDBI – EXIM - Venture capital –FII.   15 hrs*

UNIT IV: Mergers & Acquisitions
Mergers and Acquisitions: Definition - Benefits and costs of mergers - Determination of exchange ratio - Joint Ventures   - Recent trends   13 hrs*

UNIT V : Corporate Governance: Corporate Disasters and Ethics in different corporate scenario – stock market scandals **(Not to be included for End Semester Examination)**   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Khan, M.Y. and Jain, P.K. Financial Management: Text, Problems and Cases, 7th edition; New Delhi: McGraw Hill Education, 2015
2. Dr.R.P.Rustagi, Financial Analysis & Financial Management: A Contemporary Approach, Sultan Chand & Sons, 3rd Edition, 2014.
3. Prasanna Chandra Financial Management, Theory and Practice, 9th edition; New Delhi: McGraw Hill Education, 2015.
4. Dr.S.N.Maheshwari, Financial Management: Principles & Practice, Sultan Chand & Sons, 14th Edition, 2014
5. Aswath Damodaran, Corporate Finance: Theory and Practice, 2 edition; New Delhi: Wiley India Reference Books , 2017.
6. Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty, Principles of Corporate Finance, 11 edition ; New Delhi: Tata McGraw-Hill 2014.
7. Verimmen, Pierre, Quiry, Pascal, Dallocchio, Maurizio, Le Fur, Yann and Salvi, Antonio Corporate Finance: Theory and Practice, 4/e; New Delhi: Wiley India 2014.
8. Richard Pike, Bill Neale,Philip Linsley, Corporate Finance and Investment: Decisions and Strategies, 8th edition , 2015
9. James C Van Horne, Financial Management and Policy, Pearson Publications, 13th Edition, 2013
10. Ehrhardt, Corporate Finance: A Focused Approach, Cengage Learning, 6th Edition.2017.

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

ADVANCED CORPORATE FINANCE   **COURSE CODE : MBA18/3E/COF**

COURSE OUTCOME

Students will be able to

- Possess knowledge of the advanced techniques of managing finance in an organization and ways to tackle financial distress
- Make strategic investment decisions under conditions of risk and uncertainty
- Understand ways to source finance from various organisations

CO No.	CO Statement
CO 1	Possess knowledge of the advanced techniques of managing finance in an organization and ways to tackle financial distress
CO 2	Make strategic investment decisions under conditions of risk and uncertainty.
CO 3	Analyse ways and means to source finance from various organisations and sources.
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the functional domain of Corporate Finance

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

ELECTIVE - 12   **COURSE CODE: MBA18/3E/SAP**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work : 15 hrs

OBJECTIVES :
To enable students to
* Acquaint themselves with the working of security market and principles of security analysis and portfolio management
* Understand the techniques of security analysis and portfolio construction and management

COURSE OUTLINE:
UNIT I :   Financial Instruments

Financial System – Financial Markets - The role & functions of securities markets - Various types of securities market - Money Market & its instruments - Capital market - Indian stock market – Operations & functions – Role of SEBI – Objective of the Security Analysis - Derivatives Market

5 hrs

UNIT II: Portfolio Risk & Return

Risk and Returrn : Concept and components of Total Risk - Security Returns: Measuring Historical and Ex Ante (expected) returns - Systematic and Unsystematic Risk - Quantifying Portfolio Risk & Return - Benefits of Diversification.   15 hrs*

UNIT III: Security Analysis

Fundamental analysis: Economic, Industry & Company analysis – Technical analysis: Dow theory, Elliot Wave principle – Technical indicators - Charts – RSI – Efficient Market Hypothesis.

15 hrs*

UNIT IV: Portfolio Management

Portfolio objective – Process - Portfolio selection & diversification - Portfolio construction models: Markowitz, Sharpe & CAPM – Portfolio performance evaluation: Jensen, Sharpe & Treynors measures – Portfolio Revision.   13 hrs*

UNIT V: Technical analysis using software. (**Not to be included for End Semester Examination**) 5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Prasanna Chandra,, Investment Analysis and Portfolio Management, 5th edition McGraw Hill Education , 2017
2. Ranganathan, M and Madhumathi, R , Security Analysis and Portfolio Management, 2nd edition; Pearson Education 2012
3. Dr.R.P.Rustagi, Investment Analysis & Portfolio Management, Sultan Chand & Sons, 4th Edition, 2013.
4. V.K.Bhalla, Fundamentals of Investment Management, S.Chand & Company Ltd., 3rd edition 2012.
5. Reilaly, Investment Analysis & Portfolio Management, Cengage Learning, 11th Edition, 2018
6. Benjamin Graham & L.Dodd, Security Analysis, Tata McGraw-Hill Publishing Company Limited, 6th Edition, 2008.
7. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011
8. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning ,2nd edition 2012.
9. Geoffrey A. Hirt & Stanley B. Block, Fundamentals of Investment Management, Tata McGraw-Hill Publishing Company Limited, 12th Edition, 2010.
10. Charles P.Jones, Investments: Analysis & Management, Wiley India Pvt. Ltd., 11th Edition. 2010

**End Semester Question Paper Template**				
**Duration: 3 Hour**	**Max. Marks: 60 Marks**			

Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**				

SECURITY ANALYSIS & PORTFOLIO MANAGEMENTCOURSE CODE: MBA18/3E/SAP

COURSE OUTCOME
Students will be able to
- Understand and analyse the risk – return relationship involved in the security investment

CO No.	CO Statement
CO 1	Understand and analyse the risk – return relationship involved in the security investment
CO 2	Recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio
CO 3	Analyse by setting appropriate portfolio objective and select appropriate portfolio and evaluate portfolio in the light of the set objectives
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the Investment and Portfolio Management

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
MERCHANT BANKING & FINANCIAL SERVICES

ELECTIVE - 13   **COURSE CODE: MBA18/3E/MBF**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand the various financial services that are available and the regulatory framework governing them.
- Understand the procedures involved and the current and future scenario in the Indian environment/context.

COURSE OUTLINE:
UNIT I: Merchant Banking In India
> Merchant Banking in India – An overview- Recent developments and challenges ahead - Institutional structure - Functions of merchant banking - Legal & regulatory framework and relevant Provisions of Companies Act, SEBI guidelines.   5 hrs
UNIT II: Issue Management
> Issue Management - Appraisal of projects - Issue pricing - Preparation of prospectus - Offer for sale - Selection of bankers, advertising consultants, etc. - Role of registrars - Underwriting arrangements, IPO - Post issue activities - Private placement - Bought out deals   15 hrs*
UNIT III: Management Services
> Mergers and acquisitions - Portfolio management services - Leasing and hire purchase 15 hrs*
UNIT IV: Financial Services
> Financial Services – Insurance - Venture capital - Mutual funds - Credit rating - Factoring and forfeiting - Consumer finance - Credit cards- Debit cards – Smart cards.   13 hrs
UNIT V: Analysis of recent public offer, practical exposure to venture capital financing (**Not to be included for End Semester Examination)**   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.
REFERENCE BOOKS:
1. S.Gurusamy, Merchant Banking & Financial Services, Tata McGraw-Hill Publishing Company Limited, 3rd Edition, 2013
2. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
3. Dr.R.Shanmugam, Financial Services, Wiley India Pvt. Ltd.
4. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
5. Dr.D.Joseph Anbarasu, Prof. V.K.Boominathan, Dr.P.Manoharan & Dr.G.Gnanaraj,
   Financial Services, Sultan Chand & Sons, 3rd Edition, Reprint 2010.
6. Dr.Punithavathy Pandian, Financial Services & Markets, Vikas Publishing House Pvt. Ltd. 2010
7. K.Sasidharan, Financial Services & System, Tata McGraw-Hill Publishing Company Limited, 2nd edition 2011
8. P.N.Varshney & D.K.Mittal, Indian Financial System, Sultan Chand & Sons, 11th Edition,
   2010.
9. Machiraju H.R., Indian Financial System, Vikas Publishing House Pvt. Ltd., 4th Edition. 2010
10. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, 12th Revised edition , 2014

End Semester Question Paper Template
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**				

MERCHANT BANKING & FINANCIAL SERVICES   COURSE CODE: MBA18/3E/MBF

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Gain knowledge on various merchant banking activities
CO 2	Understand the procedures involved in issue management and regulations and regulatory bodies governing them
CO 3	Recognize the operational, legal, procedural and regulatory issues of various financial services
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the functional domain of Merchant Banking

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
CO 4	3	3	2
Average	3	3	2

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
MERGERS & ACQUISITIONS

ELECTIVE - 14   **COURSE CODE: MBA18/3E/MNA**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand how to implement successfully merger and acquisition activities.
- Understand how mergers and acquisitions and other forms of corporate restructuring are used in the business world.

COURSE OUTLINE:
UNIT I: Introduction
  Mergers and acquisitions – An overview – Regulatory considerations – Various types of mergers and acquisitions and characteristics – Reasons for merger, acquisition and take-over.   5 hrs
UNIT II: Mergers & Acquisitions Process
  Mergers and acquisitions process: Planning: Developing business and acquisition plans – Implementation – Integration: Mergers and acquisitions and business alliances - Managing Post-Merger Issues.   15 hrs*
UNIT III: Mergers & Acquisitions Tools & Concepts
   Methods of valuation of firms – Structuring the deal: Payment, legal, tax and accounting considerations.   15 hrs*
UNIT IV: Alternative Strategies & Structures
  Alternative strategies and structures: Sell- offs and divestures – Spin-offs - Carve-outs – Split ups - Joint ventures - ESOPs - leveraged buy-outs – Buyback of shares   13 hrs*
UNIT V: Analysis of recent mergers and acquisitions (**Not to be included for End Semester Examination**)
                                              5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Patrik A. Gaughan, Mergers, Acquisitions & Corporate Restructuring, Wiley India Pvt. Ltd., 4th Edition, 2007
2. Gerald Adolph & Justin Petit, Merge Ahead: Mastering the Five Enduring Trends of Artful M&A, Tata McGraw-Hill Publishing Company Limited, 2009.
3. Donald De Pamphilis, Mergers, Acquisitions, and other Restructuring Activities: An Integrated Approach to Process, Tools, Cases & Solutions, Academic Press, California, 5th edition 2001.
4. J.Fred Weston, Mark L.Mitchell, J.Harold, Takeover, Restructuring & Corporate Governance, Pearson Education, Fourth Edition. , 2013
5. S.Ramanujam, Mergers et al: Issues, Implications & Case Laws in Corporate Restructuring, Tata Mc-Graw Hill Publishing Company Limited, New Delhi, 1st edition 2000.
6. Michael A.Hitt, Jeffrey S.Harrison, R.Duane Ireland, Mergers & Acquisitions: A Guide to Creating Value for Stakeholders, Oxford University Press, New York, 2001.
7. P.K.Mattoo, Corporate Restructuring: An Indian Perspective, Macmillan India Ltd., 1998.
8. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley   India, 2010.
9. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley   India, 2011.
10. Weston, et al, Mergers, Restructuring & Corporate Control, 3rd edition PHI Learning 2001.

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

MERGERS & ACQUISITIONS   **COURSE CODE: MBA18/3E/MNA**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the nuances involved in mergers and acquisition process
CO 2	Apply the techniques required to handle post merger issues and challenges
CO 3	Evaluate and analyse the valuation techniques to M&A assessment and decision making
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the functional domain of Corporate Finance

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO 4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
DERIVATIVES & RISK MANAGEMENT

ELECTIVE - 15   **COURSE CODE: MBA18/3E/DRM**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand the derivatives market, its products and their uses in risk management.
- Understand the risk of trading in derivatives market and trading mechanisms.

COURSE OUTLINE:
UNIT I: Introduction to Derivatives

Introduction: Meaning - Purpose – Products - Participants and functions (Types of members) - Types of derivatives - Derivative Market in India - Origin - Present position in India.   5 hrs

UNIT II: Options

Introduction - Types of options - Option trading – Margins - Valuation of options: Binomial Option Pricing Model - Black-Scholes Model for call options - Over-the-counter options – Warrants and Convertibles.   15 hrs*

UNIT III: Futures & Swaps

Furtures: Introduction - Future contracts - Future markets – Future prices and spot prices - Forward prices vs. future prices - Futures vs. Options.

Swaps: Introduction – Meaning & Significance of Swaps – Types of swaps   15 hrs*

UNIT IV: Managing Market Risk

Sources of Financial Risk: Credit vs. market risk - Default risk - Foreign exchange risk – Interest rate risk - Purchasing power risk - Systematic and non-systematic risk - Option's delta, gamma, vega, theta, rho.   13 hrs*

UNIT V: Recent trends in derivatives market in India and international markets (**Not to be included for End Semester Examination)**   5 hrs
Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Rajiv Srivastava, Derivatives and Risk Management, oxford higher education , second edition, 2013
2. Gupta S.L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India Private Limited, Second Edition. 2017
3. Janakiramanan, Derivatives and Risk management: Pearson Education India, first edition 2011
4. Khatri, Dhanesh Kumar, Derivatives and Risk Management PHI Learning Pvt. Ltd., second edition , 2016
5. John C. Hull, Options, Futures & Other Derivatives, Prentice Hall of India Private Limited, New Delhi, Ninth Edition. 2016
6. S. Kevin, Commodity and Financial Derivatives Prentice Hall Of India Private Limited, New Delhi, Second Edition, 2014
7. David A.Dubofsky & Thomas W. Miller, Derivatives: Valuation & Risk Management, Oxford University Press, First Edition 2003
8. Richard J.Rendleman Jr, Applied Derivatives: Options, Futures & Swaps, Blackwell Publishers, First Edition, 2002
9. D.C.Patwari, Options & Futures In an Indian Perspective, Jaico Publishing House, Mumbai. First Edition, 2006
10. NSE's NCFM Module on Derivatives Market.

End Semester Question Paper Template			
Duration: 3 Hour			**Max. Marks: 60 Marks**
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

DERIVATIVES & RISK MANAGEMENT   COURSE CODE: MBA18/3E/DRM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the various types of derivatives
CO 2	Identify various types of market risks involved in derivatives markets
CO 3	Possess skills required in hedging risks using derivatives
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the Derivatives Market

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	3	3	2.3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
FINANCIAL MARKETS & INSTITUTIONS

ELECTIVE - 16   **COURSE CODE: MBA18/3E/FMI**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES :
To enable students to
- Understand the Indian financial system and the functioning of the same.
- Get an overview of the Indian financial system and different components of financial markets, instruments, the role, functions and regulations of banking, investment and financial institutions.

COURSE OUTLINE:
UNIT I: Indian Financial System
         Indian financial system: Introduction – Nature and role of financial system – Financial markets & structure - Government intervention in the financial system.   5 hrs
UNIT II: Money Market
         Introduction – Features - Call money market - Treasury bills market - Commercial bills market - Commercial papers and certificates of deposits   15 hrs*
UNIT III: Capital Market
         Evolution of Indian capital market - Development of Indian capital market. - Primary market: Introduction – Instruments – Public Issues – Underwriting - Private Placement
         Secondary market – Stock exchanges - Membership – Listing - Introduction of Derivatives - Depositories & Dematerialisation   15 hrs*
UNIT IV: NBFC, Central Bank & Commercial Banks
         Non-Banking Finance Companies: Evolution - Insurance Companies - The insurance industry and its regulation – LIC – GIC.
         Central Banking and Monetary Policy: RBI - Central banking functions, structure and working – Reforms - Monetary policy.
         Commercial Banks: Evolution of modern commercial banks - Banking structure.   13 hrs*
UNIT V: Fintech revolution, Cyber security risks and ways to combat such risks
         (Not to be included for End Semester Examination)   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1.   M Y Khan, Indian Financial System, Tata McGraw-Hill Publishing Company Limited, Fourth Edition. 2004
2.   Dr.S.Gurusamy, Financial Markets & Institutions, Thomson Publication. Third Edition, 2009
3.   Jeff Madura, Financial Markets & Institutions , Cengage Learning, 12th edition, 2016
4.   Fabozzi & Modigilani, Capital Market: Institutions & Instruments, PHI Learning, 4th Edition. 2009
5.   Machiraju H.R., Indian Financial System, Vikas Publishing House Private Limited, New Delhi, Second Edition, 2010
6.   Bhole L.M, Financial Institutions & Markets: Structure, Growth & Innovations, Tata MGraw Hill Publishing Company Limited, New Delhi, Fourth Edition.2009
7.   Meir Kohn, Financial Institutions and Markets, Oxford University Press, New York. 2004
8.   E.Gordon and K.Natarajan "Financial Markets and Services" Eight Edition, Himalaya Publishing House, 2013
9.   Frederic S Mishkin, Stanley G Eakins, Financial Markets and Institutions, Pearson Education, Fifth Edition, 2009.
10. Clifford Gomez , Financial Markets, Institutions, And Financial Services PHL Learning, Second Edition, 2010

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

FINANCIAL MARKETS & INSTITUTIONS   **COURSE CODE: MBA18/3E/FMI**

COURSE OUTCOME

CO No.	CO Statement
CO 1	Understand the Indian financial system and the functioning of the same.
CO 2	Identify different components of financial markets and instruments
CO 3	Evaluate and apply the various roles, functions and regulations of banking, investment and financial institutions
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the financial markets

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	1
CO 2	3	3	1
CO 3	3	3	3
CO 4	3	3	2
Average	3	3	1.8

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
RISK MANAGEMENT & INSURANCE

ELECTIVE - 17   **COURSE CODE: MBA18/3E/RMI**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand the basic principles of decision-making under uncertainty
- Gain insights of risk & its assessment and understand the methods of managing & protecting against risks

COURSE OUTLINE:
UNIT I: Introduction to Risk – Risk Management – Objectives of Risk Management – Risk Identification, Measurement & Control of Risk - Indian Insurance Industry – Concept & Nature of Insurance – Classification of Insurance – Insurance Contract - Role of IRDA   5 hrs

UNIT II: Life Insurance – Risk Classification & Life Insurance – Life Insurance Policy Conditions – Life Insurance Products – Insurance Organisations – Settlement of Life Insurance Claims 15 hrs*

UNIT III: Non-life insurance and its products – Marine Insurance – Fire Insurance – Motor Insurance – Health & Accident Insurance   15 hrs*

UNIT IV: Miscellaneous Insurance – Legal Dimensions of Insurance - Underwriting Practices & Claims Settlement - Marketing of Insurance Services   13 hrs*

UNIT V: Use of technology in insurance industry – global perspective of insurance industry
         (Not to be included for End Semester Examination)   5 hrs

Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life business scenario covering Unit II, III and IV.

REFERENCE BOOKS:
1. Rejda, E. George, Principles of Risk Management and Insurance,New Delhi: 13 Edition , Pearson Education, 2017
2. Gupta, P. K. Insurance and Risk Management, Himalaya Publishing Mumbai, Second Edition, 2012
3. Vaughan, J., Emmett and Vaughan, M., Therese , Fundamentals of Risk Management and Insurance, Wiley India, New Delhi : 11th edition, 2015
4. Jatinder Loomba , Risk Management And Insurance Planning, PHI Learning, 1st Edition. 2005
5. Dorfman Mark, Introduction to Risk Management & Insurance, PHI Learning, 9th Edition. 2005
6. Harold D. Skipper/w. Jean Kwon Risk Management And Insurance: Perspectives In A Global Economy, Wiley India, New Delhi First Edition, 2007
7. Tripathy & Pal, Insurance – Theory & Practice, PHI Learning, First Edition, 2005
8. Scotte Harrington & Gregory Niehaus, Risk Management & Insurance, Tata Mc Graw Hill Publishing, 2nd Edition.2003
9. Trieschmann, Risk Management & Insurance, Cengage Learning, 12th Edition, 2005
10. Sethi & Bhatia, Elements of Banking & Insurance, Second Edition, PHI Learning.2012

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

(Table title: End Semester Question Paper Template — Duration: 3 Hour — Max. Marks: 60 Marks)

RISK MANAGEMENT & INSURANCE　　　　　**COURSE CODE: MBA18/3E/RMI**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the operational structure and distribution system of insurance industry
CO 2	Identify and classify various risks know the techniques involved in managing different types of risks
CO 3	Analyse the provisions relating to Insurance contract and identify appropriate insurance based to the need.
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the Insurance Industry.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
CO 4	3	3	2
Average	**3**	**3**	**2**

*Mapping Levels: 1 – Slight (Low)　2 – Moderate (Medium)　　　3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1　　　　K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3　　　　K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4　　　　K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5　　　　K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
BANKING OPERATIONS & SERVICES

ELECTIVE - 18   **COURSE CODE: MBA18/3E/BOS**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work : 15 hrs

OBJECTIVES :
To enable students to
- Understand the banking system and structure in India
- Comprehend the technological up gradation and application in banking

COURSE OUTLINE:
UNIT I :   Overview of Indian Banking System
              Overview of Indian Banking System - Functions of banks – Role of Reserve Bank and GOI as
              regulator of banking system - Key Acts governing the functioning of Indian banking system –
              Branch Banking – Financing SME's.   5 hrs
UNIT II: Credit Monitoring & Risk Management
              Need for credit monitoring - Signals of borrowers' financial sickness - Financial distress prediction
              models – Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency
              risks – Basic understanding of NPAs and ALM.   15 hrs*
UNIT III: Banking Technology
               Concept of Universal Banking - Home banking – ATMs- Internet banking - Mobile banking - Core
              banking solutions – Debit, Credit, and Smart cards – Electronic Payment Systems – Cheque
              Truncation – ECS - EFT – NEFT – RTGS – Security Threats in e-banking & RBI's initiatives
                                                                                                            15 hrs*
UNIT IV : International banking
              International Banking: Exchange rates and Forex Business – NRI Accounts - Letters of Credit -
              Foreign currency Loans - Role of ECGC - RBI and EXIM Bank   13 hrs*
UNIT V: Emerging trends in Banking
              Financial sector reforms – Universal Banking – Transformation of retail banking - Micro Financing -
              Trends of Bancassurance in India Islamic Banking – Challenges - Fintech revolution **(Not to be
              included for End Semester Examination)**   5 hrs
**Note: * Experiential Learning Pedagogy: Field Work related to recent trends and practices in real life
       business scenario covering Unit II, III and IV.**

REFERENCE BOOKS:
1) Suresh, Padmalatha and Paul, Justin Management of Banking and Financial Services, New Delhi: Pearson Education, Third Edition 2014.
2) Peter S. Rose, Sylvia C. Hudgins, Bank Management and Financial Services, New Delhi: McGraw Hill Education , Eight edition 2014.
3) Joshi and Joshi, Managing Indian Banks: The Challenges Ahead, New Delhi: Sage Publications , Third Edition, 2009
4) Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services Pearson Education, Third Edition, 2014.
5) Principles and practices of Banking - IIBF, 2 Edition, Macmillan, New Delhi.2008
6) Dr. P. Subba Rao, Dr. Promod Kumar Khanna , Principles And Practice Of Bank Management. Second edition, 2011
7) Maheshwari, S.N. and Maheshwari, S.K. Banking Law and Practice, Kalyani Publishers, New Delhi.
8) Mittal R.K., Saini A.K. & Dhingra Sanjay, Emerging Trends in the Banking Sector, Macmillan 2008
9) D.Muraleedharan Modern Banking: Theory & Practice, , PHI Learning Pvt. Ltd. 2014
10) RBI Reports on money and banking (Monthly Bulletins).

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

BANKING OPERATIONS & SERVICES   COURSE CODE: MBA18/3E/BOS

COURSE OUTCOME

Students will be able to

CO No.	CO Statement
CO 1	Understand the banking system, structure and regulators of banking industry in India
CO 2	Able to assess the credit risk and analyse the assets and liability of banks
CO 3	Recognise the role of technology in banking.
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the functional domain of Banking.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
CO 4	3	3	2
Average	**3**	**3**	**2**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
WEALTH MANAGEMENT

ELECTIVE - 19   **COURSE CODE: MBA18/3E/WMA**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**
Field Work: 15 hrs

OBJECTIVES :
To enable students to
- Have a broad based knowledge about wealth management.
- Understand the role of various investment products in long term wealth creation and gain basic insight into evaluation techniques and taxation.

COURSE OUTLINE:
UNIT I :   Introduction
Role of Financial Planner - Financial Planning Process – Life Cycle – Wealth Creation Cycle – Systematic Approach to Investing – Financial Plan   5 hrs
UNIT II: Investment Products & Services
Risk & Return Characteristics of Investment Products & Services: Equity - Debt – Gold - Real Estate – Derivatives - Mutual Fund - Hedge Funds – ETF – Insurance   15 hrs*
UNIT III: Investment Evaluation & Asset Allocation
Risk-Return Framework – Risk: Standard Deviation, Beta - Risk Adjusted Returns: Sharpe Ratio, Treynor Ratio, Alpha - Asset Allocation: Fixed, Flexible, Tactical   15 hrs*
UNIT IV: Elements of Taxation & Estate Planning
Elements of Taxation: Previous Year and Assessment Year - Gross Total Income - Income Tax Slabs - Advance Tax - Tax Deducted at Source (TDS) - Exempted Income - Deductions from Income - Long Term and Short Term Capital Gain / Loss - Capital Gains Tax exemption
Estate Planning: Assets & Liabilities – Nomination - Inheritance Law – Will – Trust   13 hrs*
UNIT V : Assessment of tax of a salaried employee **(Not to be included for End Semester Examination)**
5 hrs
Note: Experiential Learning Pedagogy: Field Work related to financial planning covering Unit II, III and IV.
REFERENCE BOOKS:
1. Balaji Roa DG Wealth Management & Financial Planning: Concepts & Practices , partridge publishing India, First Edition 2015.
2. Introduction to financial planning by Indian Institute of Banking & Finance, Taxmann Publications P Ltd
3. Dun & Bradstreet, Wealth Management, New Delhi: Tata Mc-Graw Hill Education India Private Limited , First Edition, 2009
4. Suresh Goel, Wealth Management: The New Business Model, Global India Publications Pvt Ltd First edition, 2009.
5. Dimitris N. Chorafas, Wealth Management: Private Banking, Investment Decisions, and Structured Financial Products, Elsevier, First edition, 2006
6. Kapoor Jack R, Dlabay L R, Huges R J, Personal Finance, New Delhi: Tata Mc-Graw Hill Education India Private Limited, 2008
7. G.Victor Hallman, Private Wealth Management: The Complete Reference for the Personal Financial Planner, McGraw-Hill Education, 2014
8. Harold Evensky, Wealth Management: The Financial Advisor's Guide to Investing and Managing Client's Assets, McGraw Hill Professional, First Edition, 1997
9. David Maude, Global Private Banking and Wealth Management: The New Realities Wiley India frist edition, 2006
10. Timothy Kochis, Wealth Management, A Concise Guide to Financial Planning and Investment Management for wealthy Clients, First Edition, 2003

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B (4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C (2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D (1X12 Mrks=12) One Case Study Word Limit -250
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

End Semester Question Paper Template
Duration: 3 Hour   **Max. Marks: 60 Marks**

WEALTH MANAGEMENT   **COURSE CODE: MBA18/3E/WMA**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand and undertake financial planning process
CO 2	Exhibit knowledge about the risk – return relationship involved in various types of investments
CO 3	Analyse taxation and undertake estate planning
CO 4	Apply and demonstrate Knowledge on Recent Trends and issues relevant to the creation and management of wealth

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
ADVERTISING MANAGEMENT

ELECTIVE - 20   **COURSE CODE: MBA18/3E/ADM**
Teaching Hours : 38hrs
Field Work   :15hrs   **Credits : 3   LTP – 3-0-0**
OBJECTIVES:
To enable students to

- Understand the impact of Advertising on our economy and see how it fits into the broader discipline of business and marketing
- Appreciate the creativity and technical expertise required in advertising to enhance and fine tune communication and critical thinking

COURSE OUTLINE:
UNIT I: Basic Concepts in Advertising Management- Determining Advertising Objectives
       Advertising objectives versus marketing objectives - Communication objectives- Advertisers and advertising agencies.   5 hrs
UNIT II: Creating the Message
       Understanding Persuasive Advertising Messages- Attention - Interpretation and the processing of information.   15*hrs
UNIT III: Copy Design Detailed Elements and Tactics - Copy Design Strategy - Copy objectives- Advertising copy types.   15*hrs
UNIT IV: Copy Testing Methods -Recall tests.-Recognition tests.-Persuasion tests.-Purchase behavior tests.- Advertising research. Setting Advertising Budgets -Budgeting information available -Typical spending patterns- Common budgeting approaches.   13* hrs
 UNIT V: Media Selection - Media objectives - Media options-New media-advertising Ethics - Integrated Marketing Communication -Integrated Program – Implementation-Co-ordination & control – Recent trends in Advertising   10hrs

       Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
   1. David A.Aaker, Rajeev Batra and John G.Myers, Advertising Management, Prentice Hall of India Pvt. Ltd., New Delhi.
   2. Belch, Advertising & Promotion, Tata McGraw-Hill.
   3. William F.Arens, "Contemporary Advertising", Irwin Mc.Graw.Hill.
   4. J.Thomas Russell,W.Ronald Lane, "Kleppners Advertising Procedure", Prentice Hall.
   5. Frank Jeflkings, "Advertising", Macmillan India Ltd.
   6. Well, Burnett &Moriarty, "Advertising – Principles & Practice", Prentice Hall.
   7. Batra, Myer& Aaker" Adverting Management", Prentice Hall.
   8. Mahendra Mohan," Advertising Management", Tata McGraw-Hill Publishing Company   Ltd.,   New Delhi.
   9. U.C.Mathur, "Advertising Management", New Age International Publishers.
  10.George E Belch and Michael A Belch, "Advertising and Promotion",TMH.

**End Semester Question Paper Template**

\multicolumn{2}{l}{**Duration: 3 Hour**}		\multicolumn{2}{r}{**Max. Marks: 60 Marks**}	

Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**				

ADVERTISING MANAGEMENT   **COURSE CODE: MBA18/3E/ADM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Advertising Management and its relevance in Marketing of products and services.
CO 2	Exhibit knowledge of Advertising and its usage in the promotion of products and services.
CO 3	Apply the principles of Advertising management in practice in an Organization and be aware of the new practices in Advertising.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the field of Advertising .

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
CONSUMER BEHAVIOUR

ELECTIVE - 21   **COURSE CODE: MBA18/3E/COB**
Teaching Hours: 38 hrs
Field Work   :15 hrs   **Credits: 3   LTP – 3-0-0**

OBJECTIVES:
To enable students to
- Develop a good grasp of the variables that affect consumption and how consumer's behave, in turn, has an impact on the success of marketing-related activities.
- Understand the consumer behavior models and their buying behavior.

COURSE OUTLINE:
UNIT I: Approaches to the study of consumer behavior – significance – comprehensive models of consumer decision process – different buy situations – programmed buying decisions.
                                                                                   5hrs
UNIT II: Consumer Behavior Models – Contemporary Model - Nicosia Model- Psycho socio economic model - Engel Blackwell Model   15hrs *
UNIT III: Internal influences on consumer behavior – needs and motives – personality – demographic and psychographics factors – buyer as perceiver – as learner – Attitude formation – change of attitude – influencing factors – measurement of Attitude – Life style influence – Life cycle influence.
                                                                                   15h
UNIT IV: External influences on consumer behavior –culture – subculture - family – reference groups – social aspects – opinion leaders – role relationship. Consumer Decision Process – Problem Recognition - Information search and Evaluation –Purchasing Process –Post Purchase behavior - On-line buyer behavior and strategies –use of internet as a medium- difficulties and   challenges in predicting consumer behavior   13 hrs*
UNIT V: Shifts in Buying Attitudes**,** Rise in Analytics, Focus on Customer experience, Personalization and Customization, virtual   reality (Not to be included for End Semester Examination)
         5 hrs
   Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Schiffman, G.L., Wisenblit, J. and Rameshkumar, S., Consumer Behaviour, Pearson Education, 11th Edition, 2015
2. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit ,Consumer Behaviour: Building Marketing Strategy,McGraw Hill Education,12th Edition,2015
3. Solomon, Michael R ,Consumer Behavior: Buying, Having, and Being, Pearson Education,11th Edition,2015
4. Paul Peter et al., Consumer Behavior and Marketing Stratergy, Tata McGraw Hill, Indian Edition, 7thEdition, 2005.
5. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition
6. Assel, Consumer Behavior -A Strategic Approach, Biztranza, 2008.
7. Sheth Mittal, Consumer Behavior-A Managerial Perspective, Thomson Asia (P) Ltd., 2003.
8. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) ,Wiley, 2012.
9. Hed, Hoyer. Consumer behavior, 2008 edition, Wiley 2012.
10. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
	End Semester Question Paper Template			
	Duration: 3 Hour		**Max. Marks: 60 Marks**	
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

CONSUMER BEHAVIOUR   COURSE CODE: MBA18/3E/COB

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Consumer Behaviour and the models of Consumer Behaviour.
CO 2	Exhibit knowledge of Consumer Behaviour and its usage in studying the behaviour and usage pattern of Consumers.
CO 3	Analyse the principles of Consumer Behaviour in practice in an Organization and be aware of the new practices in Consumer behaviour
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to Consumer Behavior.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**2.8**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
SALES AND DISTRIBUTION MANAGEMENT

ELECTIVE - 22   **COURSE CODE: MBA18/3E/SDM**
Teaching Hours : 38 hrs   **Credits : 3 LTP – 3-0-0**

OBJECTIVES:
To enable students to
- Understand concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- Understand the physical distribution structure and channel Management.

COURSE OUTLINE:

UNIT I : Sales And Distribution Strategy : An Overview
Characteristics of sales job; Conceptual model of " Sales person- buyer ", Dyadic relationship ; selling theories; formulation of personal selling strategies.   5 hrs

UNIT II : Selling Process And Sales Organisation – purpose - setting up a sales organization. Sales Force Management **-** selection, training and compensation.   15 hrs *

UNIT III: Sales Territories and Control – sales Quotas - types of quotas and their administration.   15 hrs*

UNIT IV: Marketing Channel and Design:
Designing channel system; wholesaling; retailing; channel conflict and resolution; sales display and channel for services.   Physical Distribution Structure And Channel: Warehousing ; transportation ; inventory management ; logistic communication Distribution cost control. Supply Chain management   13* hrs

UNIT V: The gamification of sales: One of the major trends in the sales industry is the gamification of sales,Sales analytics,Social selling:,The tech-savvy sales preventativeve, Growing sales talent gap, Blurring line between sales and marketing. (Not to be included for End Semester Examination) 5 hrs

 Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS :
1. Havaldar, K. Krishna and Cavale, M. Vasant (2015). Sales and Distribution Management – Text and Cases, 2/e; New Delhi: McGraw-Hill Education, Second Edition, 2015
2. Nag, A., Sales and Distribution Management; New Delhi: McGraw-Hill Education,2013
3. Panda, K. Tapan and Sahadev, Sunil , Sales and Distribution Management,Oxford University Press, Second Edition, 2012
2. Spiro, Stanton & Rich" Management of Sales Force", TMH.
3. Jobber " Selling and Sales Management" 6/e Pearson Education,Newdelhi.
4. Still, Cundiff and Govoni "Sales Management" , Prentice Hall India, New Delh, 6th   edition.
5. Johnson and others " Sales Management" , McGraw Hill,Newdelhi.
6. Robert.E.Hite,Wesley,J.Johson,"Managing Salespeople",South Western Publsihing,8th edition
7. Ressel and others " Selling" , McGraw Hill ,Newdelhi.
8. Stern & Al-Ansary" Marketing Channels", prentice Hall India , New Delhi.
9. Bower, Sox and others," Management in Marketing Channel" , McGraw Hill ,Newdelhi.
10. Charlem.Futrell,"Sales Mangement",Thomson,6th edition.

Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

End Semester Question Paper Template
Duration: 3 Hour   **Max. Marks: 60 Marks**

SALES AND DISTRIBUTION MANAGEMENT   COURSE CODE: MBA18/3E/SDM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Sales and Distribution Management and its process and Control.
CO 2	Exhibit knowledge of Sales and Distribution Management and its relevance in the physical distribution of products and services.
CO 3	Apply the principles of sales and Distribution in practice in an Organization and be aware of the emerging new practices in Sales.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the Marketing Domain.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
SERVICES MARKETING

ELECTIVE - 23   **COURSE CODE: MBA18/3E/SEM**
Teaching Hours : 38 hrs
Field Work   : 15 hrs   **Credits : 3 LTP – 3-0-0**

OBJECTIVES:
To enable students to
- Acquaint the students to the uniqueness of the services characteristics and implications.
- Understand the effective management of services and their application in specific service industries.

COURSE OUTLINE:
UNIT I   : Introduction to Services Marketing**.**
           Concept of Services – Characteristics – Classification of Service – Service Marketing Environment – Global and National perspectives – Factors contributing to the growth of Service Marketing.
                                                                                        5 hrs

UNIT II : The Service Marketing Mix.
           The Seven P's - Additional dimension in Services Marketing – People, Physical Evidence and Process.   15 hrs*

UNIT III: Aligning Strategy for Services**.**
           Service design and Standards – Blueprinting – Service Market Segmentation – Targeting and Positioning of Services   15hrs*

UNIT IV: Effective Management of Services Marketing**.**
            Managing demand and Supply through Capacity Planning and Segmentation – Internal   Marketing of Services. Service Quality Gaps- Causes - Key Factors and Strategies for closing the Gap.
           Understanding Specific Service Industries - Financial Services- Hospitality Services including
           Travel, Hotel and Tourism, Health Services-Telecommunications Service – Educational Services-
           Profession Services – Public Utility Service.   13hrs*

UNIT V : Service firms and Social Media Adoption**,** Virtual Firms in the Professional Industry, Emergence of Modularization, Automation of Back-End Services(Not to be included for End Semester Examination)   5hrs
           Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERNCE BOOKS:
1. Valarie, A. Zeithaml, Mary, Jo Bitner, Dwayne, D. Gremler and Pandit Ajay ,Services Marketing, McGraw Hill   Education, 6th Edition, 2016
2. Christopher Lovelock, Jochen Wirtz ,Services Marketing, Pearson Education,7th Edition,2013
3. Harsh, V. Verma ,Services Marketing: Text and Cases,Pearson Education,2nd Edition,2013
4. Chiristropher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011
5. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
6. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra,
    2nd Edition, New Delhi, 2004.
7. Halen Woodroffe, Services Marketing, McMillan, 2003.
8. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
9. Gronroos, Service Management and Marketing –Wiley India.
10. Toni Hilton,Kim Harris,Steve Baron, Service Marketing :Text and Cases, Palgrave Macmillan, Third edition,2009

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
		End Semester Question Paper Template		
	Duration: 3 Hour		**Max. Marks: 60 Marks**	
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
	Total Number of 16 Questions			

SERVICES MARKETING   **COURSE CODE: MBA18/3E/SEM**
COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Service Marketing and acquaint them to the uniqueness of Service Characteristics and implications.
CO 2	Understand the effective management of services in specific service industries
CO 3	Apply the principles of Services marketing in practice in an Organization and be aware of the new practices in Services Marketing.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the Service Industry.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO 4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
MARKETING RESEARCH

ELECTIVE - 24　　　　　　　　　　　　**COURSE CODE: MBA18/3E/MAR**
Teaching Hours : 38 hrs
Field Work　　:15 hrs　　　　　　　　**Credits : 3　LTP – 3-0-0**

OBJECTIVES:
To enable the students to
- Understand the basic concepts of research as a tool to help in marketing decision making.
- Understand the application of Marketing Research and its importance to the industry.

COURSE OUTLINE:
UNIT I:　Introduction to Marketing Research – Defining the Marketing Research Problem and developing an approach – Marketing Information system -　Marketing Research Vs Marketing　Intelligence.
　　　　　　　　　　　　　　　　　　　　　　　　　　　　5 hrs

UNIT II:　　Marketing Research Design Formulation - Types of research designs - Formulating research objectives-primary　and　secondary　data　sources　-　Measurement　and　scaling.
　　　　　　　　　　　　　　　　　　　　　　　　　15hrs*

UNIT III: Questionnaire and form design – Sampling design and procedures – Data collection , preparation, Analysis and reporting – Field work – Data preparation -　Editing and Tabulation of data .
　　　　　　　　　　　　　　　　　　　　　　　　15 hrs*

UNIT IV: Quantitative and qualitative analysis – Statistical techniques – testing of hypothesis
　　　　　- Report preparation and presentation. Application of Marketing Research – Market potential –
　　　　　product research - International　marketing Research – Recent trends in marketing research
　　　　　　　　　　　　　　　　　　　　　　　　13 hrs*

UNIT V : Automation, Insight Finding, Insights to Action, Implicit Measurement, AI, growth in mobile-only research, in particular app and message-based solutions for using smartphones for market research, Growth in the use of text analytics and social media research　　(Not to be included for End Semester Examination)　　　　　　　　　　　　　　　5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. G.C. Beri ,'Marketing Research', Tata McGraw-Hill Education
2. Zikmund, W. and Babin, B. ,Essentials of Marketing Research, South-Western Cengage Learning,4th Edition,2010
3. Malhotra, Dash „MarketingResearch: An applied orientation' 6th Ed. Pearson Ltd, 2012.
4. Churchill, Lacobucci&Israel,¸Marketing Research -A South Asian Perspective' ,CengageLearning, India edition, 2010.
5. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'Marketing Research –text and cases', All India Traveler Book Seller.
6. Raymond Kent,¸Marketing Research –Measurement, Method and application', International Thomson Business Press.
7. Kinnear and Taylor, Marketing research, McGraw Hill
8. Joseph F. Hair Jr, Marketing research, MC Graw Hill
9. Nargundkar Rajendra, Marketing Research, Tata McGraw Hill
10. Paul E. Green Donald S. Tull, Gerald Albaum, Research for marketing Decisions, PHI

<table>
<tr><th colspan="5">End Semester Question Paper Template</th></tr>
<tr><td colspan="2">Duration: 3 Hour</td><td colspan="3" align="right">Max. Marks: 60 Marks</td></tr>
<tr><td>Unit</td><td>Part A (4X3 Mrks= 12)
4 out of 6
Word Limit -50</td><td>Part B(4X5 Mrks =20)
4 out of 6
Word Limit -100</td><td>Part C(2X8 Mrks=16)
2 out of 3
Word Limit -200</td><td>Part D(1X12 Mrks=12)
One Case Study
Word Limit -250</td></tr>
<tr><td>1</td><td>2</td><td>1</td><td></td><td rowspan="4">Case study should not contain more than two questions.</td></tr>
<tr><td>2</td><td>2</td><td>1</td><td>1</td></tr>
<tr><td>3</td><td>1</td><td>2</td><td>1</td></tr>
<tr><td>4</td><td>1</td><td>2</td><td>1</td></tr>
<tr><td>Total</td><td>6</td><td>6</td><td>3</td><td>1</td></tr>
<tr><td colspan="5" align="center">Total Number of 16 Questions</td></tr>
</table>

MARKETING RESEARCH   COURSE CODE: MBA18/3E/MAR

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Marketing research and acquaint them to the usage of research in decision making.
CO 2	Use the tools of research in relevant areas of Marketing .
CO 3	Apply the Marketing Research principles in practice in an Organization and be aware of the new practices in Marketing Research.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to research in Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
RETAIL MANAGEMENT

ELECTIVE - 25   **COURSE CODE: MBA18/3E/REM**
Teaching Hours : 38 hrs
Field Work   :15 hrs   **Credits : 3 LTP – 3-0-0**

OBJECTIVES:
To enable the students to
- Identify and understand the significance of retailing in the current business environment.
- Develop guidelines to build a retailing business.

COURSE OUTLINE:
UNIT I: Introduction to retailing, concept- Nature and Scope. Retail institutions and the types-   History (success failure stories) - Retail management process - Indian retailing scenario.
                                                                                        5 hrs
UNIT II: Environment of Retailing - Customer-   Market - competitors.   15 hrs*

UNIT III: Retailing Strategy - Differential advantage and strategic planning- vendor relation and distribution strategy (conflict resolution, logistics) - promotion strategy - location -layout design- servicing the retail customer.   15hrs*

UNIT IV: Merchandise Management -Merchandise plan- Merchandise buying and handling--Merchandise presentation- Merchandise support management. Managing operations- Managing Retail Research and Information systems.   Integration and control (retail audit)- Influence of changing environment on retailing-e-business -Career in retailing 13 hrs*

UNIT V   Digital in-store experiences,Big data for more accessibility,control of the value chain,Redefining the retail experience,Omni-channel excellene ,Social is the new e-commerce,Retail becoming borderless, Global expansion with flexible eployments,Seamless commerce,Effective merchandise management, Intelligent operations(Not to be included for End Semester Examination)
                                                                                        5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Pradhan, Swapna Retailing Management: Text and Cases, McGraw Hill , Fifth Edition, 2017
2. Carver, R. James, Patrick, M. Dunne and Robert, F. Lusch , Retailing, Cengage India, Eigth Edition,2015
3. Berman, Barry and Joel, R. Evans ,Retail Management - A Strategic Approach, Pearson Education , 12th Edition,2012
4. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
5. Ogden, Integrated Retail Management, Biztantra, India, 2008.
6. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4thEdition 2008.
7. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava,Retail Management, Oxford University
   Press, 2007.
8. Dunne, Retailing, Cengage Learning, 2ndEdition, 2008
9. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
10..Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
**End Semester Question Paper Template**
\multicolumn{3}{l}{**Duration: 3 Hour**}	\multicolumn{2}{l}{**Max. Marks: 60 Marks**}
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**

119

RETAIL MANAGEMENT   **COURSE CODE: MBA18/3E/REM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Retail Management and acquaint them to the significance of Retailing in the current business scenario.
CO 2	To understand the guidelines of Retailing and use it to manage its operations.
CO 3	Apply the retail management techniques in practice in an Organization and be aware of the new practices in Retailing.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues in retailing relevant to the functional domain of Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - I
BRAND MANAGEMENT

ELECTIVE -26
Teaching Hours: 38 hrs
Field Work   : 15 hrs

COURSE CODE: MBA18/3E/BDM

Credits: 3   LTP – 3-0-0

OBJECTIVES:
To enable the students to
- Know the various issues related to Brand Management
- Enhance the understanding and appreciation including brand associations, brand identity, brand architecture, Leveraging brand assets, brand portfolio management etc.

COURSE OUTLINE:
UNIT I: Introduction to Brand Management and Crafting of Brand Elements – Story telling and   Branding – Internationalization of Brands.

5 hrs

UNIT II: Consumer Brand Knowledge –Importance of Consumer perception and behavior in Branding - Brand Identity, Personality and Brand Associations.   15 hrs*

UNIT III: Tools for Marketing and branding strategy **-** Managing Brand Architecture and Brand   Portfolios
15 hrs*

UNIT IV: Corporate Branding and Tools for Building Brand Equity – Building a Corporate Social Responsibility Image. - Branding and Ethics – Internet and Social Media Branding – Graphic Design in Branding**-** Leveraging Brand Equity -   Measurement of Brand Equity   - Recent trends in Brand Management   13 hrs *

UNIT V: Brands Humanisation, Build Brand Micro-Moments, Brand Activism, 360-Degree Immersive Branding, Branding That Resonates with Customer Psychology, Branded Communities (Not to be included for End Semester Examination)   5 hrs

   Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Keller, Kevin Lane, Parameswaran M.G. and Jacob, Isaac, Strategic Brand Management, Pearson Education , 4th Edition,2015
2. Moorthi YLR, Brand Management –First edition, Vikas Publishing House 2012
3. Lan Batey, Asain Branding –A Great way to fly, PHI, Singapore, 2002.
4. Paul Tmepoal, Branding in Asia, John Willy, 2000.
5. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
6. Jagdeep Kapoor, Brandex, Biztranza, India,2005
7. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–BrandManagement ,Ane BooksPvt.Ltd –(2009).
8. Panda, Tapan K,Product and Brand Management, Oxford University Press , First Edition, 2016
9. Dutta Kirti (2012). Brand Management: Principles & Practices, 1/e; New Delhi: Oxford University Press
10. Joe Macroni,"Brand Marketing Book",NTC Business books,2001

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

BRAND MANAGEMENT   **COURSE CODE: MBA18/3E/BDM**

COURSE OUTCOME
Students will be able to .

CO No.	CO Statement
CO 1	Understand the concepts of Brand Management and acquaint them to the significance of Branding of Products and Services in the current business scenario.
CO 2	Appreciate the various techniques of branding and use it in Marketing of products and Services.
CO 3	Apply the Brand management techniques in practice in an Organization and be aware of the emerging new practices in Branding.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues in Branding relevant to the functional domain of Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
CUSTOMER RELATIONSHIP MANAGEMENT

ELECTIVE – 27 **COURSE CODE: MBA18/3E/CRM**
Teaching hours: 38 hrs
Field Work   : 15 hrs **Credits: 3   LTP – 3-0-0**

OBJECTIVES:

To enable the students to

- Understand customer relationship management and its benefits
- Understand the meaning and importance of lifetime value of customer and to implement the CRM strategy.

COURSE OUTLINE:

Unit I: CRM - Defining CRM -major perspectives on CRM- strategic, operational, analytical and collaborative ;CRM cycle-significance of CRM-application of CRM across verticals.   5 hrs

Unit II:

Business environment of CRM- constituencies-companies-customers-vendors-application service providers- CRM hardware- Management consultants; CRM models-IDIC model-QCi model-CRM value chain-Payne's five process model-Gartner competency model.   15 hrs*

Unit III: Understanding customer relationships: change with relationships- trust- commitment; -reasons for companies in establishing relationships with customers- Relationships quality   15 hrs *

Unit IV: Meaning and importance of Lifetime value-customer satisfaction- customer loyalty-relationship management theories .   CRM implementation- Develop the CRM Strategy-build CRM project foundations-Needs specification& partner selection-Project Implementation-Evaluation of performance.- Technological developments in CRM-e-CRM-features-advantages-Introduction to CRM software   13 hrs*

Unit V: Cloud-Based CRM, Social CRM, Centralized Data, mobility, flexibility, crowdsourcing (Not to be included for End Semester Examination)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. Rai, Alok Kumar, Customer Relationship Management, Concepts and Cases, Prentice Hall, Second Edition,2016.
2. Mullick. N. H , Customer Relationship Management, Oxford University Press,2016
3. Peelan Ed, Customer Relationship Management, Pearson Education, Second Edition, 2015
4. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2005.
5. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008
6. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing ,2005.
7. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
8. Kumar, Customer Relationship Management -A Database Approach, Wiley India, 2007.
9. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.
10.Zikmund. Customer Relationship Management, Wiley 2012 .

	End Semester Question Paper Template			
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

CUSTOMER RELATIONSHIP MANAGEMENT   COURSE CODE: MBA18/3E/CRM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Customer Relationship Management and acquaint them to the significance of CRM in the current business scenario.
CO 2	Appreciate the various techniques of CRM and its relevance in customer satisfaction.
CO 3	Apply the CRM principles in practice in an Organization and be aware of the new practices in CRM.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues in CRM relevant to the functional domain of Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
MARKETING OF SOCIAL SERVICES

ELECTIVE – 28   **COURSE CODE: MBA18/3E/MSS**
Teaching hours: 38 hrs
Field Work   : 15 hrs   **Credits: 3   LTP – 3-0-0**

OBJECTIVES:

To enable the students to
- Acquire knowledge about the application of marketing tools and techniques in the marketing of socially desirable causes especially in the context of developing country like India.
- Plan and implement strategies for socially relevant programmes.

COURSE OUTLINE:
Unit I: Social Services in the developing economy and its relevance – Need for the study   5 hrs

Unit II: Application of marketing in social services - Health and family welfare- Adult Literacy   Programme- Environment protection – social forestry –micro finance-NGO-Corporate Social Responsibility- Crowd Funding –Marketing of SMEs   15 hrs*

Unit III: Organizing for marketing social services – socio economic and cultural influences on the beneficiary system – beneficiary research and measurement of their perception and attitudes.   15 hrs*

Unit IV: Planning and implementation of mass campaigns – beneficiary contact programmes- use of print and electronic media in mass communication diffusion of innovative ideas –Geographical expansion strategies in mass contact programme.   13 hrs *
Unit V: Review and monitoring of recent marketing strategies of socially relevant programmes. (Not to be included for End Semester Examination)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. Rob Donovan & Nadine Henley. , Principles and Practice of Social Marketing-an international perspective.,Cambridge University Press,2011
2. Kotler, P., Roberto, N., & Lee, N., Social Marketing –Influencing Behaviors for Good. Thousand Oaks, CA, Sage Publications,Third Edition, 2008
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
4. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford Publishers,2007
5. Social marketing in the 21stCentury-Alan R. Andreasen-sage Publication, 2012
6. Betsy D. Gelb and Ben, M "Marketing is everybody's Business", Santa Monica (California) 1972
7. Gather .A and Warren , M.D " Management and Health Services " ,Pewrgamon Press, Oxford   1977.
8. Jena.B and Pati .R, " Health and Family Welfare Services In India, Ashish , New Delhi, 1986
9. Kotler Philip and Roberto Eduardo L , " Social marketing : Strategies for changing public behavior" , Free Press, New York , 1989.
10. Maithra, T , " Public Services in India" , Mittal, New Delhi, 1985

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

MARKETING OF SOCIAL SERVICES   COURSE CODE: MBA18/3E/MSS

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Social Services Marketing and acquaint them to the significance of Social Services in the current scenario.
CO 2	Implement strategies for socially relevant programmes.
CO 3	Apply the principles of Social Services marketing in practice in an Organization and be aware of the emerging new practices in Social Services.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the functional domain of Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
WEB MARKETING

ELECTIVE – 29   **COURSE CODE: MBA18/3E/WBM**
Teaching hours: 38 hrs
Field Work   : 15 hrs   **Credits: 3   LTP – 3-0-0**

OBJECTIVES:
To enable the students to
- to acquire knowledge of Internet Marketing and prepare them for its fast-paced world.
- to understand in detail what constitutes marketing on the Internet

COURSE OUTLINE:

Unit I: Introduction to Internet Marketing. Mapping fundamental concepts of Marketing (7Ps, STP) Strategy and Planning for Internet Marketing – the website – search engine optimization –   Online Advertising.   5 hrs

Unit II: Pay-Per-Click Marketing – Email marketing - Blogging, Podcasting, Social and Business Networking- Product Opinion Sites- Forums - Affiliate Marketing and Syndication on the Internet .   15hrs*

Unit III: The technology behind Internet Marketing - Common Snares in Online Marketing -Running an Internet Marketing Services Business. Global Internet Marketing - Localization and Customization. Search engine options and Techniques- On-page Optimization, Off -page Options, Virtual Marketing   15hrs *

Unit IV:. Measuring Internet Marketing Effectiveness: Metrics and Website Analytics - Trust in Internet Marketing. Ethical and Legal Issues. Evaluation of B to B, B to C-ECRM   13hrs*
Unit V:. Internet of the future: "Customerization" –Recent trends in Web Marketing   (Not to be included for End Semester Examination)   5 hrs
Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. David Meerman Scott, " The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, OnlineVideo, and Viral Marketing to Reach Buyers Directly", 2nd Edition(2010)
2. Chris Brogan and Julien Smith ," Trust Agents: Using the Web to Build Influence, Improve Reputation, and Earn Trust"(2010)
3. Lon Safco and David K. Brake , "The Social Media Bible: Tactics, Tools, and Strategies for Business Success" (2009)
4. Dave Chaffey, e-Business and e-Commerce Management: Strategy, Implementation and Practice, 4th Edition, Pearson ,2009.
5. Gary P.Schneider ,E-commerce – Strategy, Technology and Implementation, , 9th Edition, Cengage Learning, 2012.
6. Venkatesan, R., Farris, P., & Wilcox, R. T,. Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education, 2014.
7. Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science.Kogan Page Publishers,2015
8. Sathi, A., Engaging customers using big data: how Marketing analytics are transforming business. Palgrave Macmillan,2014.
9. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic
10. Commerce –A managerial perspective, Pearson Education Asia, 2010.

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

WEB MARKETING   **COURSE CODE: MBA18/3E/WBM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the concepts of Web Marketing and acquaint them to the significance of Internet and its significance in the current business scenario.
CO 2	Acquire knowledge of Internet Marketing and prepare them for new buying patterns in this fast-paced world.
CO 3	Apply the principles of Web marketing in practice in an Organization and be aware of the new practices in Web Marketing.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the functional domain of Marketing.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
BUSINESS INTELLIGENCE

ELECTIVE - 30   **COURSE CODE: MBA18/3E/BUI**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work : 15 hrs

OBJECTIVES:
To enable the students to
- Make faster, more accurate and insightful decision making a basis for competitive advantage using Business Intelligence.
- Gain a solid basis on: test data, metadata planning, data stewardship, governance, backup planning, ROI measurement, documentation, support preparation, user training, communications planning, and other elements of a successful data warehouse.

COURSE OUTLINE:

UNIT I: Business Intelligence and Business Decisions; Introduction, Concepts; Modelling Decision Processes.   5hrs

UNIT II: Decision support systems; Group decision support and Groupware Technologies.   Knowledge Management Systems: Concept and Structure KM systems   15hrs*

UNIT III: Executive Information and support Systems; Business Expert System and AI, OLTO & OLAP.
                                                                                                              15hrs*

UNIT IV: Data Warehousing; Data Marts, Tools for data warehousing, Data mining and knowledge discovery; Data mining Techniques.   13hrs*

UNIT V: Future of business intelligence – Emerging Technologies, Machine Learning, Predicting the Future, BI Search & Text Analytics – Advanced Visualization – Rich Report, Future beyond Technology.   **(Not to be included for End Semester Examination)**   5 hrs

 Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1.   Amrit Tiwana, The Knowledge Management Tool Kit, First edition,PHI,2009
2.   Alex Berson, Stephen .J, Data Warehousing, Data Mining and OLAP, First Edition,   Tata Mc Graw Hill New Delhi2004.
3.   Larissa T. Moss, S. Atre, "Business Intelligence Roadmap: The Complete Project Lifecycle of Decision Making", Addison Wesley, 2003.
4.   Carlo Vercellis, "Business Intelligence: Data Mining and Optimization for Decision Making", Wiley Publications, 2009.
5.   David Loshin Morgan, Kaufman, "Business Intelligence: The Savvy Manager"s Guide", Second Edition, 2012.
6.   Cindi Howson, "Successful Business Intelligence: Secrets to Making BI a Killer App", McGraw-Hill, 2007.
7.   Ralph Kimball , Margy Ross , Warren Thornthwaite, Joy Mundy, Bob Becker, "The Data Warehouse Lifecycle Toolkit", Wiley Publication Inc.,2007.
8.   Rick Sherman, Business Intelligence Guidebook: From Data Integration to   Analytics,Elsevier,2014
9.   Cindi Howson, Successful Business Intelligence,Tata Mc GrawHill, 2008.
10.   Ken Withee, Microsoft Business Intelligence For Dummies, Wiley, 2010

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

BUSINESS INTELLIGENCE   **COURSE CODE: MBA18/3E/BUI**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Describe and use a wide variety of business analytics methods in a business context.
CO 2	Understand how business analytics can be used in business development and learn to use and apply a selection of modern business analytics tools and software to solving real-world problems.
CO 3	Posses knowledge of current technologies and demonstrate skills in applying business analytics to real-world scenario.
CO4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
SOFTWARE PROJECT MANAGEMENT

ELECTIVE - 31   **COURSE CODE: MBA18/3E/SPM**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work : 15 hrs

OBJECTIVES:
To enable the students to
- Understand the Systematic software development techniques.
- Understand systematic ways of doing requirements specification, design, coding, testing maintenance, and project management.

COURSE OUTLINE:
UNIT I: Introduction to Project Management ; Importance of software project management; What is Project Management - Stages of Project The Stakeholder of Project ; Software Tools for Project Management   5hrs

UNIT II: Project Planning ; Integration Management; Scope Management; Stepwise Project Planning; Use of Software (Microsoft Project) to Assist in Project Planning Activities.   15hrs*

UNIT III: Project Scheduling; Time Management; Project Network Diagrams; Use of Software (Microsoft Project) to Assist in Project Scheduling . Quality Planning; Stages of Software Quality Management; Quality Assurance; Project Risk Management; Importance of Project Risk Management; Common Sources of Risk in IT projects.   15hrs*

UNIT IV: Project Cost Management; Importance and Principles of Project Cost Management; Resource Planning; Use of Software (Microsoft Project Quality Control   )   13hrs*

UNIT V: Use of software in software project scheduling, planning and cost management.**Not to be included for End Semester Examination)   5** hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. Bob Hughes and Mike Cotterell, Software Project Management, Fourth Edition, Tata McGraw-HilL, 200006.
2. Pankaj Jalote Software Project Management in Practice, Eighth Edition, Pearson Education,2009
3. Kathy Schwalbe, Information Technology Project Management, International Student Edition, THOMSON Course Technology,2016
4. Elaine Marmel ,"Microsoft Office Project 2003 Bible", Wiley Publishing Inc,2003.

5. S.A. Kelkar ,"Software Project Management, A Concise Study", Revised Edition, Prentice-Hall India,2004
6. Kieron Conway ,"Software Project Management – From Concepts to Deployment ", Dreamtech Publications, 2001
7. Roger S Pressman ,"Software Engineering a Practitioner's approach",Tata McGraw Hill
8. Ian Sommerville "Software Engineering" Addison Wesley Pankaj Jalote, Software Project Management in Practice, Addison Wesley, 2009.
9. Robert T Futrell, Donald F Shafer, Linda Isabell Shafer, Quality Software Project Management,Prentice Hall PTR, 2010.
10. Andrew Stellman, Jennifer Greene, Applied Software Project Management,O' Reilly Publishers, 2009.

End Semester Question Paper Template				
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

SOFTWARE PROJECT MANAGEMENT   **COURSE CODE: MBA18/3E/SPM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Manage the scope, cost, timing, and quality of the project, focused on project success as defined by project stakeholders.
CO 2	Align the project to the organization's strategic plans and business justification throughout its lifecycle.
CO 3	Adapt projects in response to issues that arise internally and externally and utilize technology tools for communication, collaboration, information management, and decision support.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.5

***Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

***Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.**

SEMESTER – III
E-BUSINESS

ELECTIVE - 32   **COURSE CODE: MBA18/3E/EBS**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work : 15 hrs

OBJECTIVES:

To enable the students to
- Understand the analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers.
- Gain an understanding of the rapidly changing technology and   business models. ☐☐

COURSE OUTLINE:

UNIT I: Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer   5 hrs

UNIT II: Network Infrastructure for e-commerce**:** Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model.   15hrs*

UNIT III: E-Advertising & Marketing**:** The new age of information–based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.   15hrs*

UNIT IV: Electronic Data Exchange**:** EDI- Definitions & Applications, Privacy Issues, Advantages & Limitations of EDI Securing Business on Network:, Site Security, Firewalls, CRM utility in India, E-Commerce legal issues.   13hrs*

UNIT V: e-CRM**:** CRM, what is e-CRM , it's Applications, The e-CRM Marketing in Indi. **(Not to be included for End Semester Examination)**   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.
REFERENCE BOOKS:
1. Dave Chaffey, e-Business and e-Commerce Management: Strategy, Implementation and Practice, 4th Edition, Pearson ,2009.
2. Gary P.Schneider ,E-commerce – Strategy, Technology and Implementation, , 9th Edition, Cengage Learning, 2012.
3. Venkatesan, R., Farris, P., & Wilcox, R. T,. Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education, 2014.
4. Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science.Kogan Page Publishers,2015

5. Sathi, A., Engaging customers using big data: how Marketing analytics are transforming business. Palgrave Macmillan,2014.
6. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic
7. Commerce –A managerial perspective, Pearson Education Asia, 2010.
8. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
9. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
10. Hentry Chan & el , E-Commerce –fundamentals and Applications, Wiley India Pvt Ltd, 2007

**End Semester Question Paper Template**
	**Duration: 3 Hour**		**Max. Marks: 60 Marks**
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**

E-BUSINESS   **COURSE CODE: MBA18/3E/EBS**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Demonstrate an understanding of the foundations and importance of E-Commerce
CO 2	Describe the infrastructure for E- Commerce
CO 3	Recognize and discuss global E- Commerce
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**2.5**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
ENTERPRISE RESOURCE PLANNING

ELECTIVE - 33   **COURSE CODE: MBA18/3E/ERP**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable the students to
- Understand the issues involved in design and implementation of ERP systems.
- Focus on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

UNIT I: Introduction to ERP Systems; Evolution of ERP, Benefits of ERP. ERP vs Traditional Information Systems   5 hrs

UNIT II: ERP-and Related Technologies: Business Process Re-engineering (BPR) – Best Practices in ERP, Re-engineering Options – Clean State Re-engineering, Technology Enabled Re-engineering, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management.   15hrs*

UNIT III: ERP & Competitive advantage, Basic Constitute of MRP II model and organizational processes, Sales and Distribution; Procurement; Production Planning.   15hrs*

UNIT IV: Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL. SAP: Features -ABAP: -Functions -Objects -Managing SAP Application   13hrs*

UNIT V: ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, User Training, ERP Maintenance.ERP – The Business Modules: Introduction: – Finance, Manufacturing (Production), Human Resource, Quality Management, Sales and Distribution, trends in cross functional integration software.**(Not to be included for End Semester Examination)**   5hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Alexis Leon, ERP Demystified,Second Edition, Tata McGraw–Hill Publishing company limited, New Delhi,2008
2. Sadagopan.S, ERP-A Managerial Perspective, Tata McGraw-Hill
3. David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition
4. Brady, Enterprise Resource Planning, Thomson Learning, 2007.
5. Garg & Venkitakrishnan ,"ERPWARE, ERP Implementation Framework" , Prentice Hall,2012
6. Alex Berson, Stephen .J"Data Warehousing, Data Mining and OLAP', Tata Mc Graw Hill New Delhi,2011.
7. Jose Antonio Hernandez, The SAP R/3 Handbook, Tata McGraw-Hill,2009.
8. Ellen Monk, Bret Wagner,Concepts in Enterprise Resource Planning, Cengage Learning EMEA, 2008.
9. Avraham Shtub and Reuven Karni, ERP: The Dynamics of Supply Chain and Process Management,Springer,2010.
10. Murrell G. Shields,E-Business and ERP: Rapid Implementation and Project Planning, John Wiley andsons,2001.

Unit	Part A (4X3 Mrks= 12) 4 out of 6 Word Limit -50	Part B(4X5 Mrks =20) 4 out of 6 Word Limit -100	Part C(2X8 Mrks=16) 2 out of 3 Word Limit -200	Part D(1X12 Mrks=12) One Case Study Word Limit -250
		End Semester Question Paper Template		
	Duration: 3 Hour		**Max. Marks: 60 Marks**	
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
	Total Number of 16 Questions			

ENTERPRISE RESOURCE PLANNING   **COURSE CODE: MBA18/3E/ERP**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Demonstrate a good understanding of basic issues in Enterprise Systems
CO 2	Explain the challenges associated with implementing enterprise systems and their impacts in organization
CO 3	Examine systematically the planning mechanisms in an enterprise, and identify factors in effective ERP implementation.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	2
CO4	3	3	3
Average	**3**	**3**	**2**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   **3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
KNOWLEDGE MANAGEMENT

ELECTIVE -34   **COURSE CODE: MBA18/3E/KNM**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work : 15 hrs

OBJECTIVES:
To enable the students to
- Get an in-depth analysis of knowledge management and its use in a business.
- Understand the central message of the course is that knowledge, not money or technology, will be the primary economic unit of business

COURSE OUTLINE:

UNIT I: Introduction – evolution – need – drivers – scope – approaches in organizations – strategies in organizations – components and functions – understanding knowledge – Learning organization – five components of learning organization – knowledge sources – documentation   5 hrs

UNIT II: Essentials of knowledge management – knowledge management techniques – systems and tools – organizational knowledge management architecture and implementation strategies – building the knowledge corporation and implementing knowledge management in organization   15hrs*

UNIT III: Technology: Expert systems, Artificial Intelligence- Knowledge repositories-real Time knowledge systems, implementing knowledge technologies.   15hrs*

UNIT IV: Knowledge management system life cycle – managing knowledge workers – knowledge audit – knowledge management practices in organizations – few case studies Projects: Types of projects-factors leading to success-pitfalls of knowledge management,Dedicated resources-fusion-networks-adaptation   13hrs*

UNITV: Content management, peer review, Recent software for knowledge management. **(Not to be included for end semester examination)**   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Sudhir Warier,Knowledge Management **,**Vikas Publishing House,2011
2. Thomas H Davenport ,Knowledge Management,Harvard business school press,2010
3. Amrit Tiwana, The Knowledge Management Tool Kit, PHI,2000
4. Todd.R.Gross, Thoma.P, Introduction to knowledge Management, 2003
5. Joseph.M.FireStone, Mark McElroy, Key Issues in Knowledge Management, ElServer, 2004
6. Jerry HoneyCutt, Knowledge Strategies, PHI,2009
7. Wendir, Bukowitz & Ruth.L.William, The Knowledge Management Field Book, PHI
8. Madan Mohan Rao ; Leading With Knowledge **,**TMH,2005
9. Carla O' Dell ; The Executive's Role In Knowledge Management **,**TMH ,2007
10. Awad, Elias M. and Ghaziri, Hassan M.,Knowledge management. Upper Saddle River, NJ: Pearson Education,2014

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions			

KNOWLEDGE MANAGEMENT COURSE CODE: MBA18/3E/KNM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Demonstrate a thorough understanding of different types of knowledge assets in an organisation .
CO 2	Understand the concepts and theories relevant to the acquisition, development and dissemination of knowledge in organizations at the individual, group and organizational level.
CO 3	Be able to exhibit a comprehensive framework for designing and implementing successful knowledge management strategies.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Knowledge and Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
BANKING TECHNOLOGY MANAGEMENT

ELECTIVE - 35   **COURSE CODE: MBA18/3E/BTM**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable the students to
   • Get an in-depth of various technologies in banking management.
   • Understand the importance of adoption of technology for banking operation.

Unit - I :Branch Operation and Core Banking -Electronic Banking- Core Banking -Electronic products- Core Banking Banking Technology - Distribution channels- - Teller Machines at the Bank Counters - Cash dispensers - ATMs - Anywhere Anytime Banking - Home banking (Corporate and personal) ,Total Branch Computerization - Opportunities, Challenges & Implementation.   5hrs

Unit -II -Delivery Channels -Overview of delivery channels -Automated Teller Machine (ATM) -Phone Banking -Call centers -Internet Banking -Mobile Banking -Payment Gateways - Card technologies -MICR electronic clearing .   15 hrs*

Unit - III -Back office Operations-Bank back office management -Inter branch reconciliation - Treasury Management -Forex Operations -Risk Management -Data centre Management -Net work Management -Knowledge Management (MIS/DSS/EIS) -Customer Relationships Management (CRM)   15hrs*

Unit -IV -Inter bank Payment System -Interface with Payment system Network -Structured Financial Messaging system -Electronic Fund transfer -RTGSS -Negotiated Dealing Systems & Securities Settlement Systems -Electronic Money • E Cheques   13hrs*

Unit -V -Contemporary Issues in Banking Techniques-E Banking -Budgeting -Banking softwares - Recent Core Banking Software. (Not to be included for end semester examination)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1.Financial Services Information Systems -Jessica Keyes Auerbach publication; 2nd edition, 2000
2.Kaptan S S & Choubey N S., "E-Indian Banking in Electronic Era", Sarup & Sons, New Delhi, 2003
3.Vasudeva, "E -Banking", Common Wealth Publishers, New Delhi, 2005
4.Turban Rainer Potter, Information Technology, John Wiley & Sons Inc ,2010
5.Banking Technology -Indian Institute of Bankers Publication
6.Dr. Firdos T. Shroff ,Modern Banking Technology, Second Edition, Northern Book Centre, 2007.
7.Dan Schatt ,Virtual Banking: A Guide to Innovation and Partnering,John Wiley Publication, 2014
8. Suresh Samudrala, Retail Banking Technology: The Smart Way to Serve Customers, Jaico   Publication,2015.
9. Sankar Krishnan,The Power of Mobile Banking: How to Profit from the Revolution in Retailing, John Wiley and Sons,2014.
10. Vadlamani Ravi, Advances in Banking Technology and Management: Impacts of ICT and CRM, IGI Global, 2007.

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

BANKING TECHNOLOGY MANAGEMENT   **COURSE CODE: MBA18/3E/BTM**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Have a thorough understanding of the concept of core banking and acquaint in technology enabled banking activities.
CO 2	Posses the required skills to work in Bank back office management and other related areas of bank Management
CO 3	Apply the principles of banking and new practices with the awareness of adoption of new technology for banking operations.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management in Banking.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	2
CO 3	3	3	3
CO4	3	3	3
Average	3	3	2.3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
IT LAWS AND CYBER CRIMES

ELECTIVE - 36   **COURSE CODE: MBA18/3E/ITC**
Teaching Hours : 38hrs   **Credits : 3   LTP: 3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable the students to
- To be familiar with different types of cyber crimes
- Acquire necessary knowledge to prevent the occurrence of such crimes in organizations

Unit -I -Introduction to Cyber crime-Computer Forensics -Digital Evidence -Computer Hardware, Software and Internet overview-Understanding how cyber criminals and hackers work-Types of cyber crimes -Hacker Methodology -Trojans, Worms and Viruses. Cyber Forensics..   5 hrs
Unit -II -Investigation Techniques -IP tracing -Analyzing web server logs -Tracking email accounts - Recovering deleted evidence -Handling encrypted files -Handling steganography -Handling hidden data - Investigation Tools-tracing and recovering electronic evidence .   15 hrs*
Unit -III -The criminalization of on-line conduct-identity theft -access device fraud -computer fraud -copyright infringement -Electronic evidence and communication -Intercepting electronic communications.
                                                                                                15hrs*
Unit -IV -Real World Cyber Crime Investigations -Source code theft -Accounting fraud -Forgery and counterfeiting --Cyber Sabotage case -Online Banking Fraud -Online Share Trading Fraud -Tracking the author of virus.   13 hrs*
Unit -V -Litigating Cyber-Crime-Digital Evidence -availability, reliability and admissibility -Emerging Surveillance, Control and Enforcement Methods -New Issues and New Technologies -PDAs, cell phones, wireless networks -Electronic Communications Privacy Act.   .   (**Not to be included for end semester examination**)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Eoghan Casey, Digital Evidence & Computer Crime, Forensic Digital Science, Computers and the Internet ,Academic Press, 2000.
2. Lawrence Lessig,The Law of the Horse: What Cyber law Might Teach , 113 Harv.L.Rev. 501 1999.
3. Scott Charney,The Internet, Law Enforcement and Security , Internet Policy Institute ,2001.
4. James Boyle, Foucault in CyberSpace: Surveillance, Sovereignty, and Hardwired Censors, 66 U. Cin. Rev. 177 (Excerpt) 2008.
5. Chris Reed & John Angel, Computer Law, OUP, New York, 2007.
6. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi,2012 .
7. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi ,2004
8. Jonthan Rosenoer, Cyber Law, Springer, New York, (1997).
9. Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York
10. Vasu Deva, Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi,2003

Unit	**End Semester Question Paper Template**			
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

IT LAWS AND CYBER CRIMES   **COURSE CODE: MBA18/3E/ITC**

COURSE OUTCOME

Students will be able to .

CO No.	CO Statement
CO 1	Describe laws governing cyberspace and analyse the role of internet governance.
CO 2	Develop an understanding of different types of cybercrimes and analyse the role of legal framework.
CO 3	Recognize the latest trends and forms technology related frauds and Surveillance, Control and Enforcement Methods.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
BIG DATA ANALYTICS

ELECTIVE -37   **COURSE CODE: MBA18/3E/BDA**
Teaching Hours : 38hrs   **Credits : 3**   **LTP: 3-0-0**
Field Work : 15 hrs

OBJECTIVES:
To enable the students to
- Get an in-depth analysis of big data analytics
- Understand concepts of big data management, techniques and the technology that support bid data analytics.

COURSE OUTLINE:
UNIT I: Introduction – Importance – need – convergence of key trends-fundamentals of big data--Fraud and big data-Risk and big data-Distributed computing   5 hrs
UNIT II: Big data technology-Hadoops-Data discovery-cloud and big data-crowd sourcing analytics-virtualisation support for distributed computing.   15hrs*

UNIT III: Information management-The big data foundation-Big data computation-Limitations-Big data Storage- Big data emerging technologies.   15hrs*

UNIT IV: Business Analytics-Introduction-consumption of analytics-Text analytics and big data-customized approaches to analysis of big data,Big data implementation-Integrating data resources-operationalizing big data.   13hrs*
UNITV: Security and governance-privacy, recent software and trends in cloud computing**(Not to be included for end semester examination)**   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.
REFERENCE BOOKS:
1. Judith Hurwitz , Alan Nugent , Dr. Fern Halper , Marcia Kaufman ,Big Data for Dummies,John Wiley and sons Inc.,2009
2. Michael Minelli and Michele Chambers,Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses,John Wiley &Sons Inc,2015
3. Vignesh Prajapati, Big Data analytics with r and hadoop , PACT Publishing ,2016
4. Bart Baesens, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications ,John wiley & sons Inc,.2015
5. Thomas.H.Davenport, Big Data @ work, Harvard Business School Publishing Corporation,2009
6. Carlo Vercellis, "Business Intelligence: Data Mining and Optimization for Decision Making", Wiley Publications, 2009.
7. David Loshin Morgan, Kaufman, "Business Intelligence: The Savvy Manager"s Guide", Second Edition, 2012.
8. Efraim Turban, "Decision Support and Expert System", Third edition,MSS, PHI, 2014.
9. Bernard Marr, Big Data: Using SMART Big Data, Analytics and Metrics To Make Better Decisions, John Wiley and sons, 2015.
10. Sathi, A., Engaging customers using big data: how Marketing analytics are transforming business. Palgrave Macmillan, 2014.

**End Semester Question Paper Template**
\multicolumn{2}{l}{**Duration: 3 Hour**}		\multicolumn{2}{r}{**Max. Marks: 60 Marks**}
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**

BIG DATA ANALYTICS   **COURSE CODE: MBA18/3E/BDA**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand how Big Data can be analysed to extract knowledge.
CO 2	Apply main concepts in relation to Big Data storage and analytics, and security issues that arise in relation to Big Data in business scenario.
CO 3	Ethically use Big Data to customize business while taking care of the interests of employees, customers and the community at large.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   **3 – Substantial (High)**

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

EMESTER – III
EXPERT SYTEMS

ELECTIVE - 38   **COURSE CODE MBA18/3E/ETS**

Teaching Hours : 38hrs   **Credits : 3**   **LTP: 3-0-0**
Field Work : 15 hrs

OBJECTIVES:
To enable the students to
- To provide an understanding of the relationship between Expert Systems
- To understand the wider field of artificial intelligence.

UNIT I: The nature of Expert Systems. Types of applications of Expert Systems; relationship of Expert Systems to Artificial Intelligence and to Knowledge-Based Systems   5 hrs

UNIT II: The nature of expertise-Distinguishing features of Expert Systems-Benefits of using an Expert System-Choosing an application-What an expert system is- working of expert systems.
                                                                                            15hrs*

UNIT III: Basic forms of inference: abduction; deduction; induction, Basic components of an expert system, Generation of explanations. Handling of uncertainties. Truth Maintenance Systems.
                                                                                            15hrs

UNIT IV: Expert System Architectures ,analysis of some classic expert systems, limitations of first generation expert systems, Deep expert systems. Co-operating expert systems and the blackboard model, Building Expert Systems, Methodologies for building expert systems: knowledge acquisition and elicitation.   13hrs*

UNIT V: Basic Knowledge of Engineering tools and emerging technologies in expert system (Not to be included for end semester examination)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. P Jackson, Introduction to Expert Systems,Second edition, Addison Wesley.2001
2. Elaine Rich, Kevin Knight, Artificial Intelligence, Second edition,McGraw-Hill, Inc, 2009
3. Jean-Louis Lauriere, Problem Solving and Artificial Intelligence, Prentice Hall
4. Efraim Turban, "Decision Support and Expert System", Third edition,MSS, PHI, 2014.
5. Joseph C. Giarratano & Gary D. Riley ,Expert Sytems:Principles and Programming, Third edition Cengage Learning ,2009
6. Peter J, Introduction to Expert Systems ,Third edition, Pearson Education Ltd, 2011.
7. Nils J.Nilsson: Principles of Artificial Intelligence- Narosa Publishing house,2000
8. M. Sasikumar, S.Ramani, Rule based Expert Systems (A practical Introduction) Narosa Publishing House, 2011
9. R.J. Schalkoff, "Artificial Intelligence - An Engineering Approach", McGraw Hill International Edition, Singapore, 2002.
10. D.W. Patterson, "Introduction to AI & Expert Systems", PHI, 2002.

**End Semester Question Paper Template**
\multicolumn{3}{l}{**Duration: 3 Hour**}	\multicolumn{2}{r}{**Max. Marks: 60 Marks**}		

Unit	**Part A** (4X3 Mrks= 12) 4 out of 6 Word Limit -50	**Part B**(4X5 Mrks =20) 4 out of 6 Word Limit -100	**Part C**(2X8 Mrks=16) 2 out of 3 Word Limit -200	**Part D**(1X12 Mrks=12) One Case Study Word Limit -250
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
**Total Number of 16 Questions**				

EXPERT SYSTEMS   **COURSE CODE: MBA18/3E/ETS**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Apply the methodology to transfer human knowledge into an expert system with knowledge of applications of Expert Systems.
CO 2	Demonstrate and understand various methodologies for building expert systems: knowledge acquisition and elicitation.
CO 3	Exhibit knowledge of the relationship of Expert Systems to Artificial Intelligence and to Knowledge-Based Systems that can be used to solve problems.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
DATA WAREHOUSING AND DATA MINING

ELECTIVE - 39   **COURSE CODE: MBA18/3E/DWD**
Teaching Hours : 38hrs   **Credits : 3**   **LTP: 3-0-0**
Field Work : 15 hrs
OBJECTIVES:
- To understand the overall architecture of data warehouse techniques, methods for data gathering and data pre processing using OLAP tools.
- Know the various aspects of data mining techniques.

COURSE OUTLINE:

UNIT I: Data Warehousing: Data warehousing Components –Building a Data warehouse –- Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision Support – Data Extraction, Cleanup, and Transformation Tools –Metadata.   5hrs

UNIT II: Business Analysis :Reporting and Query tools and Applications – Tool Categories – The Need for Applications – Cognos Impromptu – Online Analytical Processing (OLAP) – Need – Multidimensional Data Model – OLAP Guidelines – Multidimensional versus Multirelational OLAP – Categories of Tools – OLAP Tools and the Internet.   15hrs*

UNIT III: Data Mining : Introduction – Data – Types of Data – Data Mining Functionalities – Interestingness of Patterns – Classification of Data Mining Systems – Data Mining Task Primitives – Integration of a Data Mining System with a Data Warehouse – Issues –Data Preprocessing   15hrs*

UNIT IV: Association Rule Mining - Mining Frequent Patterns, Associations and Correlations – Mining Methods – Mining Various Kinds of Association Rules – Correlation Analysis – Constraint Based Association Mining – Classification and Prediction - Support Vector Machines – Associative Classification – Lazy Learners – Other Classification Methods **:** Clustering and Application and Trends in Data Mining ,Cluster Analysis - Types of Data – Categorization of Major Clustering Methods - Hierarchical Methods - Density-Based Methods –Grid Based Methods   13hrs*

UNIT V– Model-Data Mining Applications- new software in data mining, Cloud technology . **Not to be included for end semester examination**)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:

1. Alex Berson and Stephen J. Smith, " Data Warehousing, Data Mining & OLAP", second edition,Tata   McGraw – Hill, 2011
2. Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", Second Edition, Elsevier,2013
3. Pang-Ning Tan, Michael Steinbach and Vipin Kumar, " Introduction To Data Mining", Third edition, Pearson Education, 2014
4. K.P. Soman, Shyam Diwakar and V. Ajay ", Insight into Data mining Theory and Practice", Easter Economy Edition, Prentice Hall of India, 2016.
5.. G. K. Gupta, " Introduction to Data Mining with Case Studies", Easter Economy Edition, Prentice Hall of India, 2015
6. Daniel T.Larose, "Data Mining Methods and Models", Third edition, Wile-Interscience, 2015
7. Joseph C. Giarratano & Gary D. Riley ,Expert Sytems:Principles and Programming, Third edition Cengage Learning ,2009.
8.Michael Minelli and Michele Chambers, Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses, John Wiley &Sons Inc,2015.
9. Elliot King ,Datawarehousing and Data Mining, Computer Technology Research Corporation, 2000
10. ITLESL, Data Mining and Warehousing, Dorling Kindersley,India,2012.

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

DATA WAREHOUSING AND DATA MINING   **COURSE CODE: MBA18/3E/DWD**

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Discover and apply the principles of the overall architecture of data warehouse techniques, methods for data gathering and data pre processing using OLAP tools in real life scenario.
CO 2	Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.
CO 3	Be aware of the emerging areas in the various aspects of data mining techniques.
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to the domain of Information Technology Management.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
INTERNATIONAL BUSINESS MANAGEMENT

ELECTIVE - 40   **COURSE CODE: MBA18/3E/IBM**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable the students to
- Get an overview of the world of international business and management by studying cultural influences, government, and business structures in our global economy.
- Understand the international business and management by studying cultural influences, government, and business structures in our global economy.

COURSE OUTLINE:
UNIT I :   Introduction to International Business – Globalization of markets and production – The emerging global economy - Drivers of Globalization. Modes and entry strategies of international business - Differences between domestic and international business. An Overview-International Trade Liberalization: General Agreement in Tariff and Trade(GATT) – World Trade Organisation(WTO) - EC- World Bank, IMF, International Finance Corporation   5 hrs
UNIT II: International Business Environment – Cultural aspects – values and norms – social structure – religious and ethical systems –Political and legal factors- Economic factors- Ethical issues in international business   15 hrs*
UNIT III: International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, New products in International Marketing, Product and culture, brands in International Market.   15 hrs*
UNIT IV: International productions and logistics –country factors – technological factors – product factors – locating manufacturing facilities – make or buy decisions – sourcing purchasing and supplier relations – relevance and significance of global marketing.   13 hrs*
UNIT V: Impact of E-Business on the international business – Re-engineering the international business process (**Not to be included for End Semester Examination**)   5 hrs

Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.
REFERENCE BOOKS:
1. **Pradip Kumar Sinha, Sanchari Sinha,** International Business Management, Excel Publishers, Fifth Edition, 2008
2. Francis Cherunilam : International Business Text and Cases – PHI, Fifth Edition 2010
3. Charles W L Hill. International Business: competing in the global market place, Tata Mc Graw-Hill., 5th Edition, 2005
4. Alan M. Rugman and Richard M.Hodgetts, International Business by Pearson Education, 3rd Edition, 2004
5. **Justin Paul,** International Business, PHI Learning, Fifth Edition, 2011.
6. **Aswathappa,** International Business, Tata McGraw Hill Publishing company , 4th Edition, 2010
7. Michael R. Czinkota, IIkka A. Ronkainen, Michael H. Mofett : International Business , Thomson South-Western Eighth Edition –, 2011
8. **S.C. Gupta,** International Business Management : Multinational Management, Ane Books Pvt Ltd, First Edition, 2010
9. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International,2000
10. Oded Shenkar Yadong Luo : International Business – Sage Publications,,second edition 2008

	End Semester Question Paper Template			
Duration: 3 Hour			**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
	Total Number of 16 Questions			

INTERNATIONAL BUSINESS MANAGEMENT   COURSE CODE: MBA18/3E/IBM

COURSE OUTCOME
Students will be able to

Familiar with global business environment and get acquainted with functional domain practices.
Able to understand the cultures and ethical issues in global business.
Analyze the Market Entry strategies with various real time examples

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the global business environment and get acquainted with functional domain practices.
CO 2	Possess knowledge about cultures and ethical issues in global business.
CO 3	Analyze the Market Entry strategies with various real time examples
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to International Business Environment.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	**3**	**3**	**3**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER – III
INTERNATIONAL MARKETING MANAGEMENT

ELECTIVE - 41   **COURSE CODE: MBA18/3E/IMM**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable the students to
- Understand international marketing concepts, identification of emerging marketing opportunities, entry modes and decision making process.
- To develop marketing strategies for the international markets

COURSE OUTLINE:
UNIT I: Framework of international marketing
Definition – scope and challenges – difference and transition from international marketing and domestic marketing - Introduction to Balance Of Payments (BOP)   5 hrs

UNIT II: Developing a global vision through marketing research
Breadth and scope of international marketing research - Identifying foreign markets – classification based on demand — other bases for division of world markets   15 hrs*
   UNIT III: Global marketing management – planning and organization
Global perspective – global gateways – global marketing management — planning for global markets – alternative market entry strategies – organizing for global competition.   15 hrs*
UNIT IV: Quality – products and culture – analyzing product components for adaptation – marketing consumer services globally – brands in international markets
Demand in global business to business markets – quality and global standards – business services.- International marketing channels, International advertising – sales promotion in international markets - use of social media in international marketing   13 hrs*
UNIT V:
Export and Import Procedures and Documentation – Export Promotion Zones in different countries – International Marketing Intelligence- International MIS. **(Not to be included for End Semester Examination)**   5 hrs
Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Philip R. Cateora, International Marketing, TataMcGraw Hill, 13th edition, 2008
2. Hans Mühlbacher, Helmuth Leihs, Lee Dahringer, International Marketing: A Global Perspective Thomson Learning, 3rd edition, 2006.
3. Suend Hollensen, Global Marketing",PHI,5th edition,2001
4. Cateora, Graham, International Marketing " TMH 12th Edition, 2005
5. Warren Keegan , Global Marketing Management" Pearson – PHI Learning, 7th Edition,2004
6. Sak Onkvisit, Johnshaw, International Marketing: Analysis And Strategy " Pearson Education/PHI, 4th Edition, 2004
7. Francis Cherunillam, International Marketing " HPH, 7th Edition, 2004
8. Michael Czinkota, Illka A Ronkainen , International Marketing" Thomson, 7th Edition, 2004
9. Jean Pierre Jeannet, A David Hennessey , Global Marketing Strategies " Biztantra, 6th Edition, 2005
10. R Srinivasan, International Marketing ",PHI Learning, 2nd Edition,2004

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

INTERNATIONAL MARKETING MANAGEMENT   COURSE CODE: MBA18/3E/IMM

COURSE OUTCOME
Students will be able to

CO No.	CO Statement
CO 1	Understand the opportunities and problems that face a marketer when operating abroad.
CO 2	Possess knowledge about the international marketing mix
CO 3	Analyse the International Trade Export procedures
CO 4	Apply and demonstrate Knowledge on Recent Trends and Multi cultural issues relevant to International Marketing Domain.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	3
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	3
Average	3	3	3

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
Total			**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
INTERNATIONAL FINANCE

ELECTIVE - 42   **COURSE CODE: MBA18 /3E/IFI**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand the fundamental concepts and managerial issues pertaining to international finance.
- Understand foreign exchange, derivatives, international capital budgeting and financing.

COURSE OUTLINE:
UNIT I: Introduction
         International Finance – Overview – Globalization - International monetary system - Internationalization process.- Introduction to Derivates Market.   5 hrs
UNIT II: Foreign Exchange
         Balance of payments - Exchange rates - Basic equations - Foreign exchange markets - Theories of foreign exchange rate - Definitions of foreign exchange risk - Financial accounting and foreign exchange.   15 hrs*
UNIT III: For ex Exposure & Management
         Principles of exposure management - Internal techniques of exposure management - External techniques of exposure management. – Economic Exposure, Transaction Exposure, Translation Exposure.   15 hrs*
UNIT IV: International Capital Budgeting
         International Capital Budgeting: Exchange controls and corporate tax in international investment - International capital budgeting framework - International capital budgeting model - International investment - Political risk. International Financing: Bond Financing - Loan Financing - Securitised Financing - Equity Financing - Features of Loan Agreements - Issues in Overseas Funding Choices - Financing international trade and minimizing credit risk   13 hrs*
UNIT V: Foreign Exchange Market – Foreign Financial Instruments - Determination of foreign exchange – Money changers in India **(Not to be included for End Semester Examination)**   5 hrs
Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. P.G.Apte, International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Fourth Edition, 2006.
2. Sharan Vyuptakesh, International Financial Management, Prentice Hall of India Ltd., 5th Edition.,2011
3. Adrian Buckley, Multinational Finance, Prentice Hall of India, 4th edition-2004
4. Levi, International Finance, Tata McGraw-Hill, 3rd Edition, 1997.
5. Shapiro, Multinational Financial Management, Prentice Hall of India, 9th edition, 2001.
6. Jeff Madura, International Financial Management, Cengage Learning, 12th edition, 2013.
7. Jain, P.K., et.al, International Financial Management, Macmillan, New Delhi, 1998.
8. Eun Cheol, International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Third Edition, 2004.
9. Madhuvij, International Financial Management, Excel Books, second edition, 2003
10. Thummuluri Siddaiah, International Financial Management, Pearson, First Edition, 2010

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

INTERNATIONAL FINANCE   **COURSE CODE: MBA18 /3E/IFI**

COURSE OUTCOME
   Students will be able to

CO No.	CO Statement
CO 1	Possess good knowledge on international trade and the exposure involved in it.
CO 2	Understand the international capital budgeting techniques in international trade
CO 3	Analyse the overseas funding procedures
CO 4	Apply and demonstrate Knowledge on Recent Trends relevant to International Finance.

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	2
Average	3	3	2.5

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.

SEMESTER - III
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

ELECTIVE - 43   **COURSE CODE: MBA18/3E/IHR**
Teaching Hours: 38 hrs   **Credits: 3   LTP –3-0-0**
Field Work: 15 hrs

OBJECTIVES:
To enable students to
- Understand the fundamental International HR
- Understand the concepts and managerial issues pertaining to Global HR practice

COURSE OUTLINE:
UNIT I: Introduction – Definition, Difference between domestic and international HR management, IHRM approaches.   5hrs

UNIT II: IHRM the functional aspects – Recruitment, selection and staffing in International concept, Training and development – compensation management – performance management   15 hrs*

UNIT III: Organisational Process of IHRM – Inter-cultural communication and behavior, global leadership, decision making in global context – role of global HR manager.   15 hrs*

UNIT IV: Cross cultural issues - role of culture – cross cultural theories – organizational and national culture – issues in diversity management in international scenario.- Global HR issues –employee relations- managing international industrial relation. IHRM trends and future challengers – International business ethics,   13 hrs*

UNIT V: Cross Cultural Implications in the workplace – Cross cultural training – Industrial scenario in a multinational corporation and in various countries in the globe. (**Not to be included for End Semester Examination**)   5 hrs.
Note * Experiential learning pedagogy- field work related recent trends and practices in real life business scenario covering unit II, III and IV.

REFERENCE BOOKS:
1. Dowling, P., Welch, D. and Schuler R, International HRM: Managing People in   a Multinational Context Thomson Publishing fifth edition, 2008
2. Dr. Nilanjan Sengupta and Dr.Mousumi S Bhattacharya, International Human Resouce Management, Excel Books. 2012
3. Marquardt M and Engel D, Global Human Resource Development, Prentice Hall
4. Bhatia, S.K., Internaltional Human Resource management – Global perspective, Deep & Deep publication, New Delhi.
5. Roa V.S.P. Human Resouce management, Excel Books.
6. Harzing A & Ruysseveldt J.V., Internaltional Human Resource management, Sage Publication, Fourth Edition,
7. Dennis Briscoe, Randall Schuler, Ibraiz Tariquev ,International Human Resource Management: Policies and Practices for Multinational Enterprises , Roultedge Publication,s fourth Edition, 2012

End Semester Question Paper Template			
Duration: 3 Hour		**Max. Marks: 60 Marks**	
Unit	**Part A** (4X3 Mrks= 12) **4 out of 6** **Word Limit -50**	**Part B**(4X5 Mrks =20) **4 out of 6** **Word Limit -100**	**Part C**(2X8 Mrks=16) **2 out of 3** **Word Limit -200**	**Part D**(1X12 Mrks=12) **One Case Study** **Word Limit -250**
1	2	1		Case study should not contain more than two questions.
2	2	1	1	
3	1	2	1	
4	1	2	1	
Total	**6**	**6**	**3**	**1**
Total Number of 16 Questions				

INTERNATIONAL HUMAN RESOURCE MANAGEMENT   **COURSE CODE: MBA18/3E/IHR**

COURSE OUTCOME
   Students will be able to

CO No.	CO Statement
CO 1	Understand the basics and functions of International HRM
CO 2	Familiarize and be aware of the cross cultural issues
CO 3	Analyse the industrial relations at International level.
CO 4	Apply and demonstrate Knowledge on Recent Trends and multi cultural issues relevant to the International HR Domain..

Mapping of CO with PSO

CO / PSO	PSO 1	PSO 2	PSO 3
CO 1	3	3	2
CO 2	3	3	3
CO 3	3	3	3
CO4	3	3	2
Average	**3**	**3**	**2.5**

*Mapping Levels: 1 – Slight (Low) 2 – Moderate (Medium)   3 – Substantial (High)

QUESTION PAPER PATTERN:

Level	Section	Illustrative Key words for framing of the questions	Marks
K1 K2	Part A (Answer four out of Six)	Remember, Recollect Define, List, Pointout, Identify, State, What, When, Which, Indicate Understand, Explain, Classify, Describe, Show, Sketch, Illustrate, Give Example, Translate, Advantages and Disadvantages, Significance, Importance, Need, Highlight	4X3Marks=12
K3 K4	Part B(Answer 4 out of Six)	Apply, Relate, Solve, Demonstrate, Interpret, Prepare, Classify, Predict, Compute Analyse ,Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose	4X5Marks=20
K4 K5	Part C (Answer 2 out of Three)	Analyse, Ascertain, Distinguish, Differentiate, Examine, Determine, Justify, Recommend, Pros and Cons, Contrast, Infer, Discriminate, Associate, Diagnose Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh,	2X8Marks=16
K5 K6	Part D (Compulsory Case study)*	Evaluate, Appraise, Argue, Defend, Judge, Select, Support, Critically Analyse, Conclude, Assess, Deduce, Criticise, Compare and Contrast, Weigh Create, Design, Assemble, Construct, Develop, Formulate, Investigate, SWOT, Suggestion, Flow Chart, Model, Frame, Generate	1X12Marks=12
	Total		**60 Marks**

*Case study shall be on any case situations/Hypothetical situations and need not be a compulsory questions or problem. Case study should not contain more than two questions.