

MADURAI SCHOOL OF MANAGEMENT (MSM)**ANNA UNIVERSITY - MBA - SYLLABUS****SEMESTER - I**

S. NO.	COURSE CODE	COURSE TITLE
1	BA4101	Statistics for Management
2	BA4102	Management Concepts and Organizational Behavior
3	BA4103	Managerial Economics
4	BA4104	Accounting for Decision Making
5	BA4105	Legal Aspects of Business
6	BA4106	Information Management
7	BA4111	Indian ethos (Seminar)
8	BA4112	Business Communication (Laboratory)
9	BA4032	Entrepreneurship Development

SEMESTER - II

S. NO.	COURSE CODE	COURSE TITLE
1	BA4201	Quantitative Techniques for Decision Making
2	BA4202	Financial Management
3	BA4203	Human Resource Management
4	BA4204	Operations Management
5	BA4205	Business Research Methods
6	BA4206	Business Analytics
7	BA4207	Marketing Management
8	BA4211	Business Ethics (Seminar)
9	BA4212	Data analysis and Business Modelling (Laboratory)

SEMESTER - III

S. NO.	COURSE CODE	COURSE TITLE
1	BA4301	Strategic Management
2	BA4302	International Business
3	BA4311	Creativity and Innovation Laboratory
4	BA4312	Summer Internship
5	Elective Courses	2 Courses from any of the 5 Professional Electives (Given in the 2nd Page)
6	Elective Courses	2 Courses from any of the 5 Professional Electives

SEMESTER – IV

S. NO.	COURSE CODE	COURSE TITLE
1	BA4411	Project Work

SEMESTER – III

PROFESSIONAL ELECTIVES

FINANCIAL MANAGEMENT

S. NO.	COURSE CODE	COURSE TITLE
1	BA4001	Security Analysis and Portfolio Management
2	BA4002	Financial Markets
3	BA4003	Banking and Financial Services

MARKETING MANAGEMENT

S. NO.	COURSE CODE	COURSE TITLE
1	BA4008	Consumer Behavior
2	BA4011	Services Marketing
3	BA4012	Sales and Distribution Management

HUMAN RESOURCE

S. NO.	COURSE CODE	COURSE TITLE
1	BA4015	Strategic Human Resource Management
2	BA4016	Industrial relations and Labour Legislations
3	BA4018	Negotiation and Conflict Management

OPERATIONS MANAGEMENT

S. NO.	COURSE CODE	COURSE TITLE
1	BA4021	Supply Chain Management
2	BA4024	Services Operations Management
3	BA4026	Project Management

BUSINESS ANALYTICS

S. NO.	COURSE CODE	COURSE TITLE
1	BA4027	Data Mining for Business Intelligence
2	BA4028	Deep Learning and Artificial Intelligence
3	BA4029	Social Media Web Analytics

COURSE OBJECTIVE:

- To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION**9**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**9**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS**9**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way

UNIT IV NON-PARAMETRIC TESTS**9**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V CORRELATION AND REGRESSION**9**

Correlation - Coefficient of Determination - Rank Correlation - Regression - Estimation of Regression line - Method of Least Squares - Standard Error of estimate.

TOTAL:45 PERIODS**COURSE OUTCOMES:**

- To facilitate objective solutions in business decision making.
- To understand and solve business problems.
- To apply statistical techniques to data sets, and correctly interpret the results.
- To develop skill-set that is in demand in both the research and business environments.
- To enable the students to apply the statistical techniques in a work setting.

REFERENCES:

1. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.
2. Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.
4. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. David R. Anderson, Dennis J. Sweeney, Thomas A.Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South - Western) Asia, Singapore, 2016.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
- To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

UNIT I NATURE AND THEORIES OF MANAGEMENT**9**

Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo- Classical- Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills.

UNIT II PLANNING AND ORGANISING**9**

Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes.

Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.

UNIT III INDIVIDUAL BEHAVIOUR**9**

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.

UNIT IV GROUP BEHAVIOUR**9**

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

UNIT V EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR**9**

Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

On completion of course, Students will develop

CO1 Understanding of various management concepts and skills required in the business world

CO2 In-depth knowledge of various functions of management in a real time management context

CO3 Understanding of the complexities associated with management of individual behavior in the organizations

CO4 Develop the skillset to have manage group behaviour in Organizations

CO5 Insights about the current trends in managing organizational behaviour

REFERENCES:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
3. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
4. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
5. Stephen P. Robbins, Timothy A.Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014.
6. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.
7. Don Hellriegel, Susan E. Jackson and John W,Jr Slocum, Management: A competency-Based Approach, Thompson South Western,11th edition, 2008.
8. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
9. Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals Of Management, Prentice Hall of India,9 th edition 2016.
10. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
11. Nelson, Quick, Khandelwal. ORGB - An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
12. Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.
13. Udai Pareek, Understanding Organisational Behavior, 3rd Edition, Oxford Higher Education, 2011.
14. Jerald Greenberg, Behavior in Organizations, PHI Learning. 10th edition. 2011

BA4103**MANAGERIAL ECONOMICS****L T P C**
3 0 0 3**COURSE OBJECTIVE:**

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macroeconomics to have the understanding of economic environment of business.

UNIT I INTRODUCTION**9**

The themes of economics - scarcity and efficiency - three fundamental economic problems - society's capability - Production possibility frontiers (PPF) - Productive efficiency Vs economic efficiency - economic growth & stability - Micro economies and Macro economies - the role of markets and government - Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**9**

Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour - Production - Short-run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET**9**

Product market - perfect and imperfect market - different market structures - Firm's equilibrium and supply - Market efficiency - Economic costs of imperfect competition - factor market - Land, Labour and capital - Demand and supply - determination of factor price - Interaction of product and factor market - General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**9**

Macro-economic aggregates - circular flow of macroeconomic activity - National income determination - Aggregate demand and supply - Macroeconomic equilibrium - Components of aggregate demand and national income - multiplier effect - Demand side management - Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY**9**

Short-run and Long-run supply curve - Unemployment and its impact - Okun's law - Inflation and the impact - reasons for inflation - Demand Vs Supply factors - Inflation Vs Unemployment tradeoff - Phillips curve - short-run and long-run - Supply side Policy and management - Money market - Demand and supply of money - money-market equilibrium and national income - the role of monetary policy.

TOTAL: 45PERIODS**COURSE OUTCOMES:**

- To introduce the concepts of scarcity and efficiency;
- To explain principles of microeconomics relevant to managing an organization
- To describe principles of macroeconomics
- To have the understanding of economic environment of business.
- To study about the policies that regulate economic variables

REFERENCES:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7th edition 2008.
3. N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi, 2017.
4. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
6. Panneerselvam. R, Engineering Economics, 2nd Edition, PHI Learning, 2014.

BA4104**ACCOUNTING FOR DECISION MAKING****L T P C**
3 0 0 3**COURSE OBJECTIVE:**

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements

UNIT I FINANCIAL ACCOUNTING**9**

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles- Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements

UNIT II ANALYSIS OF FINANCIAL STATEMENTS**9**

Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios - Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis - Trend Analysis.

UNIT III COST ACCOUNTING**9**

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) - Joint and By Product Costing - Activity Based Costing, Target Costing.

UNIT IV MARGINAL COSTING**9**

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.

UNIT V BUDGETING AND VARIANCE ANALYSIS**9**

Budgetary Control - Sales, Production, Cash flow, fixed and flexible budget - Standard costing and Variance Analysis - (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

1. A thorough grounding of financial accounting concepts
2. Preparation of financial statement analysis
3. Understand the management and cost accounting techniques
4. Apply the management and cost accounting techniques for decision making
5. Assess the accountancy standards of practices in India

REFERENCES:

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8th edition, 2018.
3. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
4. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017
5. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
6. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
7. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting - Text and cases,3rd edition PHI Learning, 2018
8. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsiever, 2012.

BA4105**LEGAL ASPECTS OF BUSINESS****L T P C
3 0 0 3****COURSE OBJECTIVE:**

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

UNIT I COMMERCIAL LAW**9****THE INDIAN CONTRACT ACT 1872**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller -

NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW AND COMPETITION ACT**9**

COMPANY ACT 1956&2013 Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT III INDUSTRIAL LAW**9**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV CORPORATE TAX & GST**9**

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**9**

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

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
2. Identify the common forms of business associations and elements of Corporate Governance
3. Develop insights regarding the laws related to industrial environment
4. Ability to understand the fundamentals of corporate tax and GST
5. Understand the role of consumer rights and cyber laws in the modern business environment

REFERENCES :

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.
- 5 Sinha P.K, Dr. Vinod Singhanian, Text Book of Indirect Tax, Taxman Publication, New Delhi
6. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
7. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.
8. Dr. Vinod K. Singhanian, Direct Taxes Planning and Management, 11 th, 2007.
9. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15 th edition 2017.
10. Daniel Albuquerque, Legal Aspect of Business, Oxford,2 nd edition, 2017
11. Ravinder Kumar- Legal Aspect of Business.- Cengage Learning, 4 th Edition-2016.
12. V.S. Datey, GST Ready Reckoner, 9 th edition, 2019

BA4106	INFORMATION MANAGEMENT	L T P C
		3 0 0 3

COURSE OBJECTIVES:

- To understand the importance of information in business
- To know about the recent information systems and technologies.

UNIT I INTRODUCTION**9**

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.

UNIT II SYSTEM ANALYSIS AND DESIGN**10**

System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS**8**

DBMS - types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.

UNIT IV INTEGRATED SYSTEMS, SECURITY AND CONTROL**9**

Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

UNIT V NEW IT INITIATIVES**9**

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

1. Learn the basics of data and information system.
2. Understand the system development methodologies.
3. Understand database management system and its types.
4. Learn the various technologies in information system and its security.
5. Gains knowledge on effective applications of information systems in business.

REFERENCES:

1. Robert Schultheis and Mary Sumner, Management Information Systems - The Manager' s View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane P Laudon, Management Information Systems - Managing the Digital Firm, 15 th edition, 2018.
3. Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

BA4111

INDIAN ETHOS (SEMINAR)

L T P C
0 0 4 2

COURSE OBJECTIVES:

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behaviour and value systems at work.

NOTE:

- The following is the list of topics suggested for preparation and presentation by students twice during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.
 - 1) Indian Ethos and Personality Development
 - 2) Work ethos and ethics for Professional Managers
 - 3) Indian Values, Value Systems and Wisdom for modern managers
 - 4) Ethos in leadership development
 - 5) Indian system of learning - Gurukul system of learning, Law of humility, Law of growth, Law of responsibility

TOTAL: 60 PERIODS

COURSE OUTCOMES:

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

BA4112

BUSINESS COMMUNICATION (LABORATORY)

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COURSE OBJECTIVES:

- To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public,

UNIT I INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION 12

Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback. - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.

UNIT II BUSINESS COMMUNICATION WRITING MODELS AND TOOLS 12

Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes

UNIT III EFFECTIVE PRESENTATIONS 12

Principles of Effective Presentations, Principles governing the use of audiovisual media.

UNIT IV INTERVIEW SKILLS 12

Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.

UNIT V REPORT WRITING 12

Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

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

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

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

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

TOTAL : 60 PERIODS

COURSE OUTCOMES:

1. Develop good managerial communication skills
2. Ability to excel in different forms of written communication required in a business context
3. Develop good presentation skills
4. In-depth understanding of interview skills
5. Ability to prepare Business reports

REFERENCES :

1. Rajendra Pal, J.S. Korlahalli ,Essentials of Business Communication by, Sultan Chand & Sons, 13th Edition
2. Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2nd edition, 2012
3. Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH , New Delhi , 10th edition, 2004
4. Ludlow R , Panton ,The Essence of Effective Communications , Prentice Hall of India Pvt. Ltd. 2, 1995
5. C. S. Rayadu , Communication by, HPH, 2015
6. R. C. Sharma , Krishna Mohan ,Business Correspondence & Report Writing , Tata McGraw Hill, 5th Edition, 2017
7. Malcolm Goodale , Developing Communication Skills, 2nd Edition Professional Presentations, Cambridge University Press
8. Supplementary Reading Material Business Communication - Harvard Business Essentials Series, HBS Press
9. Adair, J , Effective Communication. , Pan Macmillan Excellence in Business Communication by Thill, J. V. &Bovee, G. L, McGraw Hill, New York. Business Communications: From Process to Product by Bowman, J.P. &Branchaw, P.P., Dryden Press, Chicago.

WEBSITES :

www.businesscommunicationskills.com
www.kcittraining.com
www.mindtools.com
www.businesscommunication.org

BA4032**ENTREPRENEURSHIP DEVELOPMENT****L T P C**
3 0 0 3**COURSE OBJECTIVES:**

- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE**9**

Entrepreneurship concept - Entrepreneurship as a Career - Entrepreneurial Personality - Characteristics of Successful Entrepreneurs - Knowledge and Skills of an Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT**9**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.

UNIT III BUSINESS PLAN PREPARATION**9**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS**9**

Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching - Incubation, Venture capital, Start-ups.

UNIT V MANAGEMENT OF SMALL BUSINESS**9**

Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

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

1. The learners will gain entrepreneurial competence to run the business efficiently.
2. The learners are able to undertake businesses in the entrepreneurial environment
3. The learners are capable of preparing business plans and undertake feasible projects.
4. The learners are efficient in launching and develop their business ventures successfully
5. The learners shall monitor the business effectively towards growth and development..

REFERENCES:

1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
2. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.
3. Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
4. Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.
5. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH,2006.
6. Arya Kumar. Entrepreneurship, Pearson,2012.
7. Prasanna Chandra, Projects - Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition ,2017.

BA4201**QUANTITATIVE TECHNIQUES FOR DECISION MAKING****L T P C**
3 0 0 3**COURSE OBJECTIVE:**

- To apply quantitative techniques in modeling and solving business related problems.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)**9**

Relevance of quantitative techniques in management decision making. Linear Programming- formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS**9**

Transportation Models (Minimising and Maximising Problems) - Balanced and unbalanced Problems - Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models.

Assignment Models (Minimising and Maximising Problems) - Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III DECISION AND GAME THEORIES**9**

Decision making under risk - Decision trees - Decision making under uncertainty.

Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY AND REPLACEMENT MODELS**9**

Inventory Models - EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

Replacement Models-Individual replacement Models (With and without time value of money) - Group Replacement Models.

UNIT V QUEUING THEORY AND SIMULATION**9**

Queuing Theory - single and multi-channel models - infinite number of customers and infinite calling source.

Monte Carlo simulation - use of random numbers, application of simulation techniques

COURSE OUTCOMES:

To understand the applications of

1. Linear programming in product mix decisions
2. Transportation and assignment in logistics and job allocation scenarios
3. Game theory and heuristics of decision making in real time decisions
4. Inventory management and replacement models in manufacturing context
5. Queuing and simulation in real time scenario optimisation

BA4202**FINANCIAL MANAGEMENT****L T P C**
3 0 0 3**COURSE OBJECTIVES:**

Facilitate student

- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to finance functions.

UNIT I FOUNDATIONS OF FINANCE**9**

Introduction to finance- Financial Management - Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions - Time value of money - features and valuation of shares and bonds - Concept of risk and return - single asset and of a portfolio.

UNIT II INVESTMENT DECISIONS**9**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III FINANCING AND DIVIDEND DECISION**9**

Leverages - Operating and Financial leverage - measurement of leverages - degree of Operating & Financial leverage - Combined leverage, EBIT - EPS Analysis- Indifference point.

Capital structure - Theories - Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure.

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter's - Model, Gordon's model and MM model. - Factors determining dividend policy - Types of dividend policies - forms of dividend.

UNIT IV WORKING CAPITAL MANAGEMENT**9**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management - Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance.

UNIT V LONG TERM SOURCES OF FINANCE**9**

Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

COURSE OUTCOMES:

1. Identify the concepts of financial decision of an organisation
2. Recognize the time value of money
3. Learn the capital budgeting and cost of capital techniques
4. Understand how to decide the decision of capital structure and distribution of dividend
5. Assess the short-term and long-term sources of finance

REFERENCES :

1. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.
3. AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne -Fundamentals of Financial Management- PHI Learning, 13th Edition, 2014.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.
6. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

BA4203**HUMAN RESOURCE MANAGEMENT**

L	T	P	C
3	0	0	3

COURSE OBJECTIVE:

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**9**

Evolution of human resource management - The importance of the human capital - Role of human resource manager -Challenges for human resource managers - trends in Human resource policies - Computer applications in human resource management - Human resource accounting and audit.

UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT**9**

Importance of Human Resource Planning - Forecasting human resource requirement -matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.

UNIT III TRAINING AND DEVELOPMENT**9**

Types of training methods -purpose- benefits- resistance. Executive development programme - Common practices - Benefits - Self development - Knowledge management.

UNIT IV EMPLOYEE ENGAGEMENT**9**

Compensation plan - Reward - Motivation - Application of theories of motivation - Career management - Mentoring - Development of mentor - Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

UNIT V PERFORMANCE EVALUATION AND CONTROL**9**

Method of performance evaluation - Feedback - Industry practices. Promotion, Demotion, Transfer and Separation - Implication of job change. The control process - Importance - Methods - Requirement of effective control systems grievances - Causes - Implications - Redressal methods.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Students would have gained knowledge on the various aspects of HRM
2. Students will gain knowledge needed for success as a human resources professional.
3. Students will develop the skills needed for a successful HR manager
4. Students would be prepared to implement the concepts learned in the workplace.
5. Students would be aware of the emerging concepts in the field of HRM

REFERENCES :

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

BA4204

OPERATIONS MANAGEMENT

L	T	P	C
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COURSE OBJECTIVE:

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT**9**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices

UNIT II OPERATIONS AND THE VALUE CHAIN**9**

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement – Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT III DESIGNING OPERATIONS**9**

Product Design – Criteria, Approaches. Product development process – stage-gate approach – tools for efficient development. Process – design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT IV PLANNING AND CONTROL OF OPERATIONS**9**

Demand Forecasting – Need, Types, Objectives and Steps – Overview of Qualitative and Quantitative methods. Operations planning – Resource planning – Inventory Planning and Control. Operations Scheduling – Theory of constraints – bottlenecks, capacity constrained resources, synchronous manufacturing

UNIT V QUALITY MANAGEMENT**9**

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management – philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understanding of the evolution of operations management practices and world class manufacturing processes
2. Knowledge about capacity planning, strategic sourcing and procurement in organizations
3. Enhances the understanding of product development and design process
4. Ability to forecast demand and overcome bottlenecks
5. Provides insight to Quality management tools and practices.

REFERENCES :

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.
2. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4. Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9th edition, 2015.
6. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.
7. Panneerselvam. R, Production and Operations Management, 3rd Edition, PHI Learning, 2012.

BA4205

BUSINESS RESEARCH METHODS

L T P C

3 0 0 3

COURSE OBJECTIVE:

- To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.

UNIT I INTRODUCTION**9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS**9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**9**

Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.

TOTAL : 45 PERIODS**COURSE OUTCOMES :**

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

REFERENCES :

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, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
5. Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.

BA4206**BUSINESS ANALYTICS****L T P C**
3 0 0 3**COURSE OBJECTIVES:**

Learn to

1. Use business analytics for decision making
2. To apply the appropriate analytics and generate solutions
3. Model and analyse the business situation using analytics.

UNIT I INTRODUCTION TO BUSINESS ANALYTICS (BA)**9**

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II MANAGING RESOURCES FOR BUSINESS ANALYTICS**9**

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III DESCRIPTIVE ANALYTICS**9**

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT IV PREDICTIVE ANALYTICS**9**

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT V PRESCRIPTIVE ANALYTICS**9**

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Ability to understand the role of Business Analytics in decision making
2. Ability to identify the appropriate tool for the analytics scenario
3. Ability to apply the descriptive analytics tools and generate solutions
4. Understanding of Predictive Analytics and applications
5. Knowledge of Prescriptive Analytics and demonstrating business process improvement

REFERENCES

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

COURSE OBJECTIVES:

- To understand the changing business environment and the fundamental premise underlying market driven strategies.
- To identify the indicators of management thoughts and practices.

UNIT I INTRODUCTION**9**

Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.

UNIT II MARKETING STRATEGY**9**

Marketing strategy formulations – Key Drivers of Marketing Strategies – Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS**9**

Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods

UNIT IV BUYER BEHAVIOUR**9**

Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING**9**

Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations – Cause related marketing – Ethics in marketing – Online marketing trends – social media and digital marketing

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Applied knowledge of contemporary marketing theories to the demands of business and management practice.
2. Enhanced knowledge of marketing strategies for consumer and industrial marketing
3. Deep understanding of choice of marketing mix elements and managing integrated marketing channels
4. Ability to analyze the nature of consumer buying behaviour
5. Understanding of the marketing research and new trends in the arena of marketing

REFERENCES:

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017.
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill Education, 2012
3. Lamb, Hair, Sharma, Mc Daniel- Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012.
4. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.
5. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6th edition, 2018.
6. A. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
7. Micheal R.Czinkota, Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2nd edition 2006.
8. Philip Kotler, Gay Armstrong, Prafulla Agnihotri, Principles of marketing, 7th edition, 2018.

BA4211

BUSINESS ETHICS (SEMINAR)

L T P C
0 0 4 2

COURSE OBJECTIVE:

- To enable the learners to have exposure on business ethics and ethical business perspectives.

NOTE :

- The following is the list of topics suggested for preparation and presentation by students twice during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.
 - 1) Individual Culture and Ethics
 - 2) Ethical codes of conduct and value Systems
 - 3) Loyalty and Ethical Behaviour, Ethical decision making
 - 4) Ethical business issues and solutions
 - 5) Corporate Social Responsibilities of Business

TOTAL: 60 PERIODS

COURSE OUTCOMES:

1. The learners can handle issues of business ethics and offer solutions ethical perspectives
2. The learners are able to apply the basic concepts of Indian ethos and value systems at work.
3. The learners can handle issues of business ethics and offer solutions in ethical perspectives
4. The learners are professionally efficient and skilful in value systems and culture
5. The learners are capable in ethically manage business towards well being of the society.
6. The learners can be socially effective in undertaking business responsibilities.

BA4212

**DATA ANALYSIS AND BUSINESS MODELING
(LABORATORY)****L T P C
0 0 4 2****OBJECTIVE :**

- to have hands-on experience on data analysis for business modeling.

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Parametric Tests	4
3	3	Non-parametric Tests	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment - 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4

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9	8	Revenue Management	4
10	-	Extended experiment - 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments - 3	4

➤ Spreadsheet Software and Data Analysis Tools

TOTAL: 60 PERIODS

COURSE OUTCOMES:

1. Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
2. Facilitates to identify the relationship between variables using data analytical tools
3. Provides understanding about forecasting in real time business world using analytical tools
4. Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
5. Enhances knowledge about networking, inventory models and queuing theory using data analytical tools

REFERENCES:

1. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-Western College Pub, 2011.
2. William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using Microsoft Excel" PHI, 2017.
4. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson,2010.
5. Minnick, C. WebKit for Dummies. John Wiley & Sons, (2012).

BA4301**STRATEGIC MANAGEMENT**

L	T	P	C
3	0	0	3

COURSE OBJECTIVE:

- To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, and to equip with skills required to manage business and non-business organizations at senior levels. The course adopts a functional approach to management developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE**9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies-core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**9**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES**9**

Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Strategic management in a new globalised economy

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Ability to understand the Strategic management process and social responsibility of business organizations
2. In-depth understanding about the need for developing competitive advantage for organizations
3. Provides insights into various corporate and business level strategies
4. Facilitates to identify the various control systems required for organizational strategy implementation process
5. Enhances the cognitive knowledge about various strategic issues and development of new business models

REFERENCES:

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
4. Adriaan H. Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2nd edition, 2013.
6. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
7. Dr. Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
8. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012
9. Lafley AG and Roger L Martin, Playing to Win : Strategy really works, Harvard Business Review Press

COURSE OBJECTIVE:

- To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.

UNIT I AN OVERVIEW OF INTERNATIONAL BUSINESS**9**

Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

UNIT II THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**9**

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

UNIT III GLOBAL ENTRY**9**

Strategic compulsions— Strategic options - Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business - Organizational structures - Controlling of international business, approaches to control - Performance of global business, performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**9**

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

UNIT V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**9**

Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business - Conflict in international business- Sources and types of conflict - Conflict resolutions - Negotiation -Ethical issues in international business - Ethical decision-making.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

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

REFERENCES:

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12th edition.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.
6. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

BA4311

CREATIVITY AND INNOVATION LABORATORY

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COURSE OBJECTIVES:

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.

UNIT I INTRODUCTION**12**

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II MECHANISM OF THINKING AND VISUALIZATION**12**

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

UNIT III CREATIVITY**12**

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

UNIT IV CREATIVITY IN PROBLEM SOLVING**12**

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

UNIT V INNOVATION**12**

Innovation- radical vs evolutionary, - Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors - Innovator's solution - creating and sustaining successful growth - Disruptive Innovation model - Segmentive Models - New market disruption —Managing the Strategy Development Process - The Role of Senior Executive in Leading New Growth - Passing the Baton, Entrepreneurial Tools for Creativity and Innovation

TOTAL: 60 PERIODS**COURSE OUTCOMES:**

1. Provides insights about approaches to creativity and innovation
2. Understanding of heuristic models and its applications
3. Enhances the knowledge of nature of creativity
4. Ability to apply creativity in problem solving
5. Knowledge about radical and disruptive models of innovation

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCES:

2. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999
3. Geoffrey Petty," How to be better at Creativity", The Industrial Society 2012
4. Clayton M. Christensen Michael E. Raynor," The Innovator's Solution", Harvard Business School Press Boston, USA, 2007
5. Semyon D. Savransky," Engineering of Creativity - TRIZ", CRC Press New York USA," 1st edition 2000
6. CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013

BA4001**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

L	T
P	C
3	0
0	3

COURSE OBJECTIVES:

Enables student to

- Understand the nuances of stock market operations.
- Understand the techniques involved in deciding upon purchase or sale of securities.

UNIT I INVESTMENT SETTING**9**

Financial and economic meaning of Investment - Characteristics and objectives of Investment - Investment process -Types of Investment - Investment alternatives - Choice and Evaluation - Risk and return concepts - Valuation of bonds and stock.

UNIT II FUNDAMENTAL ANALYSIS**9**

Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle - Company Analysis Measuring Earnings - Forecasting Earnings - Applied Valuation Techniques - Graham and Dodds investor ratios.

UNIT III TECHNICAL ANALYSIS**9**

Fundamental Analysis Vs Technical Analysis -- Dow theory - Charting methods - Chart Patterns Trend - Trend reversals - Market Indicators -Moving Average - Exponential moving Average Oscillators -RSI -ROC - MACD.
Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.

UNIT IV PORTFOLIO CONSTRUCTION AND SELECTION**9**

Portfolio analysis - Reduction of portfolio risk through diversification - Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.

UNIT V**9**

Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory- Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index - Mutual Funds - Portfolio Revision.

TOTAL :45 PERIODS**COURSE OUTCOMES :**

1. Understand the concept of investment and identify the investment alternatives to investors
2. Learn the nuances of fundamental analyses and technical analyses
3. Analyse and evaluate the value of securities
4. Explain how to construct an efficient portfolio
5. Explore the various methods through which portfolio evaluation could be done

REFERENCES :

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
4. Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013.
5. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
6. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.
7. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012

BA4002**FINANCIAL MARKETS****L T P C****3 0 0 3****COURSE OBJECTIVE:**

- To understand the types and functions of the various financial markets in India, its instruments and Regulations.

UNIT I FINANCIAL MARKETS IN INDIA**9**

Indian financial system and markets - structure of financial markets in India -Types-Participants in financial Market - Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market - financial instruments

UNIT II INDIAN CAPITAL MARKET- PRIMARY MARKET**9**

Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, - Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc - Role of primary market - Regulation of primary market.

UNIT III SECONDARY MARKET**9**

Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges -Role of SEBI - BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers -Stock market indices - calculation.

UNIT IV DEBT MARKET AND FOREX MARKET**9**

Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds

Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.

UNIT V MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY**9**

Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager

Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understanding the basic concepts of the finance markets in India
2. Identify the underlying structure and functions of Indian financial markets
3. Familiarise the methods of issuing shares and the role of intermediaries in the primary market
4. Learn about the trading mechanism in stock market
5. Describe the instruments, participants and trading in debt market

REFERENCES:

1. Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
2. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Fourth edition, 2014.
3. Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York,3rd Edition,2017.
4. Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.
5. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Fourth edition, 2009.

BA4003**BANKING AND FINANCIAL SERVICES**

L	T	P	C
3	0	0	3

COURSE OBJECTIVES :

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.
- Understand about other asset based and fund based financial services in India

UNIT I INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION
9

Overview of Indian Banking system - Structure - Functions - Key Regulations in Indian Banking sector - RBI Act, 1934/ 2006 - Banking Regulation Act, 1949- Negotiable Instruments Act 1881/ 2002 - Provisions Relating to CRR - Provision for NPA's - Overview of Financial Statements of banks - Balance Sheet - Income Statement - CAMEL

UNIT II MANAGING BANK FUNDS/ PRODUCTS & RISK MANAGEMENT
9

Capital Adequacy - Deposit and Non-deposit sources - Designing deposit schemes and pricing of deposit sources - loan management - Investment Management - Asset and Liability Management - Financial Distress -Signal to borrowers - Prediction Models - Risk Management - Interest rate - Forex - Credit market -operational and solvency risks - NPA's - Current issues on NPA's - M&A's of banks into securities market

UNIT III DEVELOPMENT IN BANKING TECHNOLOGY
9

Payment system in India - paper based - e payment -electronic banking -plastic money - e-money -forecasting of cash demand at ATM's -The Information Technology Act, 2000 in India - RBI's Financial Sector Technology vision document - security threats in e-banking & RBI's Initiative.

UNIT IV ASSET BASED FINANCIAL SERVICES
9

Introduction - Need for Financial Services - Financial Services Market in India -NBFC - RBI framework and act for NBFC - Leasing and Hire Purchase - Financial evaluation - underwriting - mutual funds

UNIT V INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES
9

Insurance Act, 1938 -IRDA - Regulations - Products and services -Venture Capital Financing -Bill discounting -factoring - Merchant Banking - Role of SEBI

TOTAL :45 PERIODS**COURSE OUTCOMES:**

1. Understand the overall structure and functions of Indian Financial System
2. Gain knowledge about regulations governing the Indian Banking system
3. Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks
4. Familiarise the students with the concept of e-banking
5. In-depth understanding of fee-based and fund-based financial services in India

REFERENCES:

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

BA4009

CONSUMER BEHAVIOR

L	T	P	C
3	0	0	3

COURSE OBJECTIVE:

- To study and understand the consumer' behavior in-order to effectively utilise the market' potential

UNIT I INTRODUCTION**9**

Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.

UNIT II INTERNAL INFLUENCES**9**

Influences on consumer behavior - motivation - perception - Attitudes and Beliefs - Learning and Experience - Personality & Self Image.

UNIT III EXTERNAL INFLUENCES**9**

Socio-Cultural, Cross Culture - Family group - Reference group - Communication - Influences on Consumer behavior

UNIT IV CONSUMER BEHAVIOR MODELS**9**

Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.

UNIT V PURCHASE DECISION PROCESS**9**

Consumer decision making process - Steps, Levels and decision rules - Evolving Indian consumers - Opinion Leadership - Diffusion and Adoption.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student understands

1. Consumer orientation and consumption
2. Intrinsic influences
3. Effects of external influences
4. Models of consumer and industrial buying
5. The decision making process

REFERENCES:

1. RamanujMajumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
3. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
4. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

BA4011**SERVICES MARKETING****L T P C**
3 0 0 3**COURSE OBJECTIVE:**

- To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges.
- To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT I INTRODUCTION**9**

Introduction- Definition- Service Economy – Evolution and growth of service sector – Nature and Scope of Services -Difference between services and tangible products- Unique characteristics of services- Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES**9**

Assessing service market potential - Classification of services - Expanded marketing mix - Service marketing - Environment and trends - Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT**9**

Service Life Cycle - New service development - Service Blue Printing - GAP model of service quality - Measuring service quality - SERVQUAL - Service Quality function development.

UNIT IV SERVICE DELIVERY AND PROMOTION**9**

Positioning of services - Designing service delivery System, Service Channel - Pricing of services, methods - Service marketing triangle - Managing demand, Managing supply, managing Demand and Supply of Service-Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES**9**

Service Marketing Strategies for Health - Hospitality - Tourism - Financial - Logistics- Educational - Marketing of Online Services- Entertainment & public utility Information technique Services

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

On successful completion of the course students will be able to:

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

REFERENCES:

1. Christopher H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi, 8th edition, 2016.
2. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5. Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3rd Edition, Wiley, 2007.
6. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, 4th Edition 2014, New Delhi.
7. Vinnie Jauhari & Kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition.

BA4012

SALES AND DISTRIBUTION MANAGEMENT

L	T	P	C
3	0	0	3

COURSE OBJECTIVE:

- To gain insights into the selling and distribution process.

UNIT I INTRODUCTION**9**

Sales management - nature and scope. Sales management positions. Personal Selling - Scope, theories and strategies. Sales forecasting and budgeting decisions. Online selling - scope, potential, Merits and Demerits.

UNIT II PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS**9**

Selling process and relationship selling. Designing Sales Territories and quotas. Sales organisation structures.

UNIT III MANAGING THE SALES FORCE**9**

Sales force - recruitment, selection, training, motivating, compensation and control.

UNIT IV MANAGING DISTRIBUTION CHANNELS**9**

Distribution Management - Introduction, need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management.

UNIT V BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT**9**

Logistics - Scope, definition and components. Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness. Use of Information Technology in Online Selling and Goods tracking.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student get to learn about

1. The basics of sales management, theories and strategies
2. The process of personal and relationship selling
3. Managing sales force
4. Managing distribution channels
5. Inventory and supply chain.

REFERENCES:

1. Krishna K. Havaladar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017
2. Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008
3. Pingali Venugopal, Sales and Distribution Management - An Indian Perspective, Response Books from Sage Publications, 2008.

BA4015**STRATEGIC HUMAN RESOURCE MANAGEMENT****L T P C**
3 0 0 3**COURSE OBJECTIVE:**

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I CONTEXT OF SHRM**9**

SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking.

UNIT II HUMAN RESOURCE DEVELOPMENT**9**

Meaning - Strategic framework for HRM and HRD - Vision, Mission and Values - Importance - Challenges to Organisations - HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices - Measures of HRD performance - Links to HR, Strategy and Business Goals - HRD Program Implementation and Evaluation - Recent trends -HRD Audit.

UNIT III E-HRM**9**

e- Employee profile- e- selection and recruitment - Virtual learning and Orientation - e - training and development - e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions- Development and Implementation of HRIS - Designing HR portals - Issues in employee privacy - Employee surveys online.

UNIT IV CAREER & COMPETENCY DEVELOPMENT**9**

Career Concepts - Roles - Career stages - Career planning and Process - Career development Models- Career Motivation and Enrichment -Managing Career plateaus- Designing Effective Career Development Systems - Competencies and Career Management - Competency Mapping Models - Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING**9**

Need for Coaching - Role of HR in coaching - Coaching and Performance - Skills for Effective Coaching - Coaching Effectiveness- Need for Counseling - Role of HR in Counseling - Components of Counseling Programs - Counseling Effectiveness - Employee Health and Welfare Programs.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

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

REFERENCES :

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

BA4016 INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS**L T P C**
3 0 0 3**COURSE OBJECTIVES:**

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

UNIT I INDUSTRIAL RELATIONS**9**

Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act, 1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.

UNIT II INDUSTRIAL CONFLICTS AND LABOUR WELFARE**9**

The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory- Voluntary- welfare funds-welfare of unorganized labour

UNIT III LABOUR LEGISLATIONS-I**9**

Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-

UNIT IV LABOUR LEGISLATIONS-II**9**

The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013

UNIT V LABOUR LEGISLATIONS-III**9**

Employees' Provident fund and Miscellaneous provisions act, 1952- Employees' state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. Industrial relations system and Trade unions
2. Industrial Disputes and labour welfare measures
3. Labour legislation introduction and legal provisions for factory workers, wages and Bonus
4. Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship
5. Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention.

REFERENCES :

1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.
3. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012
5. P.K. Padhi, Industrial Laws, PHI, 2017.
6. P.R.N Sinha, InduBala Sinha, Seema PriyardarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017
7. Tax Mann, Labour Laws, 2018.
8. Srivastava, Industrial Relations and Labour laws, Vikas, 2015.
9. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
10. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
11. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.

COURSE OBJECTIVES:

- To develop an understanding of the nature and strategies of negotiation.
- To understand conflict and strategies to resolve the conflict.

UNIT I FUNDAMENTALS OF NEGOTIATION**9**

Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence- Techniques of Negotiation- Issues in negotiation.

UNIT II NEGOTIATION STRATEGIES**9**

strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.

UNIT III INTRODUCTION TO CONFLICT MANAGEMENT**9**

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

UNIT IV MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT**9**

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.

UNIT V CONFLICT RESOLUTION AND COST**9**

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. The fundamentals of Negotiation, Types, process and techniques
2. Strategies and tactics in Negotiation
3. The basics of Conflict management, models, approaches and process
4. Managing interpersonal, group and organizational conflict
5. Conflict resolution models and cost of workplace conflict

REFERENCES:

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

BA4021**SUPPLY CHAIN MANAGEMENT**

L	T	P	C
3	0	0	3

COURSE OBJECTIVE:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION**9**

Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.

UNIT II SUPPLY CHAIN NETWORK**9**

Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.

UNIT III PLANNING DEMAND, INVENTORY AND SUPPLY**9**

Managing supply chain cycle inventory and safety inventory – Uncertainty in the supply chain , Analyzing impact of supplychain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.

UNIT IV LOGISTICS**9**

Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms.

UNIT V SUPPLY CHAIN INNOVATIONS**9**

Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understanding of supply chain fundamentals
2. Ability to design supply chain networks to enhance supply chain performance
3. Ability to plan demand based on inventory and supply
4. Understanding the role of logistics in supply chain performance
5. Awareness of innovations for sustainable supply chains

REFERENCES:

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

COURSE OBJECTIVE:

- To help understand how service performance can be improved by studying services operations management

UNIT I INTRODUCTION**9**

Services – Importance, role in economy, service sector – nature, growth. Nature of services – distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

UNIT II SERVICE DESIGN**9**

New Service Development - Design elements - Service Blue-printing - process structure - generic approaches. Service Encounter - triad, creating service orientation, service profit chain; Front-office Back-office Interface- service decoupling. Technology in services – self-service, automation, e-commerce, e-business, technology innovations.

UNIT III SERVICE QUALITY**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality -SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement -productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.

UNIT IV SERVICE FACILITY**9**

Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location - considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.

UNIT V MANAGING CAPACITY AND DEMAND**9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services- Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Appreciation of nature of service operations
2. Ability to design services
3. Ability to inculcate quality in service design and delivery
4. Apply models to design service facility
5. Ability to grow and sustain service business

REFERENCES:

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

BA4026**PROJECT MANAGEMENT**

L	T	P	C
3	0	0	3

COURSE OBJECTIVE:

- To learn the fundamental principles and practices of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

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

UNIT II PLANNING, BUDGETING AND RISK MANAGEMENT 9

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

UNIT III SCHEDULING & RESOURCE ALLOCATION 9

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

UNIT IV PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

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

UNIT V CONTROL AND COMPLETION 9

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

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Ability to understand the roles and responsibilities of a project manager
2. Ability to plan and budget projects
3. Ability to schedule and allocate resources to projects
4. Ability to manage project organization
5. Ability to control and complete projects

REFERENCES :

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
3. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.
4. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.
5. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
6. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.

BA4027

DATAMINING FOR BUSINESS INTELLIGENCE

L T P C
3 0 0 3**COURSE OBJECTIVES:**

- To know how to derive meaning from huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.

UNIT I INTRODUCTION

9

Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and datamarts.

UNIT II DATA MINING PROCESS

9

Datamining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random subsampling, and bootstrapping.

UNIT III PREDICTION TECHNIQUES

9

Data visualization, Time series - ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.

UNIT IV CLASSIFICATION AND CLUSTERING TECHNIQUES

9

Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;

UNIT V MACHINE LEARNING AND AI

9

Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques - Ant Colony, Particle Swarm, DEA

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

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

REFERENCES:

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011
6. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
7. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
8. Giudici, Applied Data mining - Statistical Methods for Business and Industry, John Wiley. 2009
9. Elizabeth Vitt, Michael Luckevich, Stacia Misner, Business Intelligence, Microsoft, 2011
10. Michalewicz Z., Schmidt M. Michalewicz M and Chiriack C, Adaptive Business Intelligence, Springer - Verlag, 2007
11. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence - Concepts, Techniques and Applications Wiley, India, 2010.

COURSE OBJECTIVES:

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications.

UNIT I DEEP NETWORKS**9**

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.

UNIT II MODELS**9**

Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms.

UNIT III INTELLIGENT SYSTEMS**9**

Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.

UNIT IV KNOWLEDGE REPRESENTATION**9**

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.

UNIT V APPLICATIONS**9**

Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

1. Knowledge of Algorithms of Deep Learning & Artificial Intelligence.
2. Knowledge of applying Algorithm to specified applications.
3. Ability to understand intelligent systems and Heuristic Search Techniques
4. Understanding of Knowledge Representation, Semantic Networks and Frames
5. Knowledge Of Expert systems, applications and Machine learning

REFERENCES:

1. Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2. Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3. YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
4. SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
5. Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi.
6. Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2008.

BA4029

SOCIAL MEDIA WEB ANALYTICS

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COURSE OBJECTIVE:

- To showcase the opportunities that exist today to leverage the power of the web and social media

UNIT I INTRODUCTION**9**

Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties - Influencers - How ideas travel - Virality - Social theory and social media - technological determinism in popular discourse on social media technologies.

UNIT II COMMUNITY BUILDING AND MANAGEMENT**9**

Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT III SOCIAL MEDIA POLICIES AND MEASUREMENTS**9**

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.

UNIT IV WEB ANALYTICS**9**

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.

UNIT V SEARCH ANALYTICS**9**

Search engine optimization (SEO), non-linear media consumption, user engagement, usergenerated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. The students will be able to enhance the social media skills.
2. The students will be able to develop a mass communication strategy and guide campaigns.
3. To get an idea of social media policies.
4. Understand the fundamentals and concepts of web analytics.
5. How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.

REFERENCES:

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

